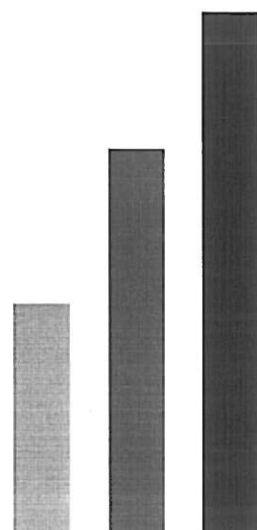


Agenda 2014

Policy & Resources Committee

For meeting on:

20	May	2014
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A meeting of the Policy & Resources Committee will be held on Tuesday 20 May 2014 at 3pm with the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal & Property Services

BUSINESS

****Copy to follow**

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

PERFORMANCE MANAGEMENT

2. **Policy & Resources Capital Programme 2013/16 – Progress Report**
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 11 to 28 February 2014**
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 28 February 2014**
Report by Acting Corporate Director Environment, Regeneration & Resources
6. **Procurement Update**
Report by Acting Corporate Director Environment, Regeneration & Resources
7. **Welfare Reforms Update**
** Report by Acting Corporate Director Environment, Regeneration & Resources and Corporate Director Inverclyde Community Health & Care Partnership
8. **Progress in Mainstreaming Equality**
Report by Head of Education
9. **Corporate Performance Report**
Report by Corporate Director Education, Communities & Organisational Development

10. **SOLACE Improving Local Government Benchmarking Framework 2012/13**
Report by Corporate Director Education, Communities & Organisational Development
11. **Annual Review of Education, Communities & Organisational Development and Environment, Regeneration & Resources Corporate Directorate Improvement Plans 2013/16**
Report by Corporate Director Education, Communities & Organisational Development and Acting Corporate Director Environment, Regeneration & Resources
12. **Options Appraisal: are you getting it right? – Accounts Commission Report**
Report by Acting Corporate Director Environment, Regeneration & Resources
13. **Overview of Local Government in Scotland 2014 – Report by the Accounts Commission**
Report by Acting Corporate Director Environment, Regeneration & Resources

NEW BUSINESS

14. **2015/16 Revenue Grant Settlement – Update**
Report by Acting Corporate Director Environment, Regeneration & Resources
15. **NRS Population Estimates and Migration Assumptions – Implications for Inverclyde**
Report by Acting Corporate Director Environment, Regeneration & Resources
16. **Queen’s Baton Relay and Race to the Games**
Report by Corporate Director Education, Communities & Organisational Development
17. **Active Living Strategy**
Report by Corporate Director Inverclyde Community Health & Care Partnership
18. **Craft Employees Assimilation to Local Government Employees (LGE) Terms and Conditions**
Report by Corporate Director Education, Communities & Organisational Development
19. **Workstream Savings Terms and Conditions**
Report by Corporate Director Education, Communities & Organisational Development
20. **Contract Awards – 1 April 2013 – 31 March 2014**
Report by Acting Corporate Director Environment, Regeneration & Resources

REMITTS FROM COMMITTEES

21. **Kerbside Glass Collection Service - Update: Remit from Environment & Regeneration Committee**
Report by Acting Corporate Director Environment, Regeneration & Resources
22. **Gourock Pier and Railhead Development - Progress Report: Remit from Environment & Regeneration Committee**
Report by Acting Corporate Director Environment, Regeneration & Resources

The documentation relative to the following items has been treated as exempt information in terms of the Local Government (Scotland) Act 1973 as amended, the nature of the exempt information being that set out in the paragraphs of Part I of Schedule 7(A) of the Act whose numbers are set out opposite the heading to each item.

REMITTS FROM COMMITTEES

23. **Appendices relative to Agenda Item 22 (Gourock Pier and Railhead Development - Progress Report: Remit from Environment & Regeneration Committee) providing details of proposals relating to land purchase** Paras 6 and 9

NEW BUSINESS

24. **Use of Powers Delegated to the Chief Executive: Pension Access** Para 1
Report by Corporate Director Education, Communities & Organisational Development advising of the use of the powers delegated to the Chief Executive to allow him to release an employee and to access their pension

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

Report To:	Policy & Resource Committee	Date:	20 May 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources Head of Finance	Report No:	FIN/28/14/MT/AP
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	Policy & Resources Capital Programme – (2013/16) – 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 £0.860m and projected slippage of £0.347m (28.75%) a reduction in slippage of £0.014m (1.65%) from the previous report. It should be noted that this remains a projected outturn at this stage, final outturn will be known once all accruals have been included and may differ from the projection. The main areas of slippage are within the 2013/14 ICT allocation (£0.089m), Storage Back-up Devices (£0.067m), Minor Works & Projects (£0.057m), Whiteboard/Projector Refresh (£0.036m), the Modernisation Fund (£0.032m) and Rolling Replacement of PCs (£0.052m).
- 2.4 Expenditure at 31st March 2014 is £0.806m, 93.7% of 2013/14 projected spend. It should be noted that although expenditure is shown as up to 31st March the figures do not reflect end of year accruals.
- 2.5 Appendix 1 contains details of the projects and the projected spend.

3.0 RECOMMENDATIONS

- 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.

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 Kana CRM Upgrade

Data cleansing work with Kana in preparation for the Lagan upgrade is progressing. As soon as the data work is complete, work will start on the upgrade to Kana CRM.

Web site redevelopment options to be presented to the Corporate Improvement Group. Web content management system to be upgraded.

Service requirements for online and self-service to be refined and detailed in preparation for benefits cases.

- 5.2 EDRMS - Civica W2 live in CSC and Revenues and Benefits. Some further ongoing integration work underway. Educational Psychology Service – digitised records being migrated out of Opentext.

CHCP implementation work for the new Port Glasgow Office started – live scanning of files and back scan tender issued to OSS. Relevant staff trained and software installed.

Information gathering visit to Argyll & Bute Council arranged in preparation for the development of a benefits case for OD/HR implementation.

- 5.3 Flexible Working – Business analysis paper drafted for discussion with Environmental and Commercial Services on Fault Reporting as part of the Digital Access Strategy. Education Services tablet use trial for More Choices More Chances staff devices issued. Another trial of tablet devices will start soon at management level in a number of Corporate Services. Building Standards wish to look at the use of portable devices for site visits.

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 is being distributed to staff.

- 5.4 The migration from Windows XP to Windows 7 for Corporate users is underway. This work consists of a combination of replacement desktop equipment and reimaged, existing kit, dependent upon age. The table below gives the current numbers.

	PC	Laptops
Refresh	363	98
Reimage	407	131
Total	770	229

6.0 FINANCIAL IMPLICATIONS

- 6.1 The figures below detail the position at 31st March 2014. Expenditure to date is £0.806m (93.7% of the 2013/14 projected spend).

- 6.2 The approved budget for 2013/16 is £6.371m made up of £5.143m ICT and £1.228m Finance funded by £4.409m Supported Borrowing and £1.962m Prudential Borrowing. The current projected spend for 2013/16 is on budget.
- 6.3 The approved budget for 2013/14 is £1.207m. The Committee is projecting to spend £0.860m with slippage into future years of £0.347m. The slippage relates mainly to £0.089m within the 2013/14 ICT Allocation, £0.067m within Storage/Back-up Devices, £0.057m within Minor Works & Projects, £0.036m within the Whiteboard/Projector Refresh, £0.032m within the Modernisation Fund and £0.052m within the Rolling Replacement of PCs.
- 6.4 One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Capital	Policy & Resources Capital	2013/16	£6,371	n/a	On budget.

Annually Recurring Costs/ (Savings)

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

7.0 CONSULTATION

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

Legal

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

Human Resources

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

Equalities

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

Repopulation

- 7.5 The report has no impact on repopulation.

8.0 BACKGROUND PAPERS

- 8.1 None.

COMMITTEE: Policy & Resources

Project Name	1	2	3	4	5	6	7	8	9
	<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 31/03/14</u>	<u>Est 2014/15</u>	<u>Est 2015/16</u>	<u>Est 2016/17</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>£000</u>
<u>Environment, Regeneration & Resources</u>									
<u>ICT</u>									
<u>Supported Borrowing</u>									
Storage/Backup Devices	151	19	132	65	65	25	42		
Minor Works & Projects	189	108	81	24	24	21	36		
Mobile Technology	47	29	18	4	3	5	9		
Rolling Replacement of PC's	2,630	1,758	502	450	425	380	42		
Server & Switch Replacement Programme	529	445	4	4	1	80	0		
Upgrade to Existing Data Centre	330	140	190	190	188	0	0		
2013/15 Indicative Allocation	533	0	89	0	0	0	483	50	
<u>Prudentially Funded</u>									
Additional PC Refresh	294	180	38	38	38	38	38	0	
Whiteboard/Projector Refresh	440	344	36	0	0	30	66	0	
<u>Finance</u>									
<u>Prudentially Funded</u>									
Modernisation Fund	1,228	761	117	85	62	32	350	0	
<u>CFCR</u>									
TOTAL	6,371	3,784	1,207	860	806	611	1,066	50	0

Report To:	Policy & Resources Committee	Date:	20 May 2014
Report By:	Acting Corporate Director, Environment Regeneration & Resources	Report No:	FIN/27/14/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, In February 2014 the Council further agreed to return £0.5m of SEMP monies to the General Fund as well as approving a number of further projects funded from Revenue Reserves. 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.
- 2.2 Based on the latest figures it can be seen from Appendix 1 that the estimated shortfall in resources is to £1.135 million over the 2013/16 period which represents 1.08% 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 March 2014 expenditure was 98.29% of projected spend. Phasing and project spend have been reviewed by the Senior Officer (CAMS) Group against planned spend. It should be noted that although expenditure is shown as up to 31st March the figures do not reflect end of year accruals.
- 2.4 The position in respect of each individual Committee is reported in Appendix 2 and Section 5 of the report. It could be seen that overall Committees are projecting to outturn on budget. Budgetary slippage of 15.19% is being reported, an increase of 2.83% from that reported to the previous Committee, this compares with a slippage outturn of 9.34% in 2012/13. It should be noted that this remains a projected outturn at this stage, final outturn will be known once all accruals have been included and may differ from the projection.
- 2.5 The reasons for the increase in slippage in 2013/14 are due to be considered by the CMT and will be reported to Committee in August.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that Committee note the current position of the 2013/16 Capital Programme.
- 3.2 It is recommended that Committee note that a detailed report on the 2013/14 outturn will be presented to Committee in August.

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.
- 4.2 On 4th February 2014 the Policy & Resources Committee agreed to return £500,000 unused contingency within the School Estate to the General Fund, reducing the funding shortfall accordingly.
- 4.3 On 20th February 2014 the Council confirmed the existing Capital Programme to 2015/16. In addition a number of additional projects, funded from Revenue Reserves, were approved. These projects are reflected in this report.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows that over the 3 year period there is a projected shortfall in resources of £1.135 million which represents 1.08% of the projected spend and is within 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 8.7% of projected spend for the year. The majority of projected spend relates to retentions due on Kylemore Children's Home and will be accrued as part of the year end process.

Environment & Regeneration

Net slippage of £4.453m (31.47%) is being reported with spend being 84.7% of projected spend for the year. Slippage relates mainly to the Gourrock Pier & Railhead Development (£0.622m), the Replacement Depots (£1.565m), other slippage within the Asset Management Plan (£0.362m), Property Assets Core Allocation (£0.577m), Play Areas (£0.289m), RAMP (£0.24m) and underspends within the SPT Grant funded programme (£0.28m) and is partly offset by the acceleration of other budgets, in particular the Vehicle Replacement Programme (£0.178m).

Education & Communities

Slippage of £1.119m (4.77%) is being reported with spend being 98.1% of projected spend for the year. The slippage relates mainly to the Scheme of Assistance (£0.726m), the Watt Complex Refurbishment (£0.124m) and Inverkip Community Facility (£0.241m).

Within SEMP negligible net slippage is being shown.

Policy & Resources

Slippage of £0.347m (28.75%) is being reported with spend being 91.7% of projected spend for the year. The main areas of slippage are within the PC Refresh (£0.089m), Storage/Back-up Devices (£0.067m) and Rolling Replacement of PC's (£0.052m).

- 5.3 Overall in 2013/14 it can be seen that expenditure is 98.29% of the projected spend for the year and that slippage from the programme agreed in February 2013 is currently £5.919 million (15.19%). This represents a significant increase from 2012/13 and the reasons for this are being reviewed by the CMT and will be reported to Committee in August.

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 & Lifelong Learning Committee on 5th November 2013 advised of the latest position of the SEMP with the overall model remaining affordable and deliverable.
- 6.2 £0.5 million was transferred from the SEMP to the core capital programme as part of the approval of the 2014/16 Budget. In addition £1.1m of further investment in MUGAs within the Primary School estate was approved subject to confirmation from Scottish Government of the 2015/16 settlement.

7.0 CONCLUSIONS

- 7.1 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. It is therefore a concern that as can be seen in paragraph 5.3 projected slippage is currently 15.19%, compared with an outturn of 9.34% in 2012/13.
- 7.2 The Council's Capital Programme for 2013/16 is showing a shortfall in resources of £1.135 million, approximately 1.08% of the projected spend.
- 7.3 Overall, Service Committees have spent 98.29% of the 2013/14 projected spend as at 31st March 2014.

8.0 CONSULTATION

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

9.0 IMPLICATIONS

Finance

9.1 Financial Implications

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

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
General Fund Capital	Expenditure	2013/16	£74,853	n/a	Overall shortfall in funding £1.135m
	Income	2013/16	£73,718		

Annually Recurring Costs/ (Savings)

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

Legal

9.2 There are no legal implications.

Human Resources

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

Equalities

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

Repopulation

9.5 The report has no impact on repopulation.

Appendix 1

Capital Programme - 2013/14 - 2015/16

Available Resources

	A	B	C	D	E
	2013/14	2014/15	2015/16	Future	Total
	£000	£000	£000	£000	£000
Government Capital Support	5,857	8,251	6,000	-	20,108
Less: Allocation to School Estate	(4,500)	(4,713)	(4,300)	-	(13,513)
Capital Receipts (Note 1)	566	470	922	-	1,958
Capital Grants (Note 2)	196	519	250	-	965
Prudential Funded Projects (Note 3)	4,135	8,974	19,552	5,814	38,475
Balance B/F From 11/12 (Exc School Estate)	1,455	-	-	-	1,455
Capital Funded from Current Revenue (Note 4)	8,231	7,628	7,111	1,300	24,270
	<u>15,940</u>	<u>21,129</u>	<u>29,535</u>	<u>7,114</u>	<u>73,718</u>

Overall Position 2013/16

	<u>£000</u>
Available Resources (Appendix 1, Column E)	73,718
Projection (Appendix 2, Column B-F)	74,853
(Shortfall)/Under Utilisation of Resources	<u>(1,135)</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	50	150	-	212
	<u>566</u>	<u>470</u>	<u>922</u>	<u>-</u>	<u>1,958</u>

Note 2 (Capital Grants)

	2013/14	2014/15	2015/16	Future	Total
	£000	£000	£000	£000	£000
Cycling, Walking & Safer Streets	82	125	-	-	207
SPT	6	167	-	-	173
Sustrans	10	77	250	-	337
Sports Scotland/SFA	18	-	-	-	18
Zero Waste Scotland	80	150	-	-	230
	<u>196</u>	<u>519</u>	<u>250</u>	<u>-</u>	<u>965</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 31/3/14 £000
Policy & Resources	3,784	860	611	1,066	50	-	6,371	6,371	-	806
Environment & Regeneration	34,513	9,697	17,754	26,684	3,473	420	92,541	92,541	-	9,408
Education & Communities (Exc School Estate)	455	1,281	4,261	4,812	1,400	2,221	14,430	14,430	-	1,281
CHCP	1,131	183	80	-	-	-	1,394	1,394	-	16
Sub -Total	39,883	12,021	22,706	32,562	4,923	2,641	114,736	114,736	-	11,511
School Estate (Note 1)	37,984	21,090	8,037	9,018	5,837	6,186	88,152	88,152	-	21,034
Total	77,867	33,111	30,743	41,580	10,760	8,827	202,888	202,888	-	32,545

Note 1Summarised SEMP Capital Position - 2013/17

	2013/14	2014/15	2015/16	2016/17
Capital Allocation	4,500	4,713	4,300	4,300
Scottish Government School Grant (estimate)	1,366		801	803
Surplus b/fwd	2,182	4,723	3,663	246
Prudential Borrowing	9,440	2,264	500	-
Prudential Borrowing - In Lieu of Receipts	3,325			
Prudential Borrowing - Accelerated Investment	5,000			
Available Funding	25,813	11,700	9,264	5,349
<u>Projects</u>				
Ex-Prudential Borrowing	11,650	5,773	8,518	5,837
Prudential Borrowing	9,440	2,264	500	-
Total	21,090	8,037	9,018	5,837
Surplus c/fwd	4,723	3,663	246	(488)

Notes to Appendix 1

Note 3 (Prudentially Funded Projects)

	2013/14	2014/15	2015/16	Future	Total
	£000	£000	£000	£000	£000
Additional ICT - Education Whiteboard & PC Refresh	38	68	104	-	210
Vehicle Replacement Programme	341	879	2,198	-	3,418
Greenock Parking Strategy	(27)	68	75	-	116
Asset Management Plan - Offices	1,858	2,401	3,583	1,269	9,111
Asset Management Plan - Borrowing in Lieu of Receipts	-	920	-	-	920
Asset Management Plan - Depots	305	2,669	7,214	1,144	11,332
Capital Works on Former Tied Houses	-	60	60	480	600
Leisure & Pitches Strategy	1,316	416	178	-	1,910
Broomhill Community Facility	(28)	28	500	-	500
Kylemore Childrens Home	179	(200)	-	-	(21)
Modernisation Fund	60	32	350	-	442
Watt Complex Refurbishment	47	73	380	2,421	2,921
Gourock One Way System	-	-	2,000	500	2,500
Roads Asset Management Plan	-	1,350	2,850	-	4,200
Kerbside Glass Collection	-	150	-	-	150
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>4,135</u>	<u>8,974</u>	<u>19,552</u>	<u>5,814</u>	<u>38,475</u>

Note 4 (Capital Funded from Current Revenue)

	2013/14	2014/15	2015/16	Future	Total
	£000	£000	£000	£000	£000
Regeneration of Port Glasgow Town Centre	149	45	150	-	344
Play Areas	62	739	200	-	1,001
Coronation Park, Port Glasgow	-	250	-	-	250
Contribution to Birkmyre Park Pitch Improvements	-	50	-	-	50
Gourock Walled Garden, Toilet Provision	-	40	-	-	40
Port Glasgow Health Centre Car Park	-	40	-	-	40
SWIFT Finance Module	60	-	-	-	60
Hillend Respite Unit	-	80	-	-	80
Lunderston Bay	143	18	-	-	161
Scheme of Assistance	433	433	433	-	1,299
Aids & Adaptations (Earmarked Reserve)	360	100	-	-	460
Flooding Strategy	27	467	810	-	1,304
Greenock Parking Strategy	70	134	-	-	204
Roads Asset Management Plan	2,597	2,701	2,189	-	7,487
Broomhill Community Facility (Community Facility Fund)	50	100	400	-	550
Inverkip Community Facility	23	801	500	-	1,324
Primary School MUGA's - various	-	500	600	-	1,100
Modernisation Fund	25	-	-	-	25
Port Glasgow Town Centre, Town Hall Refresh	122	71	34	-	227
Watt Complex Refurbishment	-	80	120	800	1,000
Community Facilities Investment	-	-	400	-	400
Blaes Football Parks	27	533	270	-	830
Ravenscraig Sports Barn	-	300	300	-	600
Broomhill Regeneration	16	34	200	-	250
Lower Port Glasgow Regeneration	-	-	100	250	350
East Central Greenock Regeneration	-	-	250	250	500
Central Gourock	-	-	150	-	150
Completion of SV Comet Canopy	17	112	5	-	134
Use of General Fund Reserves	4,050	-	-	-	4,050
	<u>8,231</u>	<u>7,628</u>	<u>7,111</u>	<u>1,300</u>	<u>24,270</u>

Report To:	Policy & Resources Committee	Date:	20 May 2014
Report By:	Chief Executive, Acting Corporate Director Environment, Regeneration & Resources, Corporate Director Education Communities & Organisational Development and Head of Finance	Report No:	FIN/25/14/JB/AE
Contact Officer:	Angela Edmiston	Contact No:	01475 712143
Subject:	Policy & Resources Committee 2013/14 Revenue Budget – Period 11 to 28 Feb 2014		

1.0 PURPOSE

- 1.1 To advise Committee of the 2013/14 projected out-turn for the Policy & Resources Committee as at Period 11 (28 Feb 2014).

2.0 SUMMARY

- 2.1 The total revised Committee budget for 2013/14 is £14,796,000. This excludes Earmarked Reserves of £8,067,000.
- 2.2 The latest projection, excluding Earmarked Reserves, is an underspend of £385,000, an increase in £128,000 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) £27,000 underspend within Finance Employee costs due to turnover savings.
 - c) £120,000 over-recovery within Benefit Subsidy based on the final year end return completed April 2014.
 - d) £58,000 over-recovery within prior year's Council Tax income collection.
 - e) £36,000 over-recovery of ICT income mainly due to sale of PCs.
 - f) £37,000 underspend within Legal administration costs budget mainly due to underspends over various budget lines, partly offset by a reduction in Franking Machine income.
- 2.3 The Earmarked Reserves for 2013/14 total £8,067,000 of which £2,288,000 is projected to be spent in the current financial year. To date expenditure of £354,000 (15.5%) has been incurred, however a further £1,761,000 has been legally committed mostly relating to early release of employees increasing the overall percentage spend at 28 Feb 2014 to 92.4%. Spend to date per profiling was expected to be £455,000 therefore slippage equates to £101,000 (22.2%). Given the number and nature of the projects this slippage is manageable. The Earmarked Reserve statement has been updated to reflect the February 2014 Budget decisions.
- 2.4 The Common Good Fund is projecting a negative fund balance at 31 March 2014 of £8,670. This movement of £153,960 since period 10 is mainly due to the previously approved sale of land at Port Glasgow Road, Greenock not materialising; the site has been re-advertised for sale.

3.0 RECOMMENDATIONS

- 3.1 The Committee note the 2013/14 projected underspend of £385,000 for the Policy & Resources Committee as at Period 11 (28 Feb 2014).
- 3.2 The Committee note that the former Bogston Filling Station site is being re-advertised for sale.

John Mundell
Chief Executive

Jan Buchanan
Head of Finance

Patricia Cassidy
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 £385,000.

5.0 2013/14 CURRENT POSITION

5.1 The current projection is an underspend of £385,000. The following are the material variances:

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

5.3 **Finance - £191,000 Underspend**

Employee Costs: Current projection is an underspend of £27,000, which is an increase in underspend of £5,000 since last reported to Committee in period 10, mainly due to additional turnover savings.

Supplies & Services: £19,000 overspend is being projected which is an increase in spend of £7,000 since period 10 report to Committee mainly due to an increase in spend within Computer Software maintenance.

Income: Current projection is an over-recovery of £179,000 which is an increase in recovery of £128,000 since last reported to Committee due to a £70,000 over-recovery within Benefit Subsidy being projected based on the final year end return and £58k over-recovery projected within Council Tax income for prior years.

5.4 **ICT Services - £60,000 Underspend**

Supplies & Services: An underspend of £12,000 which is an increase in spend of £7,000 since last reported to Committee, mainly due to an increase in software maintenance costs.

Administration Costs: The current projected underspend is £1,000 which is an increase in spend of £12,000 mainly due to training courses, external consultants and line rental charges. The increase in costs is partially being offset by an increase in income.

Income: £36,000 projected over-recovery of income which is a further increase of £6,000 since last reported to Committee mainly due to a further increase in PC sales. This increase in income will be used to partially offset the increase in Administration costs.

5.5 **Legal & Democratic Service – £21,000 Underspend**

Employee Costs: An underspend of £8,000 is projected which is a decrease in spend of £3,000 since last reported to Committee, mainly due to a reduction in overtime.

Administration Costs: An underspend of £37,000 is projected within Administration costs which was reported to Committee in period 10. The underspend is mainly due a £20,000 underspend for Franking Machine offset by a reduction in income and further minor underspends over various budget lines including Risk Management, Printing & Stationery, Postages and Legal Expenses.

Income: An under-recovery of £33,000 is projected mainly due to a reduction in Liquor Licences income and Franking Machine income which was reported at the previous Committee.

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

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

Employee Costs: An underspend of £18,000 is projected mainly due to turnover savings. This is an increase in underspend of £3,000 since last reported to Committee.

5.8 The following material variance relate to the Miscellaneous budget:

5.9 **Miscellaneous – £88,000 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.

Audit Fee: Since last reported to Committee, Audit Fee is projected to underspend by £10,000 due to a reduction on current estimated bills from Audit Scotland and a recharge of Audit fees to charities.

6.0 VIREMENT

6.1 There are no virements to report for this Committee.

7.0 EARMARKED RESERVES

7.1 Appendix 3 gives a detailed breakdown of the current earmarked reserves position. Total funding is £8,067,000 of which £2,288,000 is projected to be spent in 2013/14 and the remaining balance of £5,779,000 to be carried forward to 2014/15 and beyond. It can be seen that expenditure of £354,000 represents 15.5% of the annual projected spend. A further £1,761,000 has been legally committed in respect of early release costs which will be incurred at year end thus increasing the overall percentage spend at 28 February to 92.4%. Spend to date per profiling was expected to be £455,000 therefore slippage equates to £101,000 (22.2%). Given the number and nature of the projects this slippage is manageable. The Earmarked Reserve statement has been updated to reflect the February 2014 Budget decisions.

8.0 COMMON GOOD FUND

8.1 Appendix 4 shows a projected overspend of £9,230 in the Common Good Fund for 2013/14 as at 28 February 2014. Committee is being asked to note that the previously agreed sale of land at Port Glasgow Road, Greenock has fallen through and the anticipated receipt has been removed. The site has been re-advertised and the considered offers will be reviewed by the Environment and Regeneration Committee in due course.

9.0 IMPLICATIONS

9.1 FINANCE

All financial implications are discussed in detail within the report above.

One off Costs:

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

9.2 LEGAL

There are no specific legal implications arising from this report.

9.3 HUMAN RESOURCES

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

9.4 EQUALITIES

There are no equality issues arising from this report.

9.5 REPOPULATION IMPLICATIONS

There are no repopulation implication issues arising from this report.

10.0 CONSULTATIONS

10.1 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.

11.0 BACKGROUND PAPERS

11.1 There are no background papers for this report.

REVENUE BUDGET MONITORING REPORT

CURRENT POSITION

PERIOD 11: 1st April 2013- 28th Feb 2014

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	5,125	4,934	(191)
ICT	2,172	2,175	2,115	(60)
Legal & Democratic Services	1,726	1,744	1,723	(21)
Total Net Expenditure Environment, Regeneration & Resources	14,757	9,044	8,772	(272)
Organisational Development, Human Resources & Communications	1,897	1,915	1888	(27)
Corporate Policy	178	180	180	0
Total Net Expenditure Education, Communities & Organisational Development	2,075	2,095	2,068	(27)
Chief Executive	366	369	371	2
Miscellaneous	5,389	3,515	3,427	(88)
TOTAL NET EXPENDITURE	22,587	15,023	14,638	(385)
Earmarked reserves	0	(227)	(227)	
Total Net Expenditure excluding Earmarked Reserves	22,587	14,796	14,411	(385)

POLICY & RESOURCES**REVENUE BUDGET MONITORING REPORT****MATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)****PERIOD 11: 1st April 2013- 28th Feb 2014**

Outturn 2012/13 £000	Budget Heading	Budget 2013/14 £000	Proportion of Budget £000	Actual to 28/02/14 £000	Projection 2013/2014 £000	Over/(Under) Budget £000
	<u>Finance</u>					
3,911	Employee costs	3,946	3,473	3,424	3,919	(27)
(35,684)	Benefits Subsidy	(35,969)	(33,550)	(32,842)	(36,089)	(120)
8	Computer Software/Hardware Maintenance	16	15	28	37	21
0	Council Tax Collection	(100)	(92)	0	(158)	(58)
	<u>Organisational Development, HR & Communications & Events</u>					
1,654	Employee Costs	1,594	1,387	1,371	1,576	(18)
	<u>Miscellaneous</u>					
(371)	Internal Resource Interest	(226)	0	0	(300)	(74)
251	Audit Fees	270	0	170	260	(10)
	<u>ICT</u>					
(23)	Sales Fees & Charges	(26)	(22)	(57)	(56)	(30)
30	Supplies & Services - White Board Maintenance	20	18	6	10	(10)
(338)	Income - Recharges	(327)	(309)	(319)	(338)	(11)
	<u>Legal & Democratic Services</u>					
40	Admin - Various Budgets	50	32	27	33	(17)
31	Admin - Postages (Franking Machine)	49	44	28	29	(20)
(88)	Income - Liquor Licences	(116)	(93)	(91)	(93)	23
(10)	Income - Recharges (Franking Machine)	(28)	(26)	(6)	(10)	18
(34,500)	TOTAL MATERIAL VARIANCES	(34,793)	(32,596)	(31,685)	(35,099)	(333)

EARMARKED RESERVES POSITION STATEMENT

Appendix 3

COMMITTEE: Policy & Resources

Project	Lead Officer/ Responsible Manager	Total Funding 2013/14 £000	Phased Budget To Period 11 2013/14 £000	Actual To Period 11 2013/14 £000	Projected Spend 2013/14 £000	Amount to be Earmarked for 2014/15 & Beyond £000	Lead Officer Update
Early Retiral/Voluntary Severance Reserve	Alan Puckrin	4,135	0	0	1,800	2,335	To meet costs of early release of employees arising from the 2013/16 budget. Commitments to date for 2013/14 are £1,761k which is expected to be incurred at year end.
Modernisation Fund	Alan Puckrin	570	46	22	59	511	Various modernisation projects, proposals on utilisation being developed. Approval given 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	Jan Buchanan	124	55	42	45	79	To be spent on Procurement Development. Temporary Project officer funded to 31/03/15.
RVJB Capital Contribution	Jan Buchanan	27	0	0	10	17	Annual recharge at year end.
Workforce Development Fund	Barbara McQuarrie	22	27	2	8	14	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 spend in 2014/15 instead of Feb / Mar 2014 as previously envisaged. £8k spend is expected to be incurred in 2013/14 for the port Glasgow Training Suite with the balance £9k being incurred in 2014/15.
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	Jan Buchanan	303	106	134	138	165	Funding from DWP & Government used for upgrading systems & extra temporary staff to address Welfare Reforms.
Implementation of Saving Workstreams	Alan Puckrin	79	20	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.

<u>Project</u>	<u>Lead Officer/ Responsible Manager</u>	<u>Total Funding 2013/14</u> £000	<u>Phased Budget To Period 11 2013/14</u> £000	<u>Actual To Period 11 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>
ICT Shared Services	Alan Puckrin	32	13	32	32	0	Budget of £68k transferred to Modernisation Fund. Full spend of remaining budget incurred.
Protection of Vulnerable Groups	Barbara McQuarrie	208	61	45	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.
Feasibility Study - Hydro Electric Scheme	John Mundell	11	8	11	11	0	To fund Hydro Electric Project Feasibility and assist current project implementation. Costs relate to potential partnership with Scottish Water Horizons for Hydro Project. Full spend has been incurred.
Microsoft Licensing	Robert Stokes	138	15	12	12	126	To fund 3 year contract for Microsoft licenses. Spend expected to start from October 2013 onwards.
2013/16 Revenue Contingency	Alan Puckrin	550	60	19	19	531	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, £44k for City Deal and £5k for the Toll Boys Memorial. For 2013/14 £19k spend is projected for City deal. The remaining spend is projected to be incurred in 2014/15.
Increased Officer Capacity - Equalities Officer	Wilma Bain	60	25	16	19	41	1 fte Equalities Officer (Grade 1) 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. Post in place until 15/07/15.
Increased Officer Capacity - Communications Assistant	Barbara McQuarrie	55	19	19	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	Jan Buchanan	477	0	0	0	477	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.

<u>Project</u>	<u>Lead Officer/ Responsible Manager</u>	<u>Total Funding 2013/14</u>	<u>Phased Budget To Period 11 2013/14</u>	<u>Actual To Period 11 2013/14</u>	<u>Projected Spend 2013/14</u>	<u>Amount to be Earmarked for 2014/15 & Beyond</u>	<u>Lead Officer Update</u>
		£000	£000	£000	£000	£000	
Loan Charge EMR - To meet spike in loan charges from 2016/17	Alan Puckrin	1,200	0	0	0	1,200	This new reserve was approved at Feb 2014 Budget Setting and is to meet potential spike in loan charges from 2016/17.
Total		8,067	455	354	2,288	5,779	

REVENUE BUDGET MONITORING REPORT 2013/14PERIOD 11 : 1st April 2013 to 28th February 2014

	Final Outturn 2012/13	Approved Budget 2013/14	Budget to Date 2013/14	Actual to Date 2013/14	Projected Outturn 2013/14
<u>PROPERTY COSTS</u>	18,520	5,000	4,600	12,230	3,500
Repairs & Maintenance	9,680	4,000	3,700	20	500
Rates 1	8,700			12,210	0
Property Insurance	140	1,000	900		1,000
Marketing Costs					2,000
<u>ADMINISTRATION COSTS</u>	11,620	8,500	6,300	10,200	12,400
Sundries	3,420	300	300	4,200	4,200
Commercial Rent Management Recharge	2,200	2,200	0		2,200
Recharge for Accountancy	6,000	6,000	6,000	6,000	6,000
<u>OTHER EXPENDITURE</u>	147,180	132,800	130,300	127,520	129,830
Christmas Lights Switch On	9,530	10,500	10,500	10,130	10,130
Christmas Dinners/Parcels	16,570	18,000	18,000	17,990	18,000
Christmas Decorations	35,400	35,400	35,400	35,400	35,400
Gourock Highland Games	29,400	29,400	29,400	29,400	29,400
Armistice Service	5,470	8,300	8,300	7,990	8,000
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		0
Society of the Innocents Rent Rebate	3,750	3,100	2,800	3,000	3,000
Bad Debt Provision	21,160	0	0		0
<u>INCOME</u>	(212,590)	(146,300)	(132,300)	(118,620)	(136,500)
Property Rental	(144,550)	(188,800)	(173,100)	(117,320)	(188,800)
Void Rents 2		44,500	40,800		53,600
Internal Resources Interest	(1,540)	(2,000)	0	(1,300)	(1,300)
Donations	(1,500)				0
Lease Premium	(65,000)				0
Disposal of Land 3					0
<u>NET ANNUAL EXPENDITURE</u>	(35,270)	0	8,900	31,330	9,230

Fund Balance as at 31st March 2013

249,560

Projected Fund Balance as at 31st March 2014

240,330**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
15 John Wood Street
74 Port Glasgow Road

May 2010 - Lease to be agreed.
December 2012
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 had been received and it was proposed to dispose of the site for a receipt of £155,000. This disposal has now fallen through and as a result no receipt is being projected at this time. It is however proposed that the site be re-marketed on a sale or lease basis, whichever is more favourable.

4 Contribution to Regeneration Projects, Lower Port Glasgow

On 20th February 2014 Council agreed a contribution of £150,000 from the Common Good to part fund £500,000 of Regeneration projects within Lower Port Glasgow.

5 Approved Projects

In addition to the annual budget highlighted above committee have approved contributions to Regeneration Projects, Lower Port Glasgow, Improvements to shops in Bay St/John Wood St, Port Glasgow and a contribution to a parade by the Rpyel Regiment of Scotland.

Report To:	Policy & Resources Committee	Date: 20 May 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources	Report No: FIN/29/14/JB/CM
Contact Officer:	Jan Buchanan	Contact No: 01475 712223
Subject:	2013/14 General Fund Revenue Budget as at 28th February 2014	

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 28th February 2014 and to update Committee in respect of the position of the General Fund 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 the 28th February 2014 the General Fund is projecting a £1.539million underspend which represents 0.8% of the net Revenue Budget. This is a increase in the underspend reported to the last Committee of £0.354million and is mainly due to:
- Additional income within Finance from the Benefit Subsidy and exceeding the target for the recovery of prior year council tax collection, additional Planning Income and increased turnover.
- 2.3 From Appendix 1 it can be seen that all 4 Service Committees are currently projecting underspends for the current year.
- 2.4 Appendix 2 shows the latest position in respect of Earmarked Reserves from where it can be seen that as at 28th February 2014 expenditure totalled £14.317 million which equates to 59.34% of the projected spend in 2013/14. It can also be seen from appendix 2 that as at the 28th February 2014 actual expenditure is 20.8% 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 £5.461 million which is £1.661 million greater than the minimum recommended balance of £3.8 million. The February Council meeting agreed proposals to use of all useable free reserves for the remainder of the 2013/16 budget period.
- 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 the 28th February 2014 the projected savings in 2013/14 has been fully delivered.

-
- 2.7 A report elsewhere on the agenda provides an update in respect of the decision taken by Cosla Leaders on the 25th April and the impact this has on the 2014/16 budget agreed in February.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the latest position of the 2013/14 Revenue Budget and General Fund Reserves.
- 3.2 It is recommended that the Committee note the 2013/16 Workstream Savings position.
- 3.3 It is recommended that the Committee note that there is a report elsewhere on the agenda regarding the latest position of the 2015/16 Grant settlement.

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 28 FEBRUARY 2014

5.1 It can be seen from Appendix 1 that as at the 28th February 2014 the General Fund is projecting an underspend of £1.539 million which equates to 0.8% of the net General Revenue Fund Budget. This is an increase in the underspend reported to the last Committee of £0.354 million and is mainly due to:

- Additional income from the benefits subsidy based on final year end position, additional income from prior year council tax income within Finance and increased Planning income as well as increased turnover savings across all the Directorates.

5.2 It can also be seen from Appendix 1 that all 4 Service Committees are currently projecting underspends.

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

Policy & Resources Committee – Projected underspend of £128,000 and increase of £63,000 since last reported and mainly due to employee cost turnover savings in Legal and Democratic Services, an underspend within ICT Administration budget and over-recovery within Benefit Subsidy income and over-recovery in prior years council tax income.

Environment & Regeneration – Projected underspend of £215,000 and increase of £174,000 since last reported and is mainly due to excess turnover savings and a projected underspend in vehicle fuel, increased planning Income and reduced materials cost within roads offset by an underrecovery in property income.

Education & Communities - £189,000 underspend an increase of £39,000 since last report and mainly due to further employee savings within Communities and Education arising from early achievements of savings plus one off saving within Non Domestic Rates offset by a reduction in income from other Local Authorities.

Health & Social Care – Underspend £20,000 and increase of £13,000 since last reported and is mainly due to additional turnover savings. This also reflects the one off contribution in year of £145,000 for the refurbishment of Caladh House.

5.4 Appendix 2 shows the latest position in respect of the Earmarked Reserves and also provides information on performance against phased budget. Committee are asked to note that the phasing has not been 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 28th February 2014 the Council has spent £14.317million against a phased budget target of £18.078million. This represents a shortfall of 20.8% against target and 59.34% of the projected spend of £24.127million 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. The reason for the relatively low level of actual spend at 28th February is the large volume of payments processed at the year end relating to the loan charges, accruals and provisions.

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 £5.461 million which is £1.661 million greater than the minimum reserve balance of £3.8 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. The Council Meeting in February 2014 agreed the use of all useable free reserves until the end of the 2013/16 budget period.

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 the full target of £387,000 has been achieved. In addition the 2015/16 Workstreams now reflect the targets agreed at the February, 2014 Council meeting.

7.0 OTHER FINANCIAL MATTERS

7.1 A report elsewhere on the agenda provides an update in respect of the decision taken by Cosla Leaders on the 25th April and the impact this has on the 2014/16 budget agreed in February.

7.2 Other major financial issues centre around the implementation of expanded early years services due to the increase to 600 hours of provision to 3-4 year olds and the expansion of 600 hours of provision to certain 2 year olds. The detailed settlement for this latter matter is awaited but current estimates indicate a shortfall in both capital and revenue funding.

8.0 CONSULTATION

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

9.0 IMPLICATIONS

9.1 Finance

One off Costs

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

Annually Recurring Costs

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

9.2 Legal

None

9.3 Human Resources

None

9.4 Equalities

None

9.5 Repopulation

None

10.0 BACKGROUND PAPERS

10.1 None

Policy & Resources Committee
Revenue Budget Monitoring Report
Position as at 28th February 2014

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	14,796	14,411	(385)	(2.60%)
Environment & Regeneration	22,733	20,716	20,501	(215)	(1.04%)
Education & Communities (Note 1)	86,405	80,383	80,194	(189)	(0.24%)
Health & Social Care	48,491	48,931	48,911	(20)	(0.04%)
Committee Sub-Total	180,216	164,826	164,017	(809)	(0.49%)
Loan Charges (Including SEMP)	13,160	16,889	16,389	(500)	(2.96%)
Unallocated Savings (Note 2)	(311)	(87)	(29)	58	(66.67%)
Contribution to General Fund Reserve	4,677	4,677	4,677	0	0.00%
One off contribution to Reserves (Note 3)	0	0	(339)	(339)	0.00%
Workstream Savings Slippage (Note 4)	0	(51)	0	51	0.00%
Earmarked Reserves	0	6,459	6,459	0	0.00%
Total Expenditure	197,742	192,713	191,174	(1,539)	(0.80%)
Financed By:					
General Revenue Grant/Non Domestic Rates	(164,728)	(166,934)	(166,934)	0	0.00%
Council Tax	(33,014)	(33,014)	(33,014)	0	0.00%
Council Tax Reduction Scheme	0	7,235	7,235	0	0.00%
Net Expenditure	0	0	(1,539)	(1,539)	

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

Note 2 - Utilities Workstream Saving to be allocated.

Note 3 - Relates to Corporate NDR appeals process

Note 4 - Relates to slippage of utilities workstream savings offset by procurement over-recovery

Earmarked Reserves Position Statement

Appendix 2

Summary

<u>Committee</u>	<u>Total Funding 2013/14</u>	<u>Phased Budget to 28 Feb 14</u>	<u>Actual Spend To 28 Feb 14</u>	<u>Variance Actual to Phased Budget</u>	<u>Projected Spend 2013/14</u>	<u>Earmarked 2014/15 & Beyond</u>	<u>2013/14 %age Spend Against Projected</u>	<u>2013/14 %age Spend Against Phased Budget</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>		
Education & Communities	21,686	11,282	9,531	(1,751)	14,775	6,911	64.51%	84.48%
Health & Social Care	3,668	2,141	1,776	(365)	2,047	1,621	86.76%	82.96%
Regeneration & Environment	12,713	4,200	2,656	(1,544)	5,017	7,696	52.94%	63.24%
Policy & Resources	7,840	455	354	(101)	2,288	5,552	15.47%	77.80%
	45,907	18,078	14,317	(3,761)	24,127	21,780	59.34%	79.20%

Actual Spend v Phased Budget

(£3,761k)

(20.80%)

Appendix 3

GENERAL FUND RESERVE POSITION
Position as at 28/02/14

	<u>£000</u>	<u>£000</u>
Balance 31/03/13		14355
Projected Surplus/(Deficit) 2013/14	1539	
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)	<u>(1500)</u>	(8894)
Projected Unallocated Balance 31/03/14		<u><u>5461</u></u>

Minimum Reserve required is £3.8million

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	<u>(350)</u>	(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	<u>(80)</u>	(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	<u>(250)</u>	(1500)

Workstream Updates as at: 14/04/14

<u>Lead Officer</u>	<u>Workstream Saving</u>		<u>Update</u>	<u>Target (2013/16)</u> <u>£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 top slice to Office Accommodation utilities budgets. Savings have been applied to 2014/15 budgets.	150k To be achieved: 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	£40,000 Multi Function Devices (MFD) saving identified and being allocated. Further savings possible.	313k To be achieved: 2014/15 34k 2015/16 78k
B Moore	5	Homecare	<p>£125k achieved in 13/14 from</p> <ul style="list-style-type: none"> • £64k internal staff savings – impact of CM2000 with 5 posts deleted. • £36k external from review of cases not achievable based on reviews to date, alternative identified and two posts deleted. • £25k from part year CM2000 external met from within bottom line. <p>The remaining £75k from external implementation of CM2000 external equivalent will be achieved by a one year inflation uplift to providers linked to use of CM2000. Pilot (Evergreen) commenced August 2013, Carewatch and Confident Care went live January 2014. All providers expected to be live April 2014 with the exception of Cottage Care who have declined to use CM2000.</p> <p>Development of management information continues, with templates designed to capture month on month changes.</p> <p>A monthly overview takes place. Work continues on developing a framework agreement for providers, with expected implementation for April 2015.</p>	200k To be achieved: 2014/15 75k

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CMT	6	2015/16 Operational Saving	CMT have agreed to split the savings equally over the 3 Directorates. Proposals to be drafted by 5 th June with a view to going to P&R Committee in September. Total target now £960,000 to take into account £200,000 from Modernisation.	750k To be achieved: 2015/16 750k
		<u>Workstreams – Target to be allocated to the following</u>	Target confirmed at February P&R Committee.	800k 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. Savings expected beyond 2016.	Target £0k
A Puckrin	8	Charging	Council agreed target of £470k. Officers to report back on detail later in 2014. Next officer workgroup is 28 th April. Intention is to report to CMT in September and thereafter to P&R Committee in November.	Target £470k To be achieved: 2015/16 £470k

A Puckrin	9	Modernisation	<p>Opportunities to be channelled initially via the Modernisation CIG. CIG approved investment in ATLAS benefits software. Saving £15k identified from 15/16 relating to ATLAS.</p> <p>CHCP – Early discussions regarding implementing a single point of access to CHCP services, building on use of Lagan CRM.</p> <p>Environmental & Commercial Services – Roads and Lighting Fault Reporting business processes have been documented for discussion with the service, prior to implement web-based self-service and mobile app reporting of faults.</p> <p>On-line payment options being developed for a range of services.</p> <p>Agreed to add this target to Directorates £750k target for 2015/16.</p>	<p>Target £200k</p> <p>To be achieved: 2015/16 £200k</p>
I Moffat	10	Social Transport	<p>CMT received a report in January providing rationale and breakdown of the proposed savings.</p> <p>Report to be submitted to August Environment and Regeneration Committee.</p>	<p>Target £50k.</p> <p>To be achieved: 2015/16 £50k</p>
B McQuarrie	11	Terms & Conditions	<p>Council agreed a target of £30,000 and a report to be submitted to Committee later in 2014.</p>	<p>Target £30k</p> <p>To be</p>

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			Report will be submitted to P&R Committee on 20 May 2014 to recommend savings of around £30k from discontinuation of Excess Travel Scheme.	achieved: 2015/16 £30k
B McQuarrie	12	Sessional Budgets	Target proposed to be a top slice of £15k from Teaching Supply Budget and a reduction of £15k from CHCP Sessional Budget. Discussed and Agreed at CMT and JBG. Working group no longer need to meet as operational system changes are in place and work will continue with each service as necessary.	Target £30k To be achieved: 2015/16 £30k
B McQuarrie	13	Travel and Subsistence	Proposals to be developed around work of the Energy Saving Trust. Chief Executive has agreed (through SOLACE) to take up a free offer of assistance from the Energy Savings Trust on how we can reduce mileage. Chief Executive arranging visit over next couple months. Trust will meet with Patricia Cassidy/Barbara McQuarrie.	Target £20k To be achieved: 2015/16 £20k

Savings Workstreams - 14/04/14

Appendix 5

(Page 1 of 2)

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	29	0	0	29	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	173	26	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	0	16	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
	Workstreams - Targets to be allocated	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	
B McQuarrie	11/ Terms & Conditions	0	0	0	0	0	
B McQuarrie	12/ Sessional Budgets	0	0	0	0	0	
B McQuarrie	13/ Travel & Subsistence	0	0	0	0	0	

Sub-Total	2563	387	349	2	738	33
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Savings Workstreams - 14/04/14

Lead Officer	Savings Planned	2013/14	2014/15	2015/16	Total 2013/16
		£000	£000	£000	£000
A Gerrard	1/ Utility Cost Reductions/Energy Management	0	121	0	121
A Puckrin	2/ SEMP Model	0	0	0	0
A Puckrin	3/ AMP	0	0	0	0
A Puckrin	4/ Procurement	0	34	78	112
	Unidentified	0	34	78	
B Moore	5/ Homecare	0	75	0	75
A Puckrin	6/ 2015/16 Operational Savings	0	0	750	750
	<u>Workstreams - Targets to be allocated</u>				
J Mundell	7/ Shared Services	0	0	0	0
A Puckrin	8/ Charging	0	0	470	470
A Puckrin	9/ Modernisation	0	0	200	200
I Moffat	10/ Social Transport	0	0	50	50
B McQuarrie	11/ Terms & Conditions	0	0	30	30
B McQuarrie	12/ Sessional Budgets	0	0	30	30
B McQuarrie	13/ Travel & Subsistence	0	0	20	20
	Sub-Total	0	230	1628	1858
	Total	387	579	1630	2596

Report To:	Policy & Resources Committee	Date:	20 May 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources	Report No:	FIN/26/14/JB/BH
Contact Officer:	Brendan Hurrell	Contact No:	01475 712223
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 February.

2.0 SUMMARY

- 2.1 The Policy and Resources Committee previously approved 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 Public procurement law is set to change, following new draft directives issued by the European Commission in December. The proposals form part of an overall programme aimed at modernising public procurement in the European Union (EU). Appendix 3 summarises those changes and the status of the Procurement Reform Bill which is currently progressing through the Scottish Parliament.
- 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. £313,000 has been secured with a further £100,000 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.
- 2.5 A pilot involving the use of weighted tender questions on Community Benefits has completed. Two tenders, Kerb Maintenance and Ardgowan Primary refurbishment, have been returned and evaluated using a 5% weighting as part of the pilot agreed at Policy and Resources Committee in November 2012. As a result of this pilot officers propose to adopt the weighting of 5% in all future tenders where this is deemed to be appropriate. More detail on this proposal is contained within section 5 of this report.

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 within 20 days
- 3.4 That the Committee note the summary and comments on the progress on the Procurement Reform Bill.
- 3.5 That the Committee approve the use of a 5% weighting for community benefits in all future tenders, in consultation with the Corporate Procurement Manager, above a threshold of £1,000,000.

Jan Buchanan
Head of Finance

4.0 BACKGROUND

- 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 standard.
- 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 Authorities' 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

5.0 COMMUNITY BENEFIT PROPOSALS

- 5.1 A pilot involving the use of weighted tender questions on Community Benefit has been completed. Two tenders, Kerb Maintenance and Ardgowan Primary refurbishment, have been returned and evaluated using a 5% weighting as part of the pilot agreed at Policy and Resources Committee in November 2012.
- 5.2 Both contracts will deliver a minimum of 10% of the person weeks of employment required to carry out the Works under the Building Contract to new entrant trainees, apprentices and other trainees. The kerbs contract is expected to return a minimum of 24 person weeks of employment in total. The Ardgowan contract is expected to return a minimum of 200 person weeks of employment in total.

- 5.3 Despite the argument that community benefits will add to tenderers' costs, there is well documented evidence that, 'Cost neutral' tenders can be progressed. This means that any costs associated with the project are absorbed into the general overheads of the contractor/firm. The contractor, if there is a cost neutral or 'nil cost' requirement, cannot charge the client for any community benefit. It might be argued that a contractor could just increase the cost of the tender to fund the community benefit, however there is a risk that they could price themselves out of winning the contract.
- 5.4 Forward-thinking contractors already accept that community benefits are now an integral part of procurement in the public sector and recognise the benefit to their company in being able to demonstrate their capability in delivering community benefit and their commitment to doing so. However, these circumstances are less likely to apply in lower value construction contracts where there is less need to recruit large numbers of staff over a longer period. The pilot and examples from other public procurements would indicate that there is a threshold below which community benefits would not be logical.
- 5.5 A weighting of 5% being used for community benefits seems most appropriate at this time. A proposal to increase to 10% had been included within the Committee report in November 2012 but there is not enough evidence at this time to support such a change. A contract value threshold of £1,000,000 constitutes a reasonable threshold above which community benefits should be considered as it is more likely that the labour costs would lead to employment opportunities during the lifetime of the contract as opposed to short term sporadic work which is hard to monitor and does not deliver the same return on contract spend.
- 5.6 As a result of this pilot officers propose to adopt the weighting of 5% in all future construction tenders with a value above £1,000,000, in consultation with the Corporate Procurement Manager. Reports on the use of this weighting will be included in future Procurement update reports. If the ongoing use of the 5% weighting is deemed to be successful an increase in weighting may be put forward for further approval.

6.0 RECENT PROGRESS

- 6.1 The Strategic Procurement Framework, with updates against each work item, is contained in Appendix 1
- 6.2 As shown in Appendix 1 the bulk of the workload on the current SPF has been completed. The remainder of the work is focused towards improving Purchase to Pay and Management Information as well as further work on supplier management.
- 6.3 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.
- 6.4 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.
- 6.5 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 and Greenlight, Waste Management
BSS, Printing
Tarmac, Roadstone
Brakes, Catering
Northgate, ICT Software
Pride of the Clyde, Schools Transport
GT Roofing, General Builders Works

- 6.6 There have been a number of benefits resulting from this work. Relations with all suppliers continue to improve via a 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.
- 6.7 As the work on the current SPF comes to a conclusion towards the end of 2014, it is proposed that a new procurement strategy will be submitted to the Committee before the end of this year. This will allow time for the Procurement Reform Bill to go through due process and give time to form a new resource and strategy plan for procurement. Appendix 3 gives details on the current status of the Procurement Reform Bill as well as a summary of the key elements with comments on the impact to the Council.

7.0 PROCUREMENT SAVINGS

- 7.1 Appendix 2 shows the position in respect of savings planned during 2014/15. From this it can be seen that £30,000 full year savings have been achieved. These savings are as a result of a recent tender exercise for Multi Function Devices (large printers). The target for 2014/15 is £70,000 with a further £60,000 for 15/16.
- 7.2 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.

8.0 SUPPLIER PAYMENT

- 8.1 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.

9.0 IMPLICATIONS

9.1 Finance

One off Costs

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

Annually Recurring Costs/(Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
Savings Work streams	Procurement	2013/16	£413,000	-	£100k remains to be achieved.

9.2 Legal

Legal Services have been consulted on the content of this report.

9.3 Human Resources

None

9.4 Equalities

None

9.5 Repopulation

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.

10.0 LIST OF BACKGROUND PAPERS

10.1 Appendix 3 – Summary of the Procurement Reform Bill.

Appendix 1

Strategic Procurement Framework 2012/14

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 2014 if trial is successful.	From November 2014
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

Appendix 2

Commodity	New Supplier	Start Date	Annual Spend/ (Income)	Achieved or Planned	New Projected 2014/15 Savings	Full Year Savings
Multi Function Devices	Konica	01/06/14	£400,000	A	£25,000	£30,000

Total Achieved and Planned
Total Workstream Target

£25,000
£70,000

<u>Savings Summary (2014/16)</u>	£
Savings Achieved	30,000
Savings Target	<u>130,000</u>
Savings to be Achieved	100,000

The Procurement Reform Bill and the EU Directives

- 1) The Procurement Reform (Scotland) Bill was introduced in the Parliament on 3rd October 2013. Public procurement in Scotland is governed by a detailed and complex framework of European law and the Bill is necessarily framed within this existing EU legislation.
- 2) The European Union has reformed the EU Directives in early 2014. The Directives guidance has now been issued by the European Commission. Given the complexity and breadth of the Directives, this guidance will be critical in interpreting and understanding the Directives and their impact on Scotland. It is important to note that the Bill does not transpose the Directives. The Directives will be transposed into Scots law via new Regulations, within two years of final agreement.
- 3) In addition to ensuring that it complements existing EU legislation, the Scottish Government also places the Bill within the wider reform of public procurement in Scotland that has been ongoing since the 2006 publication of the McClelland Report.
- 4) The Policy Memorandum states that the Bill will not be a replacement for existing EU legislation, but rather, in the main, applies to two separate levels of procurement. The Bill in part will create a legal framework for contracts below the EU thresholds. However, certain elements of the Bill will apply to all public procurement at any level above the thresholds set in the Bill (therefore including contracts above the EU Thresholds).

Progress of the Procurement Reform Bill

- 5) The Reform Bill passed Stage 2 of the Parliamentary process in March. That is the “Committee phase”, where each section of the bill is examined by the lead Parliamentary Committee (the Infrastructure and Capital Investment Committee), and amendments are tabled and discussed. There were over 80 amendments in total, so it meant some marathon but the Bill has now been approved to pass on to Stage 3, the final leg of the process, which is expected to be in May. From there it goes on for Royal Assent and then it moves from being a Bill to being an Act of Parliament.
- 6) Much of the Bill is about enabling powers, and it will be a significant effort to develop the statutory guidance and regulations that will follow –The Scottish Government have committed to wide consultation on these, and to dovetailing them with plans for the transposition of the European Directives.

Procurement Reform Bill Summary

- 7) Set out below is a summary of the key provisions and some thoughts on the implications for public authorities in Scotland and for companies seeking to do business with them.
- 8) This is a new legislative framework to govern the award of contracts for works, supplies and services the estimated value of which are below the EU (OJEU) thresholds but equal to or greater than £50,000 in the case of supplies or services contracts, or £2 million in the case of works contracts. These include the following
 - i. A specific duty on authorities when carrying out below OJEU threshold procurements to (a) treat economic operators established in any EU/EEA country equally and without discrimination; and (b) act in a transparent and proportionate manner.
 - ii. A provision under which Scottish Ministers may introduce regulations prescribing mandatory exclusion grounds and minimum standard requirements in relation to financial standing, technical ability or any other characteristic.
 - iii. A provision under which Scottish Ministers may introduce regulations on the use of technical specifications, including defining requirements as to the way in which goods, services or works are to be produced, provided or constructed, and any process relating to a stage in the life-cycle of the goods, services or works.

- iv. A specific set of debriefing rules for below OJEU threshold procurements. This includes a requirement to notify unsuccessful PQQ applicants as soon as reasonably practicable after deciding to exclude them and a similar requirement to notify unsuccessful tenderers once the authority has made its contract award decision. Unlike OJEU procurements though, there is no requirement for a standstill period between the notification of the award decision and entering into the contract. Instead there is simply a right for unsuccessful PQQ applicants and tenderers (including the successful tenderer) to request 'further information'. That request must be made within 30 days of the receipt of the notification. The information the authority is required to provide is a 'summary of the reasons' for the decision and, in the case of an unsuccessful tenderer 'the relevant characteristics and advantages of the successful tender'.
 - v. A specific set of remedies for below OJEU threshold procurements. This includes a right of action against authorities for failure to:
 - treat bidders equally and without discrimination;
 - act in a transparent and proportionate manner;
 - comply with the sustainable procurement duty (see below);
 - publish contract notices (and award notices) on PCS;
 - comply with any mandatory exclusions grounds laid down by Scottish Ministers;
 - comply with minimum standards on PQQ selection laid down by Scottish Ministers;
 - have regard to' any statutory guidance issued by Scottish Ministers on PQQ selection;
 - comply with any requirements laid down by Scottish Ministers as to the use of technical specifications;
 - comply with the prohibition on charging a fee for participation in a regulated procurement; or
 - comply with the requirements to debrief unsuccessful PQQ applicants or tenderers.
- 9) In addition to alleging a breach of one of 'actionable duties' the party issuing proceedings will have to be able to show that they:
- are established in the EU/EEA and either were a bidder in the process, or would otherwise have wished to be awarded the contract; and
 - as a consequence of the authority's failure to comply one or more of the actionable duties they have suffered, or risk suffering, loss or damage.
- 10) Proceedings under the new regime may be brought before the Sheriff Court or the Court of Session. Before bringing proceedings, the authority must be notified of the alleged breach and of the intention to bring proceedings in respect of that alleged breach.
- 11) Proceedings must be brought within 30 days of the bidder first knowing, or having sufficient information to be deemed to have known, that grounds for beginning proceedings have arisen. That 30 day limitation period may be extended up to 3 months as the court 'considers appropriate' or for a longer period if the court considers there is 'good reason for doing so'.
- 12) In terms of remedies, the court may grant an interim order suspending the tender process. There is no automatic suspension. If a breach is established, the court may order the setting aside of any offending decision or action or require any tender document to be amended.

- 13) The court may also award damages. Where the contract has already been entered into, the court can only award damages. There is no provision for ineffectiveness or any other remedy invalidating the contract.

General duties for all regulated procurement

- 14) A 'sustainable procurement duty'. - This will require an authority to consider for each contract it awards how its procurement process can improve the economic, social and environmental wellbeing of its area, facilitate involvement of SME, third sector and supported business and promote innovation;
- 15) A requirement on all authorities to publish an annual procurement strategy (subject to a project spend of more than £5 million) and an annual procurement report on its regulated procurement activities;
- 16) Scottish Ministers 'must' issue guidance to authorities on the preparation and publication of procurement strategies and annual reports, which authorities 'must have regard to'.

Specific duties for all regulated procurement

- 17) A requirement on all authorities to publish contract notices and award notices on the Public Contracts website;
- 18) A requirement to consider contractual community benefit requirements (CBR) ahead of procuring any contracts having an estimated value greater than £4 million. CBR are defined as contractual requirements relating to training and recruitment, or the availability of sub-contracting opportunities, or which are otherwise intended to improve the economic, social or environmental wellbeing of the authority's area in a way additional to the main purpose of the contract being awarded;
- 19) Where CBR are included in a contract the authority will be required to include in the award notice a statement of the benefits it considers will be derived from those requirements;
- 20) Authorities will have to 'have regard to' any statutory guidance issued by Scottish Ministers on the use of CBRs;
- 21) Authorities will also have to 'have regard to' any statutory guidance issued by Scottish Ministers on the selection of tenderers, including in relation to the use of PQQs and the appointment of external advisers;
- 22) A prohibition on authorities charging a fee for participation in a regulated procurement (including fees for access to tender documents);
- 23) A requirement on all authorities to keep and maintain a contracts register of all the contracts awarded pursuant to a regulated procurement. For each contract the register must include the date of award, the name of the contractor, the subject matter, the estimated value, the start and end dates and duration of any extension periods. The register must be made publicly available.

Comment

- 24) Most EU countries have a common set of rules that apply to all public sector procurement. These apply a common set of rules to both above and below OJEU threshold contracts. The UK appears to be the exception in not having below OJEU threshold regulations and in relying on guidance and informal mechanisms for handling complaints. While this new regime for below OJEU threshold contracts in Scotland now provides specific set of rules, it risks doing so in a way that fails to provide a single set of common rules for all public sector procurement. That risks uncertainty and confusion both for public sector bodies and for companies looking to do business with them.
- 25) While there is a great focus in the new below threshold regime on PQQ and the selection stage - presumably intended to facilitate SME and third sector access - there are no provisions on award criteria similar to those in the 2012 Regulations.
- 26) The debriefing and remedies provisions for below threshold contracts are similar to those under the 2012 Regulations but also include important differences, for example in relation to standstill and limitation periods.

- 27) In developing what is being referred to as the 'Scottish Model of Procurement' the regime being proposed may not be striking the right balance between 'softer' (encouraging) and 'harder' (enforcing) approaches. It also risks creating an artificial distinction between procurement that is covered by the EU Directives and procurement that is not subject to the EU Directives, but which is nevertheless still subject to general principles of EU law.
- 28) The proposals also place a greater emphasis on Procurement resource with additional activity being required. Officers already consider, for each contract it awards, how its procurement process can improve the economic, social and environmental wellbeing of its area, facilitate involvement of SME, third sector and supported business and promote innovation etc. However, these are not recorded in any standard format. The main focus of procurement has been on best value and remaining compliant with Legal obligations. Given the current Procurement Capability Assessment focuses on every aspect of procurement activity it is expected that evidence of carrying out these duties and recording the results will become a focus of future PCAs. This will require a larger emphasis on the relationship between Procurement and Economic Development and as such will have resource implications.
- 29) The requirement on all authorities to publish an annual procurement strategy (subject to a project spend of more than £5 million) and an annual procurement report on its regulated procurement activity will not have a further resource impact as these matters are already dealt with by existing resources.

Report To:	Policy and Resources Committee	Date: 20 May 2014
Report By:	Wilma Bain (Head of Education)	Report No: PR/113/14/PC/WB
Contact Officer:	George Simmonds (Equalities Officer)	Contact No: 01475 712824
Subject:	Progress in Mainstreaming Equality	

1.0 PURPOSE

- 1.1 This report is designed to inform the Policy and Resources Committee of the progress that the Council has made with regards to meeting our duties under the *Equality Act 2010* and the *Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012*.

2.0 SUMMARY

- 2.1 Inverclyde Council has a legal obligation, under the Specific Duties Regulations, to report on the progress that it has made to ensuring that the general equality duty is integral to the delivery of its services and employment practices. This obligation must be exercised before the 30 April 2015 but provision is contained within the legislation to allow for any reports to be published prior to this date.
- 2.2 The Corporate Equality Group has a specific remit to ensure that Inverclyde Council meets the objectives of the published equality outcomes and other statutory requirements.
- 2.3 Inverclyde Council is making good progress towards achieving the objectives contained within our published equality outcomes. Significant progress has been made in respect of engaging groups who represent the relevant protected characteristics and also with regard to making Council services more accessible for everyone.
- 2.4 Considerable work has also been undertaken to compile datasets of statistics relating to the demographic composition of Inverclyde. This information can ensure that equality impact assessments are based on robust evidence to make appropriate strategic and policy decisions.
- 2.5 There are still some areas where important work still needs to be progressed, most notably in the areas of staff training and data collection from service users. Actions to ensure progress in this area are being discussed with the Corporate Equalities Group and with the CHCP Equalities Group.

3.0 RECOMMENDATIONS

- 3.1 The Policy and Resources Committee is asked to note the information provided that outlines the progress that the Council has made towards meeting its legal obligations under equalities legislation and to provide any feedback on any points of this paper.

Wilma Bain
Head of Education

4.0 BACKGROUND

- 4.1 Councils in Scotland are required by the Equality Act 2010 to mainstream equality and diversity into the delivery of services and employment practices. This is what is known as the general equality duty. This duty requires all public authorities to have due regard to:
- The elimination of discrimination, harassment, and victimisation;
 - Advancing the equality of opportunity between persons who share a protected characteristics and those who do not; and
 - Fostering good relations between persons who share a protected characteristic and those who do not.
- 4.2 In addition, public authorities in Scotland have further legal responsibilities outlined within the provisions of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. To summarise, these regulations are designed to further assist public authorities to meet the requirements of the general equality duty and include requirements to:
- Produce a set of equality outcomes;
 - Publish a mainstreaming report by 30 April 2013 and then at intervals of no less than two years subsequently;
 - Publish an equal pay statement and action plan no later than 30 April 2013 and then at intervals of no less than two years subsequently;
 - Conduct and publish equality impact assessments; and
 - Consider where equality provisions should be used in procurement contracts.
- 4.3 Both the general equality duty and the specific duties relate to the following eight protected characteristics:
- Age
 - Disability
 - Gender reassignment
 - Pregnancy and maternity
 - Race
 - Religion or belief
 - Sex
 - Sexual orientation
- 4.4 Inverclyde Council has met the previous legal deadlines for publishing equality outcomes, mainstreaming reports and information regarding equal pay. However, equalities will remain an on-going concern and the Council should be diligent in ensuring that equality and diversity becomes embedded in all of our services and activities.

4.5 Cross-Directorate Activities

- 4.5.1 In order to understand how service delivery and employment practice affects equality issues it is important to understand what the demographics are within Inverclyde in order to be able to efficiently focus our service delivery to the relevant groups. In order to ensure that we are delivering services which are fair and that respect the diverse needs of our communities a database of evidence has been compiled from various sources to produce an equalities map of Inverclyde. Information from this resource can be used for equality impact assessments, community engagement, and can also be used to plan service delivery when required. The majority of this information comes from official statistics published by the Scottish Government, including (but not limited to) the Census but other information which has been collected by the Council and partner organisations (such as NHS Greater Glasgow and Clyde) have also been included. It is planned that this information will be made available on ICON in the near future but if anyone needs access to data prior to this then they should contact the Council's Equality Officer.
- 4.5.2 Hate crime is an issue which adversely affects Inverclyde as it does throughout Scotland. In order to reduce levels of hate crime within our communities and make them safer places for everyone the Council is encouraging staff who deliver frontline services to the public to become third party reporting centres. The use of third party reporting centres allows for hate crimes or hate incidences to be reported to Police Scotland (anonymously if necessary). To date over 60 members of staff, including employees from CHCP, Customer Services, Adult Protection, and Libraries and Museums have completed a training course on third party reporting provided by Police Scotland. Further training will be provided in the near future for more staff to attend from other service areas.
- 4.5.3 All services within Inverclyde Council have the opportunity to provide alternative communications where needed. All publications should clearly state that the document can be made available in large format and alternative languages. The Council can also offer translation and interpretation services through third party providers. Although this service is not widely used it is a necessary requirement to ensure that people who do not use English as a first language are not discriminated against when accessing services. This also includes people who require British Sign Language (BSL) translation as this is a minority language that is distinct from spoken and written English. In addition, the Council has access to BT's Text Relay service which allows people with hearing difficulties to link over the telephone to Council services. For people with visual impairments who require documents in large print, the Council provides guidance on the appropriate use of text size and fonts.
- 4.5.4 Significant levels of work have been done within the last six months to establish better and engagement with local groups regarding equalities issues. An informal engagement forum has been developed that allows representative groups and individuals an opportunity to raise awareness and promote their aspirations and needs as well as to raise concerns. Other activities including focus groups have taken place with partner organisations such as CVS Inverclyde, West of Scotland Regional Equality Council, and LGBT Youth Scotland on specific matters concerning these groups.

- 4.5.5 The Council have also established a year-long celebration of Inverclyde's Women which was launched to coincide with International Women's Day on the 7th March 2014. This was an open event for people to attend to discuss with the Council what activities that they would like to see happen during this year of celebrating women in Inverclyde. The feedback from consultation at this event has been collated and an action plan has been drawn up including educational work with schools, art and craft events throughout the year, a photography competition, and a focus on female authors through the libraries.
- 4.5.6 An action plan to enable the Council to better communicate and promote the work which it does regarding equalities has also been drafted. A successful communications strategy will allow greater awareness and understanding of equalities issues amongst staff and will also provide the potential for greater access to hard-to-reach groups who may benefit from the equalities work that we are doing.

4.6 Activities within Inverclyde Community Health and Care Partnership

- 4.6.1 The provision of equalities is fundamental to health and social care services. Inverclyde Community Health and Care Partnership (CHCP). To ensure that
- 4.6.2 CHCP are implementing their existing Equalities Delivery Plan to ensure that all staff will have a greater awareness of the needs of groups with protected characteristics.
- 4.6.3 Ensuring that staff have an awareness and appreciation of the diverse needs of groups with protected characteristics is not an easy outcome to achieve. The main initiatives which will successfully deliver this outcome will be through learning and development activities for both individuals and teams. This will range from awareness sessions that considers the needs of groups in general through to specific training interventions.
- 4.6.4 Staff from CHCP also have access to training service delivery from NHS Greater Glasgow and Clyde which will allow the opportunity to increase their awareness of specific health and care related aspects of equality and diversity. This includes training in Equalities and Inequalities Sensitive Practice.
- 4.6.5 Specific ongoing actions relating to equalities within the CHCP Directorate Improvement Plan include undertaking health needs assessments of adults with learning disabilities, accessing adequate mental health services (especially for children and young people), and the delivery of a shared Gender Based Violence approach with GPs.
- 4.6.6 Communication may be seen as a major barrier to improving health and social care and to enable the CHCP to better understand the needs of the diverse communities that access their services they are monitoring the use of translation, interpretation and alternative formats. This will help them to understand where further interventions may benefit the planning process.

4.7 Activities within Education, Communities and Organisational Development

- 4.7.1 Human Resources will soon be asking staff to update their equality information in order to compile as accurate an employee profile as we can. It was hoped that this could be made available on the Chris 21 system but this is not yet possible so a pro-forma document will be used. Information obtained in this exercise will be treated in strict confidence and in accordance with data protection principles. This statistical information will be used to ensure that employment decisions and policies are both fair and will meet the needs of our diverse workforce.
- 4.7.2 The Council has purchased an online Equality and Diversity Awareness course which is available for staff to complete when it is convenient for them to do so with 116 people having finished this learning activity. Separate mini-courses covering each of the protected characteristics are also available for staff to complete online. In addition, equality awareness is covered in the staff induction and customer care courses which all new members of staff should complete.
- 4.7.3 Bespoke training on equalities can be made available when requested and examples of this include an overview of equalities legislation for members of Inverclyde Children's Panel.
- 4.7.4 Hate crime training also provides an overview of protected characteristics and some other equality-related aspects such as identifying prejudice and discrimination.
- 4.7.5 Whilst training provision on equality and diversity has been made available there is a concern that uptake on these courses is not as much as anticipated and therefore an action plan to promote and encourage staff to complete these courses is being pursued between the Equalities Officer and the Learning and Development Officer.
- 4.7.6 In addition to specific training on equality and diversity, the Council has also enabled personal development opportunities for aspiring managers through courses approved by the Chartered Management Institute and facilitated by West College Scotland and the University of the West of Scotland. Whilst applications to attend these courses can be made by anyone it is hoped that it will provide an opportunity to enable more women to be promoted into management positions within the Council.
- 4.7.7 Significant work has also been made by staff within Libraries and Museums to ensure that, as much as possible, their services are as accessible and inclusive as possible for all users. Many people with disabilities use the services of libraries and require adaptive technologies to assist them. Examples of adaptive technologies can range from the provision of e-books (which can be useful for increasing font size and contrast to help people with visual impairments) to audiobooks and specialised computer software. Libraries staff work closely with colleagues from Inverclyde Council on Disabilities to ensure that they can provide an appropriate service for users with specific needs.
- 4.7.8 Additionally, libraries staff are increasingly providing books for readers whose first language is not English. Many of these books are available through intra-library loans with other authorities and therefore there is little or no cost to be able to provide this service.

4.8 Activities within Environment, Regeneration and Resources

- 4.8.1 The information contained within Inverclyde Performs presents a mixed picture of progress for this outcome.
- 4.8.2 The SPI relating to the percentage of footways resurfaced or reconstructed shows poor performance although the next update on performance is due in May 2014.
- 4.8.3 Street lighting is an important facility that allows people to safely access facilities, especially in winter. 98.4% of repairs to street lighting is completed within 7 days of faults being reported.
- 4.8.4 78% of all public areas within Council buildings are suitable for and accessible to disabled people.
- 4.8.5 Each summer there is an annual series of access surveys which are analysed to determine any recommendations for improving access. Where any actions are identified then subsequent work will be weighted according to perceived importance for priority.
- 4.8.6 The continuation of the Council's planned Capital programme has resulted in a further increase in the percentage of buildings that meet the access needs of our communities within Inverclyde.

5.0 IMPLICATIONS

Finance

- 5.1 There are no direct financial costs associated with the information provided in this paper with the exception of access to translation and interpretation services that may be required by services from time to time.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

5.2 This report outlines the progress that has been made so far in meeting our statutory obligations under:

- Equality Act 2010
- Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012

Human Resources

5.3 The information provided above does not place any additional responsibilities on staff over and above their normal working duties.

There will be a requirement to ensure that staff attend and complete appropriate equalities training as and when identified.

Equalities

5.4 Has an Equality Impact Assessment been carried out?

YES

NO.

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

Repopulation

5.5 n/a

6.0 LIST OF BACKGROUND PAPERS

6.1 The following documents are available from the Equality and Diversity section of the Council's internet site:

<http://www.inverclyde.gov.uk/council-and-government/equality-and-diversity/>

- Inverclyde Equality Mainstreaming Report
- Inverclyde Equality Outcomes
- Equal Pay Statement
- Gender Pay Gap Information
- Employee Profiles
- Licensing Board Mainstreaming Report
- Education Mainstreaming Report
- Education Equality Outcomes

Report To:	Policy and Resources Committee	Date:	20 May 2014
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	PR/108/14/PC/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. This is to allow Members to assess where performance is improving, good or starting to decline across the Council as a whole. It also provides an opportunity to highlight where intervention or resources are required to ensure continuous improvement.
- 1.2 The information contained within this report was collected in mid April 2014 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 Performance reports on the progress that has been made in delivering the CDIPs are submitted to every second cycle of Committee. This Corporate Performance 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.
- 2.3 Corporate 'health-check' indicators are also included within this report.
- 2.4 Progress in the delivery of the CHCP Corporate Directorate Improvement Plan is reported to members separately, principally through the CHCP Organisational Performance Review return.
- 2.5 The CDIPs contain a number of improvement actions that will be delivered during the lifespan of the Plans. Each improvement action is mapped to the SHANARRI wellbeing outcomes and has a number of performance measures that have been established as a means of assessing progress. This report provides a summary 'roll up' of the progress that has been made in delivering the performance measures and highlights how many of these are complete, on track, slipped or have not yet started. In total, there are 150 performance measures across the CDIPs, of these:
 - 29 are now complete (19%)
 - 100 are on track (67%)

- 16 have slightly slipped (11%)
- 2 have significantly slipped (1%)
- 3 have yet to start (2%)

2.6 The two measures that have significantly slipped both relate to the review and design of a new Council website. Work is ongoing to move this forward; ICT are developing a report regarding options going forward and Graphic Design has created potential themes for a new look website. Additional sites are to be developed for the Repopulation Outcome Delivery Group setting out information on 'Inverclyde Living' and an Inverclyde Heritage Trail. Part of this process involves integrating developments with LAGAN (Customer Relationship Management Software) for online services. Weblabs, the current provider for the website, have been asked for indicative costs and ICT are engaging with procurement regarding the development of site.

2.7 Appendix 2 includes details of all the improvement actions and related performance measures from the CDIPs with a commentary on the progress that has been made. Each improvement action has a designated 'BRAG' status, i.e. Blue means that the action is complete; Red means that the action has significant slippage; Amber means that the action has slight slippage; Green means that the action is on track. A commentary of performance is also provided where appropriate.

2.8 A review of the CDIPs has recently been carried out and refreshed Corporate Directorate Improvement Plans for the Education, Communities and Organisational Development and the Environment, Regeneration and Resources Directorate are on the agenda of this meeting for the approval of Members.

2.9 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. Subject to the refreshed CDIPs being approved by Members, future Corporate Performance Reports will focus on the delivery of the refreshed Plans.

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.

Patricia Cassidy
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 Report provides 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 also includes a number of corporate health check indicators which measure whether the Council is on track towards meeting its targets 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, excellent progress has been made in the delivery of this wellbeing outcome. Of the 13 performance measures established to measure progress in the delivery of this outcome:

- 3 performance measures are complete (23%)
- 8 performance measures are on track (62%)
- 2 measures have slightly slipped (15%)

Projects that are contributing towards the achievement of this outcome include the establishment of a new steering group to roll out the Violence Prevention Programmes to other schools. Also, a draft anti-bullying policy has been distributed for consultation.

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 that are contributing towards the achievement of this outcome include the School Health and Alcohol Harm Reduction Programme (SHAHRP) and the identification of potential premises for a similar facility to IYouthzone in Port Glasgow.

C. Achieving

Overall, good progress is being made towards the achievement of this wellbeing outcome. Of the 77 performance measures established to measure progress in the delivery of this outcome:

- 14 performance measures are now complete (18%)
- 54 performance measures are on track (70%)
- 5 performance measures have slightly slipped (6%)
- 2 performance measure has significantly slipped (3%)
- 2 measures have not yet started (3%)

Projects that are contributing to the achievement of this outcome include the School Estate Management Plan. Following the completion of major projects in 2013/14 such as Lomond View Academy, St Columba's High School and the Port Glasgow Community Campus, the school estate condition ratings are currently at 100% of secondary schools in 'A' condition and 90% of primary schools in condition 'A' or 'B'.

Significant slippage has occurred in the review and design of a new Council website, however work is ongoing to move this forward. ICT are developing a report regarding options going forward and Graphic Design has created potential themes for a new look website. Additional sites are to be developed for the Repopulation Outcome Delivery Group setting out information on 'Inverclyde Living' and for an Inverclyde Heritage Trail. Part of the process also involves integrating developments with LAGAN (Customer Relationship Management Software) for online services. Weblabs, the current provider for the website, have been asked for indicative costs and ICT are engaging with procurement regarding the development of site.

D. Nurtured

Overall, good 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:

- 3 performance measures are complete (14%)
- 14 performance measures are on track (64%)
- 4 performance measures have slightly slipped (18%)
- 1 performance measure has not yet started (4%)

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. Also, to help nurture our heritage, 8,880 records at the Watt Library have been catalogued and storage locations have been significantly updated resulting in improved access.

E. Active

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:

- 3 performance measures are complete (43%)
- 3 performance measures are on track (43%)
- 1 performance measure has slightly slipped (14%)

Projects and initiatives that are contributing towards the achievement of this outcome include the appointment of a PE co-ordinator. The second sports hub at Ravenscraig is also now fully operational.

F. Respected & Responsible

Overall, good 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 now complete (25%)
- 6 are on track (50%)
- 3 have slightly slipped (25%)

Projects that are helping in the delivery of this outcome include the appointment of a new delivery partner, the Wise Group, to promote energy efficiency and grant availability. A number of new policies, such as Re-employment, Family Friendly, Disciplinary, Worklife Balance and a Noise at Work Policy have also been completed.

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 that are contributing towards the achievement of this outcome include an increase in the number of ESOL (English for speakers of other languages) groups in Inverclyde. Specialist ESOL support has also been introduced, e.g. Citizenship Groups and workplace ESOL within IBM.

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:	96.3% Period 1-12 (year ending 31 March 2014)
Target Performance Level:	94%
Analysis of Performance:	There has been a 0.27% increase in performance compared to the same period last year.
Trend:	Upward 96.03% year end 2013

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:	94.51% period 1-12 (year ending 31 March 2014)
Target Performance Level:	94% (financial year end total collection target)

Analysis of Performance:	Performance is 0.3% higher than the same time last year and is above target.
Trend:	Improving

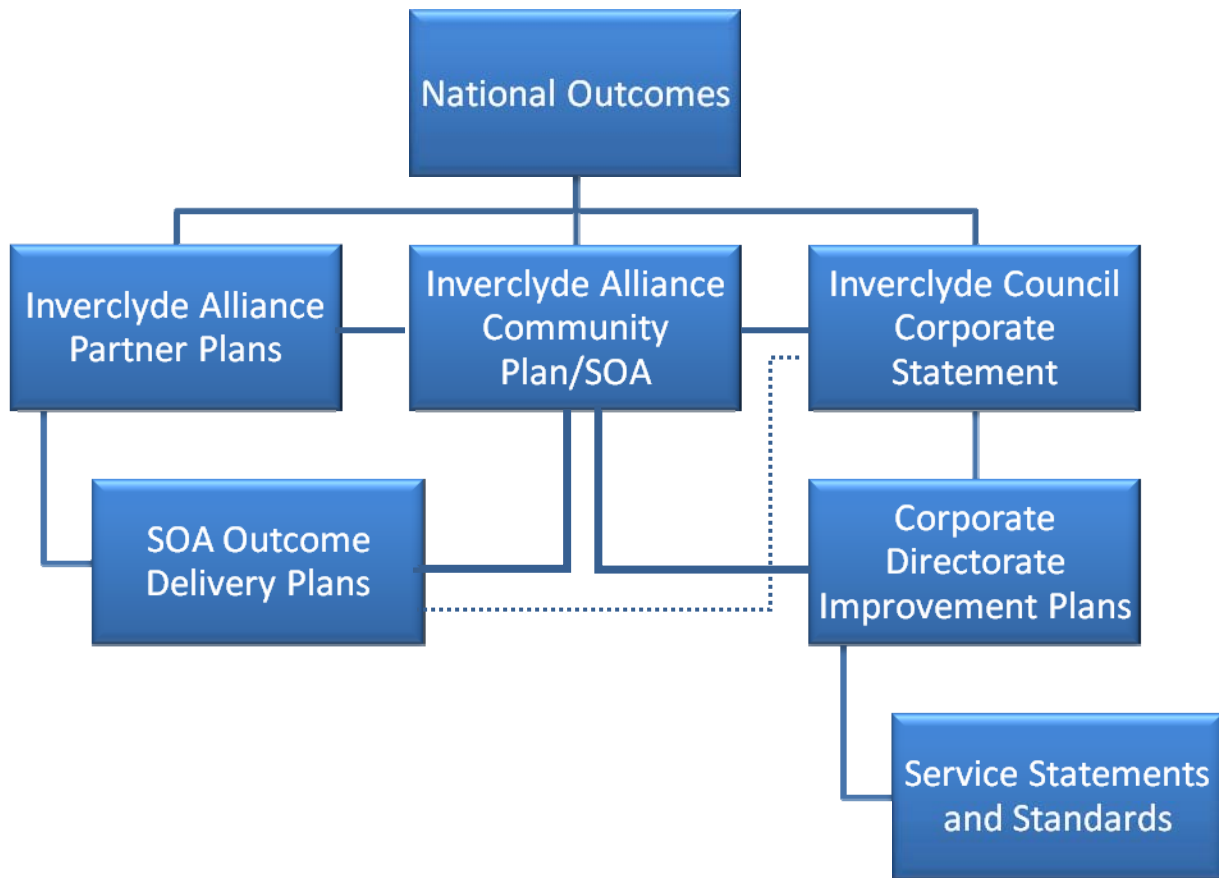
Service:	Customer Services and Business Transformation
Indicator:	Corporate Network Availability
Relevance:	Demonstrates availability of the network and access to ICT services required by services in their daily activities.
Current Performance Level:	100% March 14 (99.98% Rolling 12 month average)
Target 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:	98.76% Mar 14 (98.67% Rolling 12 month average)
Target Performance Level:	90%
Analysis of Performance:	Ability to maintain high response rate supports staff in delivering services.
Trend:	Level

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:	5.14% Period 4 (Oct – Dec 2013) Average for 2013 4.87%
Target Performance Level:	4.75%
Analysis of Performance:	Performance is for this quarter is below target. Period 4 relates to the period October - December 2013. Figures for the period January to end March 2014 are currently being finalised. The average absence rate for 2013 was 4.87%
Trend:	Improvement – 5.34% Period 4 (Oct – Dec 2012) Static – 4.84% average for 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:	15 incidents per 1,000 employees
Target Performance Level:	12 incidents per 1,000 employees. For the first quarter 2013 there were 14.3 incidents reported per 1000 employees.
Analysis of Performance and Service Commentary:	<p>The number of incidents reported is relatively static; however the number of employee has reduced which has resulted in a rise in incident rate.</p> <p>This is the first opportunity to compare incident rates across quarters reported using the new reporting format which has made it easier for employees to record incidents, and raised the profile of incident reporting across the Council.</p>

	There has been an increase in slips trips and falls, a campaign to highlight and reduce risks from slips trips and falls is being developed.
Trend:	Slight rise



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>Discussions have commenced and awaiting feedback from data governance group. In the meantime, the service is consulting with ICT on the long term strategy for the provision of public space CCTV.</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>● On Track</p> <p>● On Track</p> <p>● On Track</p>	<p>See comment below on Violence Prevention</p> <p>A new steering group has been formed to begin the roll out of this programme to other schools. Educational Psychology leading in close consultation with VRU. Draft policy distributed for consultation.</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 mid 2014/15</p>
EC&OD	<p><u>Health & Safety</u></p> <p>The enforcement priorities of Inverclyde Council should be clear</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>Information required has now been forthcoming from government & HSE. Currently consulting with business bodies.</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
	<p>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>			
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>The Anti-Social Behaviour Strategy identified several key issues which the Community Safety Partnership are progressing in 2014/15. Reconfiguration of services is currently underway within Service.</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. A report was considered at the March 2014 Committee,</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	● Complete	Policies and procedures have been updated. Training module has been developed and is currently being rolled out.
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	● On Track	A report has been submitted to Policy & Resources containing an Action Plan. Steps are underway to implement the plan, particularly regarding training improvements. Latest Commissioner visit took place 27 February 2014
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 in year 2 and continuing in three establishments. 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>SLP projects are currently on track in funding terms. Practical completion is being closely monitored due to potential delays on site</p> <p>Further land disposals to assist the development of affordable housing and innovating funding proposals are being investigated as part of the LHS action plans (on going)</p> <p>Further meetings with HSD and RSLs held in March 2014 to discuss forward planning and new business.</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>Potential premises have been identified.</p> <p>Range of funding options being explored.</p> <p>Earliest start date May 2014.</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	A 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	Figures at the end of December show that 409 adults were receiving literacies support. 223 of which were living in the top 15% SIMD. Of the 409, 196 received SQA accreditation. Work in partnership is continuing with local agencies to develop and deliver customised literacies support. For example, Trust Employability, Working Links and Action for Children.
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>Implementation and robust evaluation of Inverclyde Youth Employment Action Plan</p> <p>Implementation and robust evaluation of Employability component of Adult Learning</p>	<p>● On Track</p> <p>● On Track</p>	<p>Action Plan has been revised and submitted to the Alliance Board.</p> <p>A further 103 learners have accessed the work club provision. The Trust Employability number has increased to 135 clients receiving literacies support</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
	Employment component of Adult Learning and Literacy Action Plan integrated within Working for Growth: Refreshed Employability Framework	and Literacy Action Plan integrated within Working for Growth refreshed employability framework.		with 64 receiving SQA accreditation
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>	<p>A full evaluation of the guidelines has been carried out and changes made as a result.</p> <p>While there has been a slippage in the setting up of learning communities, we have established the sharing of good practice as a standing item on the agenda of all Heads of Establishment meetings.</p> <p>A programme of School Reviews involving members of the Continuous Improvement Team is underway which is designed to validate the outcome of a school's self-evaluation process. In addition, self-evaluation is a standing item on the agenda for all Heads of Establishment meetings.</p>
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</p>	<p> On Track</p> <p> On Track</p>	<p>Ongoing partnership working with Education Scotland to support teachers with the implementation of Curriculum for Excellence, in particular the implementation of the new National Qualifications.</p> <p>Verifiers for the new National Qualifications have been identified from across our secondary schools and covering a range of subject areas. SQA have delivered training to the verifiers and some have</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>National Qualifications</p> <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> <p>● On Track</p>	<p>already started to undertake verification duties outwith Inverclyde. SQA continue to update schools with advice and guidance regarding NQ courses.</p> <p>The implementation of Curriculum for Excellence is work in progress. Staff in educational establishments and authority staff are working with a range of partners in an effort to ensure the implementation of the advice and principles from the Building the Curriculum documents is smooth and is focussed on improving outcomes for all children and young people.</p> <p>A revised Senior Phase Model in terms of the number of courses pupils will undertake in S4 has been agreed by the Education and Communities Committee commencing in August 2015. Other aspects of the wider Senior Phase model are currently being discussed and planned by the Senior Phase Working Group chaired by the Director of Education, Communities and Organisational Development.</p> <p>Advice and training on P7 and S3 profiles has been provided to all schools. However, support is ongoing via QIM/QIO.</p>
EC&OD	<p><u>Developing Leadership in Teachers</u></p> <p>Schools and Early Years establishments are supported with the</p>	<p>Take steps to improve leadership capacity across all establishments, including:</p>	<p>● On Track</p>	<p>This action is ongoing. A range of approaches are being implemented across the Service to promote leadership development. For example, offering DHTs in primary schools the opportunity to</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
	implementation of the recommendations from 'Teaching Scotland's Future' (Donaldson Report)	<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 		<p>undertake an acting Head Teacher role until the post is advertised and filled on a permanent basis; giving aspiring Head Teachers the opportunity to serve on authority working groups. The work that is currently being undertaken on Professional Update and a revision of our PRD Policy will also promote leadership development.</p> <p>There are 2 pilot projects in Inverclyde with Strathclyde University working with the Clydeview Academy and Port Glasgow High School clusters to develop partnership working. The projects are focussing on new models of support for student teachers which will provide increased opportunities for teachers to be involved in the assessment of student teachers. Inverclyde is also working with 8 other local authorities with both Glasgow and Strathclyde Universities to develop engagement in lifelong teacher education from Initial Teacher Education to Masters Education.</p> <p>A review of the authority's PRD Policy is now underway as part of our work on Professional Update which will come into effect for all GTCS registered teachers in Inverclyde from August 2014.</p>
EC&OD	<p><u>Teacher Employment</u></p> <p>Implement recommendations and advice from national reviews relating to teachers' terms and conditions of service</p>	Working closely with HR and teacher Trade Unions to ensure a smooth implementation of recommendations based on advice received from SNCT	 On Track	This area of work is ongoing. The main vehicle for this liaison with HR and TUs is through the Informal LNCT meetings which take place every 8 weeks. This is ongoing. The agenda items for the informal LNCT meetings are jointly agreed between the TUs and the Head of Education.

 **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
		Ensure planned changes are focus of work of informal LNCT		
EC&OD	<p><u>Virtual School</u></p> <p>Establish a 'virtual school' for pupils who have proved more challenging to track in terms of progress and outcomes</p> <p>These pupils will be regularly tracked and monitored through the ASN monitoring forum</p>	<p>Create a 'virtual school' which will be managed by a 'virtual team' at the centre</p> <p>Identify pupils in out of authority placements</p> <p>Improved tracking and transition planning</p> <p>Better support provided for pupils identified</p>	<p>● On Track</p> <p>● On Track</p> <p>● On Track</p> <p>● On Track</p>	<p>A more effective database to support this work is being developed.</p> <p>Linking more effectively with the Virtual School</p>
EC&OD	<p><u>New Libraries</u></p> <p>Improved library facilities in Central Greenock and Inverkip</p>	<p>Full refurbishment of ground floor of Wallace Place to house Greenock Central Library by end 2014</p> <p>Inclusion of library space within new community centre planned for Inverkip by end 2014</p>	<p>● On Track</p> <p>● On Track</p>	<p>Greenock Central building works ongoing.</p> <p>Inverkip Community Centre at planning application stage.</p>
EC&OD	<p><u>Adult Learning Service (libraries)</u></p> <p>A modern and innovative digital participation hub utilising new technology and wi-fi to get people online with a particular focus on employability</p>	<p>Innovative adult learning delivery and extension of partnerships with organisations such as Job Centre Plus and Skills Development Scotland</p> <p>Development of outreach techniques</p>	<p>● On Track</p> <p>● On Track</p>	<p>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. Training in New Technologies: staff training in using eReaders, iPads, tablets, MP3 players to provide library services ran Oct 13-Jan 14.</p> <p>29 learners at CLD-run Jobs Club drop-in since January 2013. 29 learners at CLD-run basic IT</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
		March 2014		Jobs Club drop-in started at Central Sep 2013. 47 learners of working age in library's own basic IT classes from March 2013 – January 2014
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	Collection of teenage e-books has been extended and developed. This collection will be promoted through the forthcoming Library Skills course due to be delivered to Lady Alice P7 pupils in April/ May with a view to them soon becoming teenage library members. Steering group meetings scheduled for public/ school library collaboration Book of the Film teenage group planned to begin May 2014. Huge increase in Libraries Facebook page activity, including usage linked to author visits. Successful author visit with 60 pupils from St Stephen's and Port Glasgow High School took place in November 2013 to celebrate Book Week Scotland. Author visit scheduled for Central Library with Clydeview Academy visiting to celebrate World Book Day (6 March 2014). Storyteller due to visit young people at Kylemore Children's Home to celebrate World Book Day. Alphabet Soup competition open to 12-16 year olds and discussions ongoing with Port Glasgow High School about library funding a chef demonstration session within the school. Young people from Notre Dame High School due to visit South West Library at end February to participate in My Inverclyde intergenerational activity.

● 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>Env Health / Trading Standards</u></p> <p>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.</p>	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.	● Slight Slippage	Initial working group meetings have proposed an initial set of KPIs for Environmental Health. These will have to be widely consulted on before adoption. More significant delay in Trading Standards as this is being co-ordinated by Trading Standards Scotland so we do not have an agreed timescale at present.
EC&OD	<p><u>Adult Learning</u></p> <p>All adult learning provision is mapped. Processes are in place to ensure no learner completes a programme without being encouraged to continue their learning</p>	Map all of adult learning provision, process developed and agreed with providers receiving public funding to support continued engagement	● On Track	Provision pathways discussions have begun through the Adult Learning and Literacies Sub Group. The Community Learning and Development Prospectus has been opened up to partner organisations and details of their provision have been added. Further mapping activity will take place in November 2013. Links have been made with Essential Skills Department of West of Scotland College. Learner induction pack is currently being developed to show progression options.
EC&OD	<p><u>Competitiveness</u></p> <p>Effective processes are in place to ensure challenge and improvement.</p> <p>These are used consistently across services.</p>	Enhancement of self evaluation guidelines and processes regarding competitiveness and challenge	● On Track	Performance Corporate Improvement Group has undertaken to develop this within the self evaluation guidance. The Council is also participating in formal benchmarking via the SOLACE Benchmarking indicators.
EC&OD	<p><u>Self Evaluation</u></p> <p>Self Evaluation is embedded into everyday performance and management and planning processes</p>	Training rolled out across services and guidance distributed across the Councils by December 2014	● On Track	Training complete and self-evaluation guidance 'Planning for Delivery and to Secure Improvement' distributed. The CMT has also approved a further round of service self-evaluation using the Public Service Improvement Framework (PSIF).

● 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>Strategic Planning & Performance Management Framework</u></p> <p>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</p>	<p>Information readily accessible on ICON</p> <p>Develop Information Packs</p> <p>Provide further training sessions</p> <p>Provision of drop in sessions to support services in the development of plans and strategies June – December 2013</p>	<p>● Complete</p> <p>● Complete</p> <p>● Complete</p> <p>● Complete</p>	<p>Information for employees was updated on ICON in June 2013.</p> <p>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.</p> <p>As above</p> <p>A series of fortnightly drop in sessions was established.</p>
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>● On Track</p> <p>● On Track</p> <p>● On Track</p>	<p>New performance web pages have been designed and were published in early February. The web pages will develop further as new performance information becomes available.</p> <p>This is an ongoing action.</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
		Work with libraries to assess demand and to facilitate access via the web to members of the public	Not yet started	
		Utilise INVIEW as a means of providing performance information to all households	Not yet started	Discussions will take place with Corporate Communications around including performance information, such as new SOLACE indicators, in Spring edition of Inview
EC&OD	<p><u>Inverclyde Performs</u></p> <p>Inverclyde Performs is used to record 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>Further training for Inverclyde Performs Users</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>● On Track</p>	<p>Training was carried out in December 2013 with Educational Psychology Service, further training planned with Active Living Strategy Group. CDIPs lead officers are all using the system.</p> <p>As above</p> <p>Ongoing development of system, SOA Outcome Delivery Group Action Plans have been uploaded to the system. New SOLACE indicators also uploaded.</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 – Pensions auto enrolment</p>	<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</p> <p>Extend pilot to other services in parallel with self service</p>	<p>● On Track</p> <p>● On Track</p>	<p>Pilot ongoing for PA&FM, CHCP completed.</p> <p>Report considered at P&R Committee meeting in March. Services given training in pulling data from Chris 21.</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
	– Real time information from HMRC	<p>April 2014</p> <p>Software installation and process review to ensure compliance; liaison 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> Slight Slippage</p> <p> Complete</p>	Appropriate software has not yet been installed due to supplier failure. Manual workarounds are in place to ensure compliance
EC&OD	<p><u>Recruitment Portal</u></p> <p>Recruitment portal to be upgraded. On / Grasp software</p>	<p>Training / e-learning / development of new Recruitment Handbook for Managers</p> <p>Move to Talent Link</p>	<p> On Track</p> <p> On Track</p>	<p>Awaiting software from Cosla.</p> <p>As above</p>
EC&OD	<p><u>Workforce Development Plan</u></p> <p>To deliver the four themes as outlined in the Workforce Development Plan</p>	Implement the actions as identified within the 4 workstreams within the Plan	 On Track	Plan in full progress
EC&OD	<p><u>Corporate Communications Strategy</u></p> <p>To have an agreed Corporate Communications Strategy</p>	Development of Communications Strategy working with services and the CMT	 On Track	<p>Draft Strategy initiated, research being undertaken.</p> <p>To be completed by June 2014.</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>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	● Complete	
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 Draft a new design and agree with CMT	● Significant Slippage ● Significant Slippage	ICT developing paper regarding options going forward. Graphic design have created potential themes for new look website. Additional sites to be developed covering Inverclyde Living for Repopulation Outcome Delivery Group and Heritage Trail. Also integrating developments with LAGAN (Customer Relationship Management Software). Have asked weblabs for indicative costs and engaging with procurement regarding development of site. Slippage from Jan 2014 timescale.
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	Council events are ongoing.
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	● Complete ● Slight	Looking at alternative Media training

● 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
		events for key Council staff by end December 2013	Slippage	
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	● Complete	
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 Gourrock Municipal buildings
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	With the completion of major projects in 2013/14 i.e. Lomond View Academy, St Columba's High School and the Port Glasgow Community Campus, the School Estate condition ratings are currently at 100% of secondary schools in condition A and 90% of primary schools in condition A or B. Further major primary school refurbishment projects are being progressed with Ardgowan Primary School planned to commence in March 14 and St Patrick's and Kilmacolm Primary Schools in summer 2015.

● 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	<p><u>Grounds Asset Management</u></p> <p>Fully developed Land Asset Plan to include open spaces, cemeteries, strategies and play area provisioning</p>	<p>Continue phased play area development</p> <p>Identify cemeteries, implement next phase of investment in 2013/14</p> <p>Ongoing site by site condition assessment to inform budget setting priorities</p>	<p>● Slight Slippage</p>	<p>Plans for this year and next year approved and in progress. Some slippage on specific projects</p> <p>Draft Cemetery Plan has been to CMT and will be formally reported on completion of the AMP Plan in progress. Draft to CMT due by end of March 2014.</p>
ER&R	<p><u>Tourism</u></p> <p>All available tourism opportunities are maximised</p>	<p>Utilisation of current tourism action plan</p>	<p>● On Track</p>	<p>Budget spend on track for 2013/14. Outputs delivery on target as per plan.</p>
ER&R	<p><u>Building Standards</u></p> <p>Compliance with nationally agreed Local Authority Building Standards Scotland (LABSS) and Scottish Government Building Standards Division (BSD) Continuous Improvement Plan</p>	<p>Undertake procedural changes identified as Key Performance Outcomes, completion dates staged</p>	<p>● Complete</p>	<p>Action now complete.</p>
ER&R	<p><u>Development Management</u></p> <p>Compliance with targets set in the Planning Service Improvement Plan</p>	<p>Encourage use of the ePlanning system</p> <p>Work with customers to deliver faster planning decisions</p> <p>Review the Planning Enforcement Charter</p>	<p>● Complete</p>	
ER&R	<p><u>Riverside Inverclyde</u></p> <p>Riverside Inverclyde – Deliver Operating Plan</p>	<p>Ongoing monitoring and review against RI milestones</p>	<p>● On Track</p>	<p>New 2014/17 Joint Operating Plan prepared and was considered by Committee in March.</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
ER&R	<u>Repopulation</u> Stabilise population within Inverclyde	Develop and implement Action Plan	● On Track	Action Plan developed with milestones and an update to the March 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. Budget holder 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	On track, rolled out to a number of services within CHCP. Upgrade completed October 13.
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	A channel shift Project Board has been established and work is underway to procure an ICT platform that will facilitate self-service which is essential in order to deliver effective channel shift. Work has also begun to set priority levels for areas where it has been identified that channel shift could bring about efficiencies. Channel shift progress is reported and reviewed through the modernisation CIG.

● 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> 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 appointment of the Development Officer in Customer Services has helped 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	This task will run concurrently with channel shift and the procurement of a self service module will also be an enabler for the migration of services along with the roll out of the corporate Electronic Document Records Management System. Progress on this task is also reported and reviewed through the modernisation CIG.
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	On target with reports going to every Committee updating on Scottish Welfare Fund, Discretionary Housing Payments, Financial Inclusion and the move to Universal Credit
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. Score of 54% achieved.

● Blue – Complete

● Green – On Track

● Amber – Slight Slippage

● Red – Significant Slippage

4. Nurtured

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>	<p>● Slight Slippage</p>	
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>	<p>● On Track</p>	<p>We have 22 active volunteers in the literacies provision at the moment, 11 across adult learning, Wider Opportunities for Older People project, 6 active volunteers in ESOL sessions. We have a further 36 volunteers across 18 co-producing community groups who are delivering services for older people. We have 21 new volunteer tutors undertaking the new PDA SALL literacies volunteering qualification at the moment. We are also working towards achieving 'volunteer friendly' status through the volunteer centre at the moment.</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,</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>	<p>● On Track</p>	<p>The CLD Implementation Strategy was agreed by the Alliance Board in December 2013 and by Education & Communities Committee in January 2014.</p>

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

4. Nurtured

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
	supportive, influential and inclusive communities			
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>Partnership group are progressing with each area, with officers being close to completion of a draft 'one plan'. GIRFEC champions continue to take work forward in educational establishments.</p> <p>As above</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.</p> <p>SG Learning Session 4 took place on 28/29 January and was attended by a number of officers from across Education Services & CHCP. The next sessions are planned for June 2014.</p> <p>A programme manager has been appointed and commenced post on 27 January. A key task of the post is to develop an implementation plan which will include how the 5 workstreams will be taken forward locally.</p>

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

4. Nurtured

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	● Complete	Accreditation achieved November 2013.
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	Round 1 bid submitted 30 Nov 2013. Outcome should be known by May 2014.
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	Installation of new shelves unavailable due to dry rot. Inventoried records have been boxed, had storage locations significantly updated improving access. Preservation and conservation work carried out as necessary through purchase of PD5454 compliant materials. 8880 records catalogued; online finding aids available for historic local government and Parish Council collections. Inventoried records have been boxed, had storage locations significantly updated improving access.
EC&OD	<u>Community Councils</u> All community representatives are skilled and confident in meeting the	Enhanced programme of training and support for community representatives, including embedding of training	● On Track	Series of events arranged for March 2014 to progress this.

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

4. Nurtured

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
	challenges of their changing role	in ongoing activities and meetings		
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	Discussions with Improvement Service ongoing. Plan for pilot within one primary school from August 2014.
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 in summer 2013. Questionnaire designed for partners and workshops to follow.
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	● Slight Slippage ● On Track ● On Track	Quarter 4 2013 absence rate 5.14% (below target) Draft SOLACE performance data shows that we have an improved national ranking in relation to absence management. Preparing systems, a report has been considered by CMT and a report is being prepared to go to the 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	<p><u>PE Provision</u></p> <p>100% of primary schools achieving two periods per week of quality PE</p>	<p>PE co-ordinator recruited by May 2013</p> <p>PE Plan implemented</p> <p>Number of schools providing minimum 2 hours PE to be increased by June 2014</p>	<p>● Complete</p> <p>● On Track</p> <p>● On Track</p>	<p>PE co-ordinator appointed, start date to be confirmed.</p> <p>Confirmation of national funding extension until June 2016. Local funding level confirmation to follow meeting at end of February. PEPAS officer appointed start date TBC likely to commence planning April 2014.</p> <p>Confirmation of national funding extension until June 2016. Local funding level confirmation to follow meeting at end of February. PEPAS officer appointed start date TBC likely to commence planning April 2014</p>
EC&OD	<p><u>Community Sports Hub</u></p> <p>A minimum of 3 Community Sports Hubs will be established and fully operational in Inverclyde</p>	<p>First hub fully operational by August 2013</p> <p>Second hub fully operational by April 2014</p>	<p>● Complete</p> <p>● Complete</p>	<p>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.</p> <p>Ravenscraig Community Sports Hub fully operational.</p>

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

5. Active

Appendix 2

		Third hub fully operational by April 2015	● On Track	
EC&OD	<p><u>Sports Framework</u></p> <p>Sports Framework will be drafted, consulted on and finalised. Group established to monitor implementation</p>	<p>Draft for consultation prepared by April 2013 with final Plan reported to Committee and launched in August / September 2013</p> <p>Annual review of implementation from May 2014</p>	● Slight Slippage	Working groups completed. Final draft to be consulted with internally by Sports Framework Group shortly before launch.

● 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	 Slight Slippage	More work requires to be done with secondary schools to embed the SHRE programme.
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>	 Slight Slippage  On Track	<p>Review continues. Report to Committee is planned for the May cycle of committee meetings.</p> <p>Discussion has been held with the Scottish Housing Best Value Network (SHBVN) regarding a proposal to develop a national, online advice & information resource. The availability of contributory funding of £2k from Inverclyde Council has been confirmed to the SHBVN. Other LAs are</p>

 **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		understood to have confirmed their contributory funding, although not all 32 LAs have, however there difficulties in finding a 'host' body to manage the funding as it has been confirmed that SHBVN are unable to offer this facility.
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	● On Track ● On Track	New delivery partner (the Wise Group) appointed and Heeps programme is now underway. New Funding will be available for 2014/15. i Heat project (advocacy, information and advice) due to begin in late February 2014 An area in Greenock has been identified and a promotional campaign has begun to encourage owner participation over this calendar year.
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	The Reporter is expected to announce his findings in May 2014. If nothing adverse full implementation will be on time. Back off tender invites will be issued shortly.

● 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	A comprehensive handbook for community councils has been prepared. Final internal consultation is ongoing prior to issue to all community councils. It is anticipated this internal consultation should be completed by the end of April 2014 at the latest.
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.	● Complete	
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	Re-employment Policy, Family Friendly, Disciplinary, Worklife Balance and Noise at Work Policy have been completed.
EC&OD	<u>Planning Policy (Carbon Management)</u> Reductions in carbon dioxide	Implement Carbon Management Plan	● On Track	Between 2011/12 and 2012/13, we saw an overall reduction of 5.19% in the Council's carbon emissions, against an


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

6. Respected & Responsible

Appendix 2

	emissions		<p>annual target of 2.4% and a 5-year target of 12%. While the reduction is encouraging, it should be noted that it is mainly attributable to the positive performance of waste where emissions reduced by more than 18%.</p> <p>Emissions also reduced from street lighting and business travel but there were increases from energy use in buildings (7.86%) and fleet transport₁ (2.72%). (Emissions from water were unchanged between 2011/12 and 2012/13).</p> <p>Overall, therefore, had we not experienced a considerable reduction in emissions from waste, we would have seen an increase of 5.28% in emissions during year one of the Carbon Management Plan 2012/17.</p>
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 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>Advice and guidance is available to all services</p> <p>Officer is now in post.</p> <p>An Equalities Forum has been scoped and planning for an initial meeting underway</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>A Youth Participation Strategy Development Group has been formed and is chaired by the Children's Rights Officer. The group has met 4 times since November 2013. Development of the Young Citizens' Panel is uncertain due to a lack of financial resources and other less resources intensive options are being investigated.</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>Policy has been rolled out. Exclusions have been reduced.</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>There has been an increase in the number of ESOL groups in Inverclyde. Also introduced specialist ESOL support, for example, Citizenship Groups and workplace ESOL within IBM. Working in partnership with the local college and neighbouring local authorities to strengthen referral and progression pathways.</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>Monitoring ongoing.</p> <p>Collaborative work ongoing.</p>

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

Report To: Policy & Resources Committee **Date:** 20 May 2014

Report By: Patricia Cassidy **Report No:** PR/109/14/PC/KM
 Corporate Director, Education, Communities & Organisational Development

Contact Officer: Karen McCreedy, **Contact No:** 712146
 Corporate Policy Officer

Subject: SOLACE Improving Local Government Benchmarking Framework 2012/13

1.0 PURPOSE

1.1 The purpose of this report is to provide the Policy & Resources Committee with details of the publication of the 2012/13 Local Government Benchmarking Framework (LGBF) data. In particular, the report details for the approval of Members, the improvement actions that have been developed to address, where appropriate, the performance of those indicators that fall within the third and fourth quartiles nationally.

2.0 SUMMARY

2.1 SOLACE has established a total of 55 LGBF performance indicators across 7 service areas. Inverclyde Council reports on 50 of these indicators (excluding housing). 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.

2.2 The latest LGBF data, relating to reporting year 2012/13, was published on 27th March 2014. The table below provides an overview of the number of indicators in each category and where Inverclyde ranks in terms of quartiles. It should be noted that quartiles do not necessarily equate to ‘good’ or ‘bad’ performance, but where the Council ranks against the other 31 Councils in Scotland.

Indicator Group	1st Q	2nd Q	3rd Q	4th Q	Total
Children’s Services	5	5	1	1	12
Corporate Services	2	1	4	1	8
Adult Social Care	2	1	1	1	5
Culture & Leisure Services	2	1	4	1	8
Environmental Services	3	3	3	5	14
Corporate Services: Asset Mgt & Property	-	-	2	-	2
Economic Development	1	-	-	-	1
Total	15	11	15	9	50

2.3 In 2012/13, Inverclyde Council ranked in the first and second quartiles of all Scottish local authorities for 52% of all indicators, (26/50) whilst 48% of indicators (24/50) lie in the third and fourth quartiles.

2.4 In considering the data, it is vital to remember that there will be legitimate variations in performance based on local policy choices, demographic profile, social and economic conditions and other local

factors. Council policies and priorities, the structure and business processes of the Council and service user expectations will also have an impact. The performance achievement of councils may therefore differ, not because they are better or worse performers, but because they may have different priorities for communities, demands and pressures are different, or the council simply operates in a different way.

- 2.5 Data on costs should be considered alongside outcome and performance data, e.g. is a Council with a higher spend in a particular area achieving better outcomes for its communities than a Council with a lower spend?.
- 2.6 An Improvement Plan has been developed for those indicators that fall within the third and fourth quartiles. This Improvement Plan has been approved by CMT and is attached as Appendix 1 for the consideration and approval of Members.
- 2.7 Due to the delay in publishing the LGBF 2012/13 data, the improvement actions that have been identified in Appendix 1 will have no bearing on performance in 2013/14. Any improvement in performance for these indicators will not be evident until the 2014/15 data is released at the earliest.
- 2.8 Councils have a responsibility to report their performance in relation to the SOLACE LGBF data through their usual public performance reporting mechanisms. Details of Inverclyde Council's performance will be published on the Council's website, as per our SPI reporting.
- 2.9 Inverclyde Council's LGBF data for reporting years 2010/11, 2011/12 and 2012/13 is available to view on the Council's electronic performance management system, Inverclyde Performs.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee approve the Improvement Plan for the third and fourth quartile LGBF indicators, as detailed in Appendix 1.

Patricia Cassidy
Corporate Director,
Education, Communities & Organisational Development

4.0 BACKGROUND

4.1 The SOLACE Benchmarking Project 'Improving Local Government' was developed in order to:

- Support SOLACE to drive improvement in local government benchmarking
- To develop a comparative performance support framework for Scottish local government
- To 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

4.2 In developing the indicators, the key criterion applied was that any one of the indicators must be able to be collected on a comparable basis across all 32 Councils. Each indicator also had to materially improve the cost information of service delivery on a comparative basis for major service areas as well as corporate services.

4.3 There are 50 indicators in total which Inverclyde Council reports on. The focus of the indicators is on costs, outputs and customer satisfaction across the following broad areas:

- Children's Services
- Corporate Services
- Social Work
- Culture and Leisure Services
- Environmental Services
- Housing (*not applicable to Inverclyde Council*)
- Corporate: Assets and Property
- Economic Development (*new*)

4.4 Where the indicator is a measure of the service cost, the principal data source is the Local Financial Return (LFR), which each Council submits to the Scottish Government.

4.5 Finance colleagues have flagged that there are variations in the methods that Councils use to collect the financial data for the Local Financial Return, which has implications for comparing data. This has provided cause for concern and should be borne in mind when considering the data.

4.6 Indicators that relate to customer satisfaction have been temporarily sourced from the Scottish Household Survey (SHS). SOLACE and the Improvement Service recognise that there are issues with this data in terms of its robustness, particularly for smaller Councils, however it is currently the only source of comparable customer satisfaction information that is available for all Scottish Councils. The sample size for this data at the local authority level is not robust, with the Council's own Citizens' Panel providing a more statistically robust sample.

4.7 LGBF data has now been published for financial years 2010/11, 2011/12 and 2012/13 and is available to view on the Council's electronic performance management system, Inverclyde Performs.

5.0 LOCAL GOVERNMENT BENCHMARKING INDICATORS 2012/13

5.1 The 2012/13 LGBF data was published by the Improvement Service on 27 March 2014.

5.2 The table below shows that Inverclyde ranks in the first and second quartiles of all Scottish local authorities for 52% of indicators, (26/50) whilst 48% of indicators (24/50) lie in the third and fourth quartiles. Quartiles do not necessarily equate to 'good' or 'bad' performance, but where the Council ranks against the other 31 Councils in Scotland.

Indicator Group	1 st Q	2 nd Q	3 rd Q	4 th Q	Total
Children's Services	5	5	1	1	12
Corporate Services	2	1	4	1	8
Social Work	2	1	1	1	5
Culture & Leisure Services	2	1	4	1	8
Environmental Services	3	3	3	5	14
Corporate Services: Asset Management & Property	-	-	2	-	2
Economic Development	1	-	-	-	1
Total	15	11	15	9	50

- 5.3 Appendix 1 contains an Improvement Plan, to address, where appropriate, the performance of those indicators that fall within the third and fourth quartiles. The Committee is asked to approve this Improvement Plan.
- 5.4 When considering the data, it is vital to remember that there will be legitimate variations in performance based on local policy choices, demographic profile, social and economic conditions and other local factors. Council policies and priorities, the structure and business processes of the Council and service user expectations will also have an impact. The performance achievement of councils may therefore differ, not because they are better or worse performers, but because they may have different priorities for communities, demands and pressures are different, or the council simply operates in a different way.
- 5.5 Data on costs needs to be considered alongside outcome and performance data, e.g. is a Council with a higher spend in a particular area achieving better outcomes for its communities than a Council with a lower spend?.
- 5.6 Due to the delay in publishing the LGBF 2012/13 data (i.e. at the end of the 13/14 financial year), the improvement actions that have been identified in Appendix 1 for the third and fourth quartile indicators will have no bearing on performance in 2013/14. Any improvement in performance for these indicators will not be evident until the 2014/15 data is released at the earliest.
- 5.7 It is also possible that an improvement could be achieved in a performance measure but the quartile position will not have improved if other local authorities have achieved a similar or greater improvement.
- 5.8 Councils have a responsibility to report their performance in relation to the SOLACE LGBF data through their usual public performance reporting mechanisms. Details of how Inverclyde Council has performed will be published on the Council's website in the same way as our SPI reporting.
- 5.9 Further changes to the indicator set are being considered for the 2013/14 framework, which is scheduled for publication in October / November 2014. These changes are planned to align with the timing of key policy developments in areas such as Curriculum for Excellence and the Senior Phase Benchmarking Tool, Health and Social Care Integration, Scottish Housing Regulator Charter framework, and the introduction of new data sources to replace Audit Scotland's provision.

6.0 IMPLICATIONS

6.1 Legal

The LGBF replaces the Statutory Performance Indicators from 2013/14.

6.2 Finance

None

6.3 Human Resources
None

6.4 Equality & Diversity

There are two indicators within the LGBF which are part of the measures used to identify whether the Council is meeting its equality outcomes, covering the percentage of employees in the highest 5% of earners that are female, and the suitability and condition of Council premises.

6.5 Repopulation

The LGBF is designed to drive improvement in Scottish local government. As the Council improves as a result of sharing and learning from best practice this will enhance the quality of services that we provide to the public, thereby making Inverclyde a more attractive place in which to live and work.

7.0 CONSULTATION

7.1 The information contained within Appendix has been approved by CMT.

8.0 BACKGROUND PAPERS

8.0 None

Education Communities and Organisational Development		
Indicator	2012/13 Position	Improvement Action(s)
1. Cost per pre-school place	<p>In 2012/13, Inverclyde Council had a national ranking of 31 for cost per pre-school place. This means that we had the second highest expenditure per pre-school place of all Councils. In 2011/12 Inverclyde had a ranking of 29.</p> <p>In 2012/13, we also had the highest expenditure per pre-school place in our Family Group.</p> <p>In 2012/13, 3 nurseries were omitted from the schools census which would have inflated our pre-school costs.</p>	<ul style="list-style-type: none"> • Procedure for ensuring census information is accurate has been implemented • Increase marketing of 'wrap around' places to make use of surplus capacity and increase income • As part of the Children and Young People Bill, monitor impact of the implementation of 600 hours for 3 and 4 year olds on capacity and roll • The same provision will be extended to 2 year olds who are 'looked after' under a Kinship Care Order, or with a parent appointed guardian and those living in workless job-seeking households. This will be further expanded in August 2015 to a wider group of 2 years olds based on current free school meal eligibility. • Continue to monitor uptake and review / adapt capacity where appropriate.
2. % S4 pupil gaining 5+ awards at level 5 for standard grade	<p>In 2012/13, Inverclyde Council ranked in 22nd highest place for the percentage of pupils gaining 5+ awards at level 5. This was a fall in ranking of 1 place from 2011/12.</p> <p>In 2012/13, when benchmarked against our Family Group, Inverclyde Council has the third highest level of attainment.</p>	<p>There is no set improvement action for standard grade as these have been replaced by National 5 exams this session. However, the following improvement actions are aimed at improving attainment on the whole:</p> <ul style="list-style-type: none"> • Continue to discuss attainment and pupil performance regularly at self-evaluation visits with schools and at subject development meetings • Use monitoring and tracking of attainment to devise school and departmental action plans • Continue to support pupils to improve their attainment through good learning and teaching, discussion about how to improve and partnership with parents
3. % of employees in the highest 5% of earners that are female	<p>In 2012/13, Inverclyde Council ranked in 20th place nationally for the percentage of females that are in the top 5% of earners.</p>	<ul style="list-style-type: none"> • Continued roll out of Management Development programme including new cohorts for 2014/15, Chartered Management Institute (CMI) "Introduction to

Education Communities and Organisational Development		
Indicator	2012/13 Position	Improvement Action(s)
	When benchmarked against our Family Group, we are the third lowest Council in terms of the percentage of females that are in the top 5% of earners.	<p>Management” course hosted by West College Scotland & CMI “Award in Management& Leadership” hosted by UWS. While targeted equally at male and female employees it will equip those female employees who go through programme with skills to assist them to apply for promoted posts.</p> <ul style="list-style-type: none"> • New Worklife Balance Policy. This extends flexible working (compressed working/home working etc) beyond those with childcare/caring responsibilities; this is likely to result in increased uptake allowing more females to remain in workplace as opposed to taking career breaks • The roll out of succession planning will allow talented employees – male and female to be identified/mentored and helped to achieve skills necessary to achieve promotion • The service is currently developing more sophisticated statistics to monitor gender breakdown in recruitment applications/shortleets/successful candidates etc.
4.	<p>Days lost per FTE employee</p> <p>In 2012/13, Inverclyde Council ranked in 21st place for the number of sickness days lost per employee.</p> <p>When benchmarked against our Family Group, we have the second highest number of days lost per FTE employee.</p>	<ul style="list-style-type: none"> • A report on absence was considered by P&R Committee in March 2014. Changes will be made to how we monitor quarterly internal absence statistics from 1/4/14. The focus will be on number of days lost instead of percentage absence rate. This will enable us to assess whether we are on target for new annual target of 9 days and to identify hot spots. This will be monitored on an ongoing basis against indicators • The Absence Management Policy is currently being refreshed

Education Communities and Organisational Development		
Indicator	2012/13 Position	Improvement Action(s)
		<ul style="list-style-type: none"> • New Absence FAQ Sessions Set Up • Roll out of CHRIS / HR21 Report Designer with training for services on absence. This will give the service ownership of monitoring absence. Services can produce their own absence reports with live data as frequently as required.
5.	<p>Domestic noise: average time between the complaint and attendance on site for those requiring attendance on site</p> <p>In 2012/13, Inverclyde Council ranked in 19th place for the average time between complaint and attendance on site.</p> <p>When benchmarked against our Family Group we have the third highest average time between complaint and attendance on site.</p> <p>Councils with a full time service will invariably have a faster response time, however the workload in Inverclyde would not justify such a service.</p>	<ul style="list-style-type: none"> • Further work on the APSE benchmarking pilot. This is likely to include details on the cost of the service which may be helpful in looking at performance versus spend.
6.	<p>Cost per library visit</p> <p>In 2012/13, Inverclyde Council ranked in 21st place for the cost per library visit. Our ranking was unchanged from 2012/13</p> <p>When benchmarked against our Family Group, we have the third highest cost per library visit.</p> <p>The South West branch was closed Apr-July 2012 which negatively impacted on total number of visits and therefore cost per visit. Inverkip and Wemyss Bay Libraries were also closed from June 2012 –</p>	<ul style="list-style-type: none"> • Implement the 2014/15 Service Plan. All elements of the service plan are designed to bring more people into Inverclyde's libraries, in particular investment has been made in new technologies such as eBooks, eAudio, eMagazines, and mobile technologies which are driving up membership and people into libraries, either physically or virtually, which counts as a visit. • The service is trying to run more and better events and classes to encourage library use. The service is working hard to promote these services.

Education Communities and Organisational Development		
Indicator	2012/13 Position	Improvement Action(s)
	<p>March 2013 which negatively impacted on total number of visits and therefore cost per visit.</p>	<p>n.b. it is not possible to change many of the fundamental problems which cause library costs per visit in Inverclyde to be higher than the Scottish average. Cost per library visit in Inverclyde is higher not because the service has a large budget, but because the number of visits is low. This can be attributed to a variety of reasons: lower number of libraries than average; shorter opening hours than average; smaller materials fund than average; all libraries are stand-alone (many other authorities have them in schools, sports centres etc). Some costs are static and common to all authorities regardless of the size of the authority or service e.g. economies of scale. All authorities with high costs per visit are smaller ones. There are concerns about whether Councils are counting the same things for this indicator.</p> <p>In addition, the 40% reduction in floor space of Central Library due to take place in 2014/15 will undoubtedly cause a drop in visitor figures.</p>
7.	<p>% of adults satisfied with libraries</p> <p>In 2012/13, Inverclyde Council ranked in 19th place for the percentage of adults satisfied with libraries. Satisfaction levels are close to the Scottish average.</p> <p>When benchmarked against our Family Group, we have the joint fourth highest level of satisfaction.</p> <p>Data is obtained from all survey respondees and includes non-service users who may not know about the range of services offered. Although not used by SOLACE, the SHS also reports on the</p>	<ul style="list-style-type: none"> 3 members of Inverclyde Libraries' staff are currently undergoing intensive training in community consultation & engagement, delivered and accredited by the Consultation Institute. This will lead to the creation of an engagement strategy for Inverclyde's libraries, archives and museum, with action points relating to regular and robust satisfaction monitoring through surveys, focus groups etc. With robust information on the factors leading to satisfaction or indeed dissatisfaction with services offered, it will be easier for officers to take action to combat this.

Education Communities and Organisational Development		
Indicator	2012/13 Position	Improvement Action(s)
	satisfaction of current service users and Inverclyde outperforms the Scottish average with 94% of service users very/fairly satisfied with the service (Scottish average is 93%). In the Council's autumn 2012 Citizens' Panel survey, Libraries and Museum topped the list of Council services that respondents were satisfied with.	
8.	<p>Cost per museum visit</p> <p>In 2012/13, Inverclyde Council ranked in 22nd place for the cost per museum visit. This was a fall of 2 places on our 2011/12 ranking.</p> <p>Two Council's within our 'other services' family group do not have a museum. When benchmarked against the remaining Council's we have the second highest costs per museum visit.</p>	<ul style="list-style-type: none"> • A major refurbishment project is planned to extend, refurbish and upgrade the McLean Museum and Watt Library. The Museum currently does not have disabled access to the upper floors and this reduces potential audiences. The project will address this issue and other access barriers throughout the building. • The project also aims to modernise and improve all aspects of the service by working closely with library and archives colleagues and utilising digital platforms to the maximum. The project will also allow for extra staff in order to increase museum outreach and therefore increase audience.
9.	<p>Cost of environmental health per 1,000 population</p> <p>In 2012/13, Inverclyde Council ranked in 31st place for the cost of environmental health per 1,000 population. This equates to the second highest cost in Scotland,</p> <p>We also had the highest environmental health costs in our family group.</p> <p>The costs of Environmental Health leapt up in 2012/13 because the Community Wardens were</p>	<ul style="list-style-type: none"> • Inverclyde is participating in a working group with APSE, Dundee City Council, South Lanarkshire Council and Argyll & Bute to develop realistic benchmarking measures for Environmental Health, including cost measures. • Further discussions with Finance regarding the LFR return and the services that should be included in this calculation.

Education Communities and Organisational Development		
Indicator	2012/13 Position	Improvement Action(s)
	added to the LFR calculation. This was removed and the gross expenditure for Environmental Health has been restated at £1,719,000 which gives a cost per 1,000 population of £21,306 - had this restated figure been used in the calculation Inverclyde would have ranked in 25 th place.	

Environment, Regeneration and Resources		
Indicator	2012/13 Position	Improvement Action(s)
1. The cost per dwelling of collecting council tax	<p>In 2012/13, Inverclyde ranked in 22nd position for council tax collection costs. This was an improvement of two places on the 2011/12 ranking.</p> <p>When benchmarked against our Family Group, we have the third highest council tax collection costs.</p>	<ul style="list-style-type: none"> Continue to review. Although this area of cost is relatively small for the Council and savings have already been achieved. It is not believed that costs will reduce further in this area. As one of the smaller Councils it is also not possible to achieve the same reduction in cost as larger authorities. <p>This is a key area for the Council as it involves Revenue for the Council so collection levels need to be measured against the cost. Due to the demographics of the area we need to, for example, ensure that the Debt Recovery Team is fully staffed as to reduce this resource would reduce the cost per dwelling but would likely have a detrimental effect on Revenue.</p> <p>More clarity on the methodology used in the calculation of this indicator would ensure that like for like comparisons are being made. For example if we did not count management costs and central support allocation then our costs would dramatically reduce. More inspection of the detail behind each council's calculation is required to ensure that a like for like comparison is made.</p>
2. % of income due from Council Tax received by the end of the year	<p>In 2012/13, Inverclyde ranked in 26th position for the percentage of council tax received by the end of the year. This was a fall of 1 place on 2011/12 ranking.</p>	<ul style="list-style-type: none"> Continue to review processes looking for new initiatives that could help increase collection levels. Continue to utilise resource on the water direct project which should help facilitate an increase in collection levels.

Environment, Regeneration and Resources		
Indicator	2012/13 Position	Improvement Action(s)
	When benchmarked against our Family Group, we have the second lowest percentage collection rate.	<ul style="list-style-type: none"> One option could be to increase spend to try & increase the level of Council Tax collected but there is no guarantee the amount ultimately collected would increase added to which it would increase the cost of collection of Council Tax which is already in the 3rd quartile.
3.	<p>Cost of parks and open spaces per 1,000 population</p> <p>In 2012/13, the cost of parks and open spaces in Inverclyde had a national ranking of 28, this equates to the fifth highest in Scotland. We also had the highest parks and open spaces costs in our Family Group.</p> <p>During 2012/13, the Service lost a major contract, RCH, reducing income for part of the year. In turn, the service reduced overhead costs to counter reduction in income (Seasonal staff costs plus vehicles/plant).</p>	<ul style="list-style-type: none"> As part of budget / workstream savings, the service has reviewed the number of full time employees replacing 10 FTE with seasonal operatives. This saving will be effective from 2015/16. There has also been a review of management costs and a Team leader position has been dropped. This position was split 50:50 between this service and Street cleansing. Also, a Technician post has been dropped to reduce service overhead costs. Looking ahead, a full review of service costs will be undertaken by management and finance to identify any anomalies in service costs v other family group's costings, e.g. <ul style="list-style-type: none"> ❖ The service maintains a golf course but income is coded to another service. ❖ Likewise for sports pitches ❖ Grounds staff cover for winter maintenance/severe weather operations ❖ Depot and other overhead allocations ❖ Christmas lights erection income v costs ❖ Waste disposal costs ❖ Operation of a pets corner ❖ How does burial ground & Crematorium costs and income get coded against the indicators? In conjunction with the above, Management of the

Environment, Regeneration and Resources		
Indicator	2012/13 Position	Improvement Action(s)
		<p>Service will visit a selection of top quartile performing Councils to gain an insight how they can operate at a lower cost.</p> <ul style="list-style-type: none"> • With the introduction of Tracking software, usage of plant and vehicles are being monitored closely and any equipment not fully utilised will be taken out of service when it is economical for the Council to dispose of. This should realise other savings such as fuel. • A Parks and Open Spaces Strategy is being developed
4.	<p>% of adults satisfied with parks and open spaces</p> <p>In 2012/13, Inverclyde ranked in 17th position in relation to satisfaction with parks and open spaces. There was an increase of 8% in satisfaction levels between 2010/11 and 2012/13. We are on a par with the national average.</p> <p>When benchmarked against our family group, we had the joint second highest satisfaction rate.</p>	<ul style="list-style-type: none"> • Further investment to improve Park facilities, including outdoor gym equipment, new skate park. Investment in traditional grass playing field drainage systems to ensure maximum usage is available. • Consultation and visits to highest scoring authorities and regular attendance by service staff to APSE seminars. • Continued engagement with local community groups. • Introduction of Park Management rules to improve the enjoyment of use of parks.
5.	<p>Net cost of street cleaning per 1,000 population</p> <p>In 2012/13, Inverclyde ranked 22nd in terms of street cleaning costs in Scotland.</p> <p>When benchmarked against our family group we had the third highest street cleaning costs.</p>	<ul style="list-style-type: none"> • There has been a review of management costs and a Team leader position has been dropped. This position was split 50:50 between this service and Ground Maintenance. Also a Technician post has been dropped to reduce service overhead costs. Again this post was split between Street Cleansing and Ground Maintenance. • With the introduction of Tracking software, usage of plant and vehicles are being monitored closely and any equipment not fully utilised will be taken out of service

Environment, Regeneration and Resources		
Indicator	2012/13 Position	Improvement Action(s)
		<p>when it economical for the Council to dispose of. This should realise other savings such as fuel.</p> <ul style="list-style-type: none"> • A review of the mechanical sweeper utilisation and a review of sweeper routing has facilitated the reduction of one mechanical sweeper. • A full review of service costs will be undertaken by management and finance to identify any anomalies in service costs v other family group's costings. For example <ul style="list-style-type: none"> ❖ Do other authorities Street Sweepers attend Bring sites? ❖ What total weekly hourly coverage is provided by each authority? ❖ Do Street Sweeping staff participate in winter maintenance, gritting school routes/snow clearance and how does this cost get accounted for? • In conjunction with the above, the Management of the Service will visit a selection of top quartile performing Councils to gain an insight why they can operate at a lower cost.
6.	<p>Overall Cleanliness Index</p> <p>In 2012/13, Inverclyde ranked in joint 20th position for the cleanliness score. Our score improved between 2011/12 and 2012/13 from 72 to 73.</p> <p>When benchmarked against our family group we had the joint second highest cleanliness score, which has a higher percentage of privately owned properties.</p>	<ul style="list-style-type: none"> • Increased investment of new additional litter, recycle and dog bins have been sited across the authority. • Review of shift patterns over the weekend particularly geared to attend high visitor catchment areas, such as Greenock Esplanade, Gourock Promenade etc. • Continued monitoring of high litter areas, continued investment in litter bins, engagement with community groups and participation in the likes of keeping

Environment, Regeneration and Resources		
Indicator	2012/13 Position	Improvement Action(s)
		<p>Scotland Beautiful campaigns.</p> <ul style="list-style-type: none"> • Work closely with Safer Communities and wardens to impose litter fines. <p>The option of increasing investment to improve cleanliness exists but in the current financial climate this is not considered realistic and would further increase the costs of the indicator above.</p>
7.	<p>Cost of maintenance per km of road</p> <p>In 2012/13, Inverclyde ranked in 30th position which means that we had the third highest cost of maintenance per km of road of all Councils.</p> <p>When benchmarked against our family group we had the joint second highest roads maintenance costs.</p> <p>Costs will increase further over 2014/16 due to decisions as part of the 2014/16 budget to allocate £250,000 / year for 2 years to this area.</p>	<ul style="list-style-type: none"> • As part of the 2013/16 budget £17 million was allocated to investment in Roads, Footways, and Street Lighting. This will over time improve the condition of the network, reducing future routine maintenance spend in the longer term. • Shared service/collaboration working with neighbouring authorities. • Continued engagement with other authority's officer attendance at SCOTS, APSE meetings/seminars. • SMART plan to improve defect management performance, including increased investment for pot hole, patching repairs and drainage works. • Further investment in staff structure and technology to improve productivity, asset management recording, management information to increase efficiencies and service delivery. • Officers will examine the cost base used for this indicator and benchmark with other Councils, especially those in the top quartile.
8.	<p>% of A class roads that should be considered for</p> <p>In 2012/13, Inverclyde ranked 24th in terms of the percentage of A class roads that should be</p>	<ul style="list-style-type: none"> • Continue with the RAMP investment with a total capital programme of £17 million to make improvements to

Environment, Regeneration and Resources			
Indicator		2012/13 Position	Improvement Action(s)
	maintenance treatment	<p>considered for maintenance treatment. This means that we had the 9th highest percentage of A class roads requiring maintenance in Scotland.</p> <p>When benchmarked against our family group we had the highest percentage of A class roads requiring maintenance of all Councils.</p>	<p>carriageway condition.</p> <ul style="list-style-type: none"> • Continue with increased drainage works to prevent pluvial flood damage to roads. • Continued investment in flood prevention capital works to protect road network. • Shared service/collaboration working with neighbouring authorities. • Continued engagement with other authority's, officer attendance at SCOTS, APSE meetings/seminars.
9.	% of B class roads that should be considered for maintenance treatment	<p>In 2012/13, Inverclyde ranked 29th in terms of the percentage of B class roads that should be considered for maintenance treatment. This means that we had the 4th highest percentage of B class roads requiring maintenance in Scotland.</p> <p>When benchmarked against our family group we had the highest percentage of B class roads requiring maintenance of all Councils.</p>	See improvement action no 8.
10.	% of C class roads that should be considered for maintenance treatment	<p>In 2012/13, Inverclyde ranked 28th in terms of the percentage of C class roads that should be considered for maintenance treatment. This means that we had the 5th highest percentage of C class roads requiring maintenance in Scotland.</p> <p>When benchmarked against our family group we had the highest percentage of C class roads requiring maintenance of all Councils.</p>	See improvement action no 8.

Environment, Regeneration and Resources		
Indicator	2012/13 Position	Improvement Action(s)
11. % of U class roads that should be considered for maintenance treatment	<p>In 2012/13, Inverclyde ranked 26th in terms of the percentage of U class roads that should be considered for maintenance treatment. This means that we had the 7th highest percentage of U class roads requiring maintenance in Scotland.</p> <p>Inverclyde however has a higher percentage of U class roads than the national average</p> <p>When benchmarked against our family group we had the second highest percentage of U class roads requiring maintenance of all Councils.</p>	See improvement action no 8.
12. Proportion of operational buildings that are suitable for current use	<p>In 2012/13, Inverclyde ranked 21st in terms of the proportion of operational buildings that are suitable for current use.</p> <p>When benchmarked against our family group we have the second lowest proportion of operational buildings suitable for use.</p>	<ul style="list-style-type: none"> • Continue with the implementation of the School Estate Management Plan and the Office and Depots Rationalisation Plan. This will assist in raising the condition of all properties. • In 2014/15 the following buildings will open, all of which are in good condition <ul style="list-style-type: none"> ❖ Princes Street Office ❖ Hector McNeil House (former Central Library) ❖ Wallace Place Office <p>These will replace the following unsuitable buildings, Gourock Municipal Buildings, Newark House, Kirn House, Millan Unit, Dalrymple House, Education Offices, William Street.</p>

Environment, Regeneration and Resources		
Indicator	2012/13 Position	Improvement Action(s)
13. Proportion of internal floor area of operational buildings that are in satisfactory condition	<p>In 2012/13, Inverclyde ranked 20th in terms of the proportion of operational buildings that are suitable for current use.</p> <p>When benchmarked against our family group we have the third lowest proportion of internal floor area of buildings in satisfactory condition.</p>	As above

Community Health and Care Partnership

Indicator	2012/13 Position	Improvement Action
<p>1. Self Directed Support spending on adults 18+ as a % of total SW spend on adults 18+</p>	<p>In 2012/13, Inverclyde ranked 29th in terms of SDS spend on adults 18+ as a total % of SW spend. This means that we had the 4th lowest spend of all Councils.</p> <p>When benchmarked against our family group we have the third lowest spend.</p>	<ul style="list-style-type: none"> • We now have an appointed an SDS Project Manager (in post from July 2013) and with the implementation of the Bill now in place the focus for the service is to fully deliver the option choices to clients. We would expect to see an increase in the current financial year 14/15. • Implementation of act anticipates that figures will increase- so far the following actions have been taken forward or planned. <ul style="list-style-type: none"> ❖ Staff Training planned across CHCP ❖ Identified 12 SDS key workers to highlight within various teams ❖ Working closely with 3rd Sector to promote SDS take-up ❖ All new clients will be offered all 3 SDS options to make up their package of care. • Performance and Activity will continually be monitored locally through the Quarterly Performance Service Reviews (QPSR) • Systems are currently being developed to record and monitor SDS activity locally and management information will be reported from these systems timeously. • There may be potential at a later stage for future benchmarking through a Local Authority Benchmarking Working Group (LABWG). This is a SOLACE recommended 'Peoples Services' benchmarking club recognised family grouping.

Community Health and Care Partnership		
Indicator	2012/13 Position	Improvement Action
2. % of people aged 65+ with intensive needs receiving care at home	<p>In 2012/13, Inverclyde ranked 17th in terms of the percentage of people aged 65+ with intensive needs receiving care at home.</p> <p>When benchmarked against our family group, we had the third lowest percentage of people with intensive needs receiving care at home.</p>	<ul style="list-style-type: none"> • The service is focused on assessing the needs of clients and better targeting those needs into Re-ablement services or increasing intensive care at home which will ultimately reduce the number and costs of care home placements. • The service is now working more closely and collaboratively with community nursing and health colleagues as this client group have a range of complex health needs. Homecare staff will now be maintaining palliative clients previously held by community nursing staff. It is intended to continue developing and improving links with primary care as we move towards our HSCP arrangements. • The Re-ablement service is now fully implemented in Inverclyde which has reduced the numbers reliant on intensive services. • There may be potential at a later stage for future benchmarking through a Local Authority Benchmarking Working Group (LABWG). This is a SOLACE recommended 'Peoples Services' benchmarking club recognised family grouping

Report To: Policy and Resources Committee

Date: 20 May 2014

**Report By: Patricia Cassidy
Corporate Director
Education, Communities & Organisational Development**

**Report No:
PR/112/14/PC/AP/KM**

**Alan Puckrin
Acting Corporate Director
Environment, Regeneration & Resources**

**Contact Officer: Karen McCready
Corporate Policy Officer**

Contact No: 2146

**Subject: Annual Review of Education, Communities & Organisational Development and
Environment, Regeneration & Resources Corporate Directorate Improvement Plans
2013-16**

1.0 PURPOSE

1.1 The purpose of this report is to seek Committee approval for those aspects of the Education, Communities & Organisational Development and the Environment Regeneration & Resources Corporate Directorate Improvement Plans which fall within the remit of Policy & Resources Committee.

2.0 SUMMARY

- 2.1 The Corporate Directorate Improvement Plan is a Directorate's key improvement planning document which sets out the projects and improvement actions that will be implemented to help the Council deliver the strategic wellbeing outcomes identified within the Inverclyde Alliance Single Outcome Agreement and Inverclyde Council's Corporate Statement.
- 2.2 The Council's Corporate Directorate Improvement Plans 2013/16 were approved by the Policy and Resources Committee on 21 May 2013. At that time, a commitment was given to provide an annual refreshed Plan to Committee.
- 2.3 Each CDIP contains a number of improvement actions that will be delivered over the period of the Plan (2013/16). A progress report is submitted to every second cycle of Committee.
- 2.4 This review considered the progress that had been made overall, whether the improvement actions were still relevant and any significant changes or challenges that have had an impact on the Directorate since April 2013.
- 2.5 The refreshed Corporate Directorate Improvement Plans are attached in Appendix 1. The refreshed Plans reflect:
- Changes to the management structure of the Directorates, including the appointment of a new Corporate Director Education, Communities and Organisational Development and the interim working arrangements arising from the temporary secondment of the Corporate Director to the role of Interim Chief Executive Riverside Inverclyde;
 - Updates to the improvement plans to reflect the position one year on;
 - The addition of the SOLACE Local Government Benchmarking Framework indicators which fall into the third and fourth performance quartiles nationally;
 - Updated key performance information
 - An updated Risk Register.

2.6 Progress reports on the delivery of the refreshed Corporate Directorate Improvement Plans will be presented to every second meeting of the Committee as previously agreed.

3.0 RECOMMENDATIONS

3.1 It is recommended that Committee approves the refreshed Education, Communities and Organisational Development and Environment, Regeneration and Resources Corporate Directorate Improvement Plans 2013/16.

Patricia Cassidy
Corporate Director
Education, Communities &
Organisational Development

Alan Puckrin
Acting Corporate Director
Environment, Regeneration &
Resources

4.0 Background

- 4.1 The Council adopted a new approach to Corporate Directorate Improvement Planning to take effect from April 2013. Part of the process, in addition to producing a 3-year Corporate Directorate Improvement Plan, was that an annual review of the CDIP would be carried out and reported to Committee.
- 4.2 Each CDIP sets out the projects and improvement actions that will be implemented to help the Council deliver the strategic wellbeing outcomes identified within the Inverclyde Alliance Single Outcome Agreement and Inverclyde Council's Corporate Statement. The Plans were formally approved by the relevant Committee in May 2013.
- 4.3 An update on progress against actions and performance has been presented to every second cycle of the appropriate service committee.
- 4.4 Each Directorate has carried out a review of their CDIP in order to take into account any significant changes or new challenges that the Directorate now faces. The purpose of the review was to:
- Take account any new national or local influences and challenges that have impacted on, or will impact on, the Directorate.
 - Consider the progress that has been made in year one and update the improvement actions where appropriate.
 - Consider the progress that has been made towards achieving key performance indicator targets.
- 4.5 The refreshed Corporate Directorate Improvement Plans are attached as Appendix 1. The update reflects the following:
- a) Changes to the management structure – including the appointment of a new Corporate Director for the Education, Communities and Organisational Development Directorate and the interim working arrangements following the secondment of the Corporate Director Environment, Regeneration & Resources to the role of Interim Chief Executive Riverside Inverclyde.

In addition, the Environment, Regeneration & Resources CDIP reflects that, from 01 April 2014, Property Services merged with Legal & Democratic Services to form Legal & Property Services whilst Facilities Management has transferred to Environment and Commercial Services.
 - b) The Improvement Action Plans have been reviewed and updated to reflect the progress that has been made one year on. The Action Plans have also been made SMARTer to enable Committee to better track delivery of the actions previously agreed.
 - c) The service key performance indicators have been updated with details of performance 2013/14, where performance information is available and refreshed targets for 2014/15.
 - d) In line with the Corporate Management Team's agreement, the refreshed CDIPs now include all SOLACE performance indicators where the Council ranked in the 3rd or 4th quartile in 2012/13. The specific improvement actions that will be implemented in 2014/15 to improve performance are also reflected in the Plans.
 - e) The Directorate Risk Registers have been reviewed and updated to reflect current assessed risks.
- 4.6 The refreshed Education, Communities & Organisational Development and Environment, Regeneration & Resources Corporate Directorate Improvement Plans 2013/16 are contained in Appendix 1 for the approval of members.
- 4.7 Once the refreshed CDIPs have been approved, updates will be presented to every second cycle of Policy & Resources Committee as previously agreed.

5.0 Implications

5.1 Legal
None

5.2 Finance
There are no specific financial implications arising from this report outwith those that are built into the already approved budgets.

Financial Implications:

One off Costs

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

5.3 Human Resources
None

5.4 Equality and Diversity
The ECOD CDIP sets out a commitment to Equality and Diversity as well as including an improvement action in regard to supporting the Council in meeting its legislative equality requirements.

5.5 Repopulation

The work that is being led by the Environment, Regeneration & Resources Directorate and supported by Education, Communities and Organisational Development is integral to the Council's approach to slowing down depopulation and reversing this trend.

The actions contained within these CDIPs are intended to improve the lives of those who live in Inverclyde and successful delivery will contribute to the good reputation of Inverclyde Council. These should in turn contribute to making Inverclyde an attractive place to live, work and visit and will play a major role in delivering this Council commitment.

6.0 Consultation

6.1 All services within the respective Directorates have been involved in this annual review of the CDIPs.

The refreshed Corporate Directorate Improvement Plans have been considered and approved by the Corporate Management Team.

7.0 Background Papers

7.1 None

Education, Communities and Organisational Development

Corporate Directorate Improvement Plan 2013 – 2016

Annual Review (April 2014)



This document can be made available in other languages, large print, and audio format upon request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

Tha an sgrìobhainn seo cuideachd ri fhaotainn ann an cànanan eile, clò nas motha agus air teip ma tha sibh ga iarraidh.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

Polish

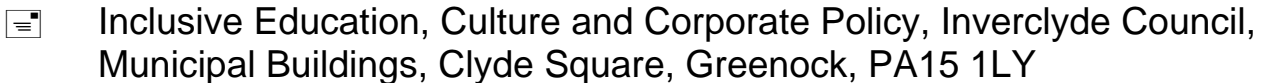
Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formacie audio.


Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔



 01475 712042

 corporate.policy@inverclyde.gov.uk

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1. Introduction by Corporate Director

On behalf of the Education, Communities and Organisational Development Directorate, I am delighted to present our refreshed Corporate Directorate Improvement Plan (CDIP). As a year has passed since our original Plan was developed in April 2013, we have carried out a comprehensive review to ensure that the actions and performance information contained within it are still relevant to delivering the Council's wellbeing outcomes – that all our residents are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).

The CDIP is an integral part of the Council's strategic planning and performance management framework. It assists in shaping the strategic direction and key programmes, actions and improvements which this Directorate will deliver over the period 2013-16.

As a Directorate, our activities are clearly focussed around the concept of a "Nurturing Inverclyde". This is an approach based on the development of early intervention and preventative spend projects through partnership working. We aim to make 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. Our approach puts the child, citizen and community at the centre and our improvement actions are linked to the SHANARRI wellbeing outcomes which will help to deliver all of the Single Outcome Agreement (SOA) outcomes, in particular:

- Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life;
- A nurturing Inverclyde gives all our children and young people the best possible start in life;
- Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Our Directorate Improvement Plan has been developed using robust self evaluation. Services have taken into consideration a wide range of data, stakeholder views and reviewed the services we are delivering to achieve the wellbeing outcomes. Each aspect of our plan reflects national and local priorities and is focussed on improving the quality of our services and the lives of our children, citizens and communities .

Some of the key improvements which will be implemented over the course of the plan include:

- The ongoing development of the SOA in relation to preventative and early intervention work and the identification of the resources available across all partner organisations.
- Further development of the Council's commitment to equalities consistently across all services to ensure better outcomes.
- Embedding the principles and techniques of good self evaluation across all services.
- Progress the work of the 'Nurturing Collaborative' to help deliver tangible improvements in outcomes and reduce inequalities for vulnerable children.
- The full implementation of Curriculum for Excellence across all sectors and all establishments.
- The improvement of library and museum facilities in Inverclyde.

One of our greatest challenges in the coming years is to continue to deliver high quality services to all our customers in extremely challenging financial circumstances. We are committed to adopting a solution focussed and 'can do' attitude to our work. We will continue to develop and promote robust self evaluation both within our own Directorate and across the Council, in order to enhance current good practice and continuously develop and improve as an organisation.

Other challenges facing the Directorate over the next three years include:

- A reduction in employees and the pressure on service delivery levels

- The implementation of major new legislation such as Children and Young People Act and the Community Empowerment and Renewal Bill.
- A reducing population
- Areas with significant levels of deprivation
- Limited economic opportunities
- A growing elderly population
- Legislative changes in Employment Law, Health and Safety and Pensions
- Changes in National Terms and Conditions
- Labour market issues – particularly supply teacher shortages
- School re-provisioning and education service changes

We will review our Directorate Improvement Plan again in April 2015 to ensure that the actions contained in it are still relevant and continue to drive improvement across services.

Through this plan, we hope to support and challenge staff to improve the quality of the services we provide. We look forward to building on the progress that has been achieved in year 1 and continue to make further achievements over the next two years.



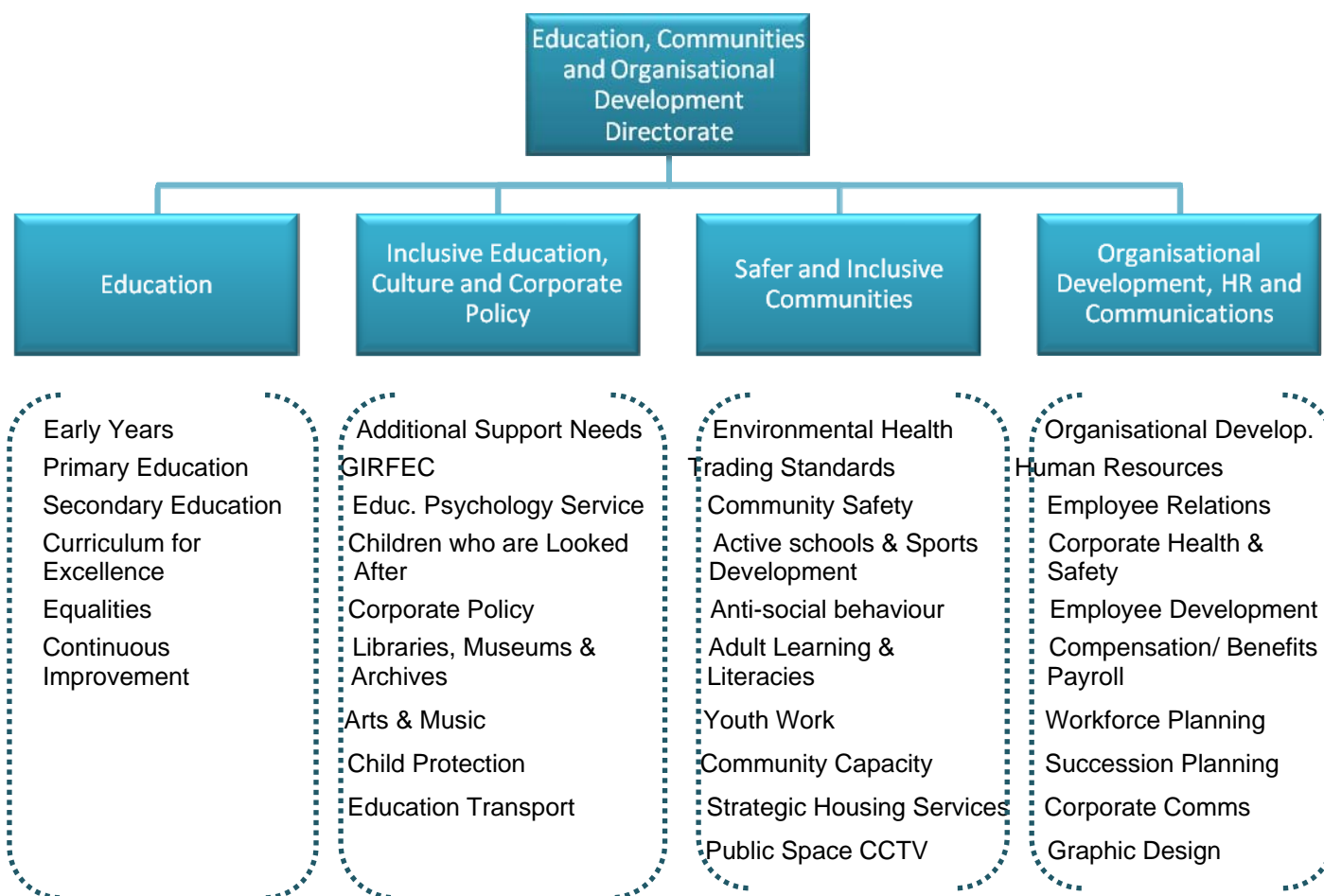
**Patricia Cassidy ,
Corporate Director,
Education, Communities and Organisational Development**

2. Strategic Overview

2.1 Purpose and Scope of the Directorate

The primary role of the Directorate is to provide: education, culture and lifelong learning; support safe and inclusive communities; and to provide the corporate 'back office' functions of human resources, organisational development, communications, corporate policy and partnership working. This all sits within the Council's vision of a "Nurturing Inverclyde" where we are '**Getting It Right for Every Child, Citizen and Community**', working towards the achievement of the wellbeing outcomes, where all our children, citizens and communities are safe, healthy, achieving, nurtured, active, respected, responsible and included.

The Directorate comprises four services. The Directorate Management Structure is shown below:



2.2 National and Local Context

New legislation emerging from the Scottish and UK Governments will directly impact on the nature of the service that the Directorate provides over the next three years. The new legislation that will come into effect during the life of the Plan includes:

- Children and Young People Act
- Community Empowerment and Renewal Bill
- Employment, Health and Safety and Pensions legislation changes
- Changes to National Terms and Conditions for employees
- Welfare Reform Act 2012

Public Sector Reform

This is a time of unprecedented transformation for public services in Scotland with major reforms being undertaken by the Scottish Government in local government, health, social care and uniformed services. Public services face serious challenges ahead with the demand for services set to increase dramatically over the medium term, whilst public spending becomes further constrained. This means that the Council will, in effect, have to achieve more with less.

To manage this, a shift in focus is required towards early intervention, reducing costs and improving performance. This is a challenging agenda for the Council and the Directorate has a key role to play in helping the Council get it right by providing support for parents and young children at the early stages of a child's life; helping children and young people to achieve in education and move onto employment; providing further learning and training opportunities; tackling anti-social behaviour at an early stage and improving our prevention work.

In addition to the above, the Directorate operates and delivers services within a diverse policy and legislative framework which is detailed below:

All Services

- Single Equality Act 2010
- A Curriculum for Excellence
- Upcoming Community Empowerment and Renewal Bill
- Strategic Guidance and Special Statutory Instrument for Community Learning and Development
- Schools (Health Promotion and Nutrition) (Scotland) Act 2007
- Children and Young People's Act

Education / Inclusive Education, Culture and Corporate Policy Legislative and Policy Drivers

- HMle Reports
- Standards in Scotland's Schools Act 2000
- Additional Support for Learning Act (Scotland) 2004 and 2009
- Parental Involvement Act 2006
- The Public Libraries Quality Improvement Matrix.
- Creative Scotland
- Getting it Right for Every Child
- Integrated Children's Services Planning (source of most Early Years reporting)
- Scotland's Digital Future: A Strategy for Scotland"
- Public Libraries Act
- Audit Scotland: Managing Performance, Are You Getting it Right?
- Local Government in Scotland Act 2003

Safer & Inclusive Communities Policy and Legislative Drivers

- Development of Local Housing Strategy
- Development of Scottish Government Safer Communities Policies
- Scottish Government Public Space CCTV Strategy Review
- Housing Scotland Act
- Licensing Regime for Houses in Multiple Occupation
- Implementation of FSA Cross Contamination Guidance
- Implementation of New Road Safety Targets
- Changes to local Government responsibilities for Health & Safety at Work
- Community Empowerment and Renewal Bill
- “Working & Learning Together to Build Strong Communities”
- National Youth Work Strategy 2007
- Literacy Action Plan 2010
- National Strategy for Sport - Reaching Higher
- “Towards a Mentally Flourishing Scotland”
- “Happy Safe and Achieving Their Potential”
- Strategic Guidance for Community Planning Partnerships: Community Learning and Development 2012
- Requirement for Community Learning and Development (Scotland) Regulations 2013

Organisational Development, HR & Communications Policy and Legislative Drivers

- National Terms and Conditions NJC
- National Terms and Conditions SNTC
- Employment Rights Act 1996
- Employment relations Act 2004
- Real Time Information HRMC
- Pensions Auto Enrolment
- Revised Parental Leave Directive
- Workforce Development Strategy
- Reform of settlement provision and employment tribunal system – Summer 2013
- Right to request flexible working to be extended – Spring 2014
- Maternity and Paternity pay to be reformed – April 2015
- Maternity leave and pay to be extended.
- Review of Working Time Directive
- Changes to TUPE come into force October 2013
- Health and Safety at Work (etc) Act 1974 (and subordinate regulations)
- Management of Health and Safety at Work 1999
- Fire (Scotland) Act 2005
- Fire Safety (Scotland) Regulations 2006
- Workplace Health Safety and Welfare Regulations 1992
- Manual Handling Operations Regulations 1992
- Provision and Use of Work Equipment Regulations 1998
- Control of Substances Hazardous to Health Regulations 2002
- Display Screen Equipment Regulations 1992
- Control of Asbestos Regulations 2012

Regulatory and Evaluative Bodies

- Education Scotland
- Care Inspectorate

- The Public Libraries Quality Improvement Matrix.
- Food Standards Agency Scotland
- Health and Safety Executive
- Scottish Government Housing Directorate
- Sport Scotland

2.3 Customer Focus

The customer base of the Directorate is varied and wide. It includes all Inverclyde's children, their parents, those living in communities served by the Community Wardens service and those communities supported by community work. It also extends to those with an interest in libraries, culture and the arts, those that are seeking employment within the Council and also the media. In addition, the Directorate also provides support to colleagues within the Council through the functions of Corporate Policy and Organisational Development, Human Resources and Corporate Communications.

Corporate customer engagement takes place through the Citizens' Panel which the Inclusive Education, Culture and Corporate Policy Service has responsibility for. Two Citizens' Panel surveys are carried out each year, the results of which are reported to Committee and are available on the Council's website. Newsletters are sent to members of the Citizens' Panel to let them know how their comments have been taken on board. Services also use customer engagement as an essential tool to measure satisfaction with the service and the feedback received is used to improve service delivery. Other forms of customer engagement carried out by the Directorate over the past two years include:

- A survey of library customers (February 2012)
- A survey of museum customers (December 2012 and February 2013)
- A survey of customers of the Corporate Policy Team (March 2012)
- An employee survey of the full Council (March 2012)
- Businesses inspected for food hygiene under new cross contamination inspection regime (ongoing)
- An end of programme evaluation for all Community Learning and Development participants (ongoing)
- A survey of young people to ascertain the need for a town centre youth facility
- A survey of employee new starts and leavers (ongoing)
- Feedback forms issued to all delegates attending corporate training courses (ongoing)
- Online survey of applicants and the wider public using national recruitment portal myjobscotland (ongoing)
- A Health and Wellbeing Survey across all secondary schools in Inverclyde, in partnership with the CHCP (2013)

We also carry out both formal and informal engagement with customers through Pupil Councils, Parent Councils, engagement with community groups and ongoing engagement with individuals in the community through the Wardens service.

Additional stakeholders services that we engage with include other public sector organisations and the voluntary sector through Community Planning and the development of the Single Outcome Agreement. The Community Planning Partnership includes the Third Sector Interface which is the medium through which the partnership engages with the voluntary sector.

Additionally through Community Planning, community engagement is co-ordinated through the Community Engagement and Capacity Building Network. The Network engages with a wide variety of audiences around the local SOA outcomes and other topic areas as required.

2.4 Equality

The Education, Communities and Organisational Development (ECOD) Directorate is committed to ensuring equality of opportunity in everything that it does. The Head of Education is the chair of the Corporate Equality Group, which takes the lead in ensuring the Council meets its duties under the Single Equality Act 2010.

Services carry out Equality Impact Analysis (EIA) on any new or significantly changing policies, strategies and procedures, as well as on budget savings. EIAs completed or planned by the Directorate include:

- Pay Model / Equal Pay (completed)
- Stress Policy (completed)
- Conditions of Service (completed)
- Single Outcome Agreement (completed)
- Inverclyde Libraries Service Plan (planned)
- McLean Museum Service Plan (planned)
- Watt Complex HLF bid (planned)
- Inverclyde's Sexual Health Action Plan (pending)
- Inverclyde Sports Framework (planned)

The Council also has a series of Equality Outcomes and every service in the Directorate will work towards the achievement of these, over the course of this improvement plan. The full detail of the Council's Equality Outcomes feature [here](#).

The Council's overarching Equality Outcomes are:

- Through an increase in third party reporting facilities, people with protected characteristics feel safer within their communities, and levels of hate crime are reduced
- Council employees and elected members are able to respond confidently and appropriately to the needs of service users and colleagues who have protected characteristics
- Increased, targeted engagement with Inverclyde's children, citizens and communities who have protected characteristics
- All services consistently gather and analyse information on their service users by protected characteristics where appropriate which is used to inform Improvement Planning.

Within the Improvement Actions set out in section 5.0, there are a number which are of particular relevance to the delivery of the Council's duties under the Single Equality Act. These have been gathered into the Council's Equality Outcomes document to show how each service area is working to deliver the general and specific duties and work with people with protected characteristics.

The performance management of this document will help the Council to update how it is performing in regard to achieving its equality outcomes.

2.5 Sustainability of the Environment

Sustainability and consideration of the environment underpins how the service is delivered. Employees are encouraged to recycle office waste as well as to travel more sustainably through car pooling using Inverclyde Journey Share, which helps employees cut journey costs, traffic congestion and pollution. Our 'Cycle to Work' scheme encourages those who live within cycling distance of their office to cycle to work.

The Directorate works in partnership to promote sustainability within our communities. The Inverclyde Home Energy Advice Team (i.HEAT) was launched on 7 March 2014 and is a partnership aimed at tackling fuel poverty by offering free impartial energy advice and advocacy to support householders in Inverclyde who have energy related concerns. The Council also promotes grant availability and improved energy efficiency to owners through the HEEPS (Home Energy Efficiency Programmes Scotland) programme.

Our schools have a critical role to play in promoting sustainable development and environmental sustainability. It is vital that young people throughout their school years gain an understanding of the key issues and become aware of ways in which they can make a difference through their personal actions. All educational establishments have developed an all-in-one Green Charter and Action Plan or a Green Charter and separate Action Plan and we believe we are the first local authority in Scotland to adopt such an approach to education for sustainable development. In addition, all our schools have Eco Flag status.

Services in the Directorate are encouraged to help the Council reduce its carbon emissions. Employees are provided with information to help them reduce their energy consumption in the office, for example, switching off monitors when not using PCs; turning lights off; buying recycled paper; restrict the usage of colour printing and considering the environment before printing any documents.

2.6 Risk Management

The key risks that the Directorate faces include:

- ❖ Financial – financial pressures are affecting all public sector agencies, and the Directorate needs to closely monitor budgets to ensure service delivery remains efficient, effective and value for money.
- ❖ Reputation – potential for lack of buy in and support for new local government benchmarking project and equality and diversity outcomes could lead to non-compliance with legislation or adverse external criticism resulting in a negative impact on the Council's reputation.
- ❖ Legal and Regulatory – potential for lack of support and buy-in could lead to non-compliance with legislation particularly in regard to the Single Equality Act and the new SPI Direction.
- ❖ Operational and business continuity – potential for lack of consistency in regard to definitions of competitiveness, possible inconsistencies in the roll out of corporate systems and potential for the failure to implement policies and procedures could have detrimental impacts on operational and business continuity.

The detailed risk management plan is attached at Appendix 2

2.7 Competitiveness

As part of the requirement to demonstrate Best Value, the Education, Communities and Organisational Development Directorate requires to set out its approach to the competitiveness agenda as part of this CDIP.

Competitiveness is a complex area and is not simply an issue of delivering services for the least cost. Within the public sector competitiveness can perhaps be better described as Challenge and Improvement as this is what the Directorate requires to do to drive continuous improvement and best value.

The Audit Scotland Best Value Toolkit on Challenge and Improvement sets out the following definitions:

Challenge

- The organisation has a proven record of adjusting its services as a result of internal or external challenge, achieved with an improvement of services.
- The organisation can justify that its delivery methods, whether in-house or otherwise offer best value, within the context of its wider objectives.
- As part of its strategic approach to procurement and commissioning it undertakes objective options appraisal to explore and optimise a wide range of contract or partnership options. The organisation understands the impact of its activities on the local economy, and makes decisions based on clear policy objectives.

Improvement

- The organisation continually challenges and improves its performance. It has reviewed, or has plans to review, its services to ensure best value - an improvement programme is in place which takes account of customer and staff feedback and is readily available to citizens. It assigns responsibility, accountability and resources appropriately following improvement reviews.
- It uses the 'four Cs' (Consult, Compare, Challenge, Compete) effectively in reviewing services. Reviews are timely and the council can demonstrate improved outcomes and value for money as a result. Improvements are targeted in line with priorities, and performance indicators (PIs) and satisfaction measures in reviewed areas are satisfactory or improving.
- It can demonstrate impact through improved service, or governance outcomes, and monitors and regularly reviews the quality and progress of its improvement activity.

The self-evaluation processes developed by the Performance Corporate Improvement Group (PCIG) supports the Directorate to carry out more robust self-evaluation, using data from a variety of sources which in turn informs the development of improvement actions, including those set out in this plan. A variety of processes are used to gather the data which informs ongoing self-evaluation across the Council and is used to develop and adapt services to better meet the needs of service users.

The benchmarking information derived from the SOLACE / Improvement Service Local Government Benchmarking Framework (LGBF) will also inform areas where the Directorate will focus attention and carry out further detailed internal analysis, in addition to learning from higher performing Councils.

There are nine SOLACE indicators within the Directorate which fall into either the third or fourth quartile of the LGBF, i.e. have a national performance ranking of 17-32, for reporting year 2012/13. It is intended to improve the recording and reporting of this data and examine if there are ways to improve performance over the period of this plan. Improvement actions for these indicators have been developed and are reported in section 5.5. Performance will be monitored and reviewed as new data is published.

A number of service areas already participate in well established benchmarking groups such as:

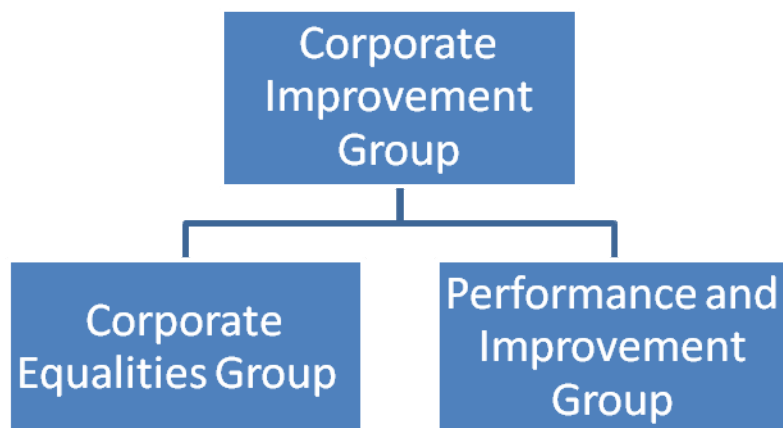
- Proposed Environmental Health and Trading Standards via APSE
- Benchmarking within Health and Safety (HR)
- HR Policy Benchmarking
- Shared Services Benchmarking for HR and Payroll across the Clyde Valley
- Attainment benchmarking across all Local Authorities
- Education Services benchmarking across local and national networks
- LGBF Benchmarking Group

2.8 Corporate Improvement Groups

The Corporate Director of Education, Communities and Organisational Development has responsibility for a Corporate Improvement Group. This Group has two sub groups covering Equality and Diversity and Performance and Improvement.

The Corporate Equality Group is chaired by the Head of Education and takes the lead on ensuring the Council is meeting its duties under the Single Equality Act 2010.

The Performance and Improvement group is chaired by the Head of Inclusive Education, Culture and Corporate Policy and covers Best Value 2, performance management, strategic planning, competitiveness and continuous improvement.



3.0 Summary of Resources

Expenditure and FTE numbers

Resource Statement: Education and Communities

Service	2013/14			2014/15			2015/16		
	Gross Exp £000's	Net Exp £000's	FTE	Gross Exp £000's	Net Exp £000's	FTE	Gross Exp £000's	Net Exp £000's	FTE
Director	-	134	1	-	134	1	-	134	1
Education	67,843	66,441	1005.51	67,355	65,923	994.81	67,032	65,570	989.61
Inclusive Education, Culture	11763	10713	304.44	11492	10434	302.94	11355	10288	302.94
Safer & Inclusive Communities	9,741	8,960	93.94	9,442	8,659	93.74	9,217	8,432	89.14
Education & Communities Committee Total	89481	86248	1404.89	88423	85150	1392.49	87738	84424	1382.69
Organisational Development & Human Resources	2,010	1,920	41.6	1,963	1,873	40.6	1,841	1,751	39.1
Corporate Policy	174	174	3	173	173	3	173	173	3
Policy & Resources Committee Total	2184	2094	44.6	2136	2046	43.6	2014	1924	42.1
Education and Communities Directorate Total	91665	88342	1449.49	90559	87196	1436.09	89752	86348	1424.79

4.0 Self Evaluation and Improvement Plan

An Improvement Plan for the Directorate was developed in April 2013 and was subject to an annual review in April 2014. The purpose of the review was to:

- Assess what had been achieved in the first year of the Plan and update the Plan accordingly;
- Consider any new challenges facing the Directorate;
- Identify any new areas for improvement to be taken forward by the Directorate in 2014/16;
- Consider the progress that has been made towards achieving the targets set for the key performance indicators.

The refreshed Improvement Plan for the Directorate is attached in section 5.0. It has been developed based on robust self evaluation using both formal (such as external audit) and informal self evaluation techniques (such as service self assessment).

New improvement actions have been added around:

- The Health and Wellbeing Survey
- Community Engagement
- School Libraries
- GTC requirements for professional updates

All improvement actions that have been completed in 2013/14 have been extracted from the original plan and can be found in section 5.4.

5.0 Education, Communities and Organisational Development Improvement Plan

Corporate Improvement Actions

5.1 Corporate Improvement Actions

These actions have implications for the whole Council, not just the Education, Communities and Organisational Development Directorate.

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
CA1: Responsibility for 'External Funding Group' now lies within the Environment, Regeneration and Resources Directorate								
CA2	Performance Corporate Improvement Group	<p><u>Corporate Equalities Group</u></p> <p>Through the work of a Corporate Equalities Group, guidance and support is being given to all Directorates regarding new legislative requirements arising from the Equality Act 2010</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>Increase representation on Corporate Equalities Group to include a wider range of people with protected characteristics</p> <p>Through the work of the Council's equalities officer we will continue to provide appropriate advice, guidance and support to Council services.</p> <p>Timescale: 2015</p>	<p>Council staff understand how they should engage with customers and colleagues with protected characteristics</p> <p>Specific Duties are met within required legislative timelines</p> <p>There is increased engagement with and representation from groups of service users with protected characteristics</p> <p>Monitoring is in place across Services to identify whether there are any barriers to accessing services for people with protected characteristics</p>	Wilma Bain		<p>SOA2 SOA8</p> <p>Included Respected and Responsible</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
CA3	Performance Corporate Improvement Group	<p><u>Competitiveness</u></p> <p>Benchmarking and market testing is undertaken by a variety of services, but no corporate definition or process is in place in regards to competitiveness</p>	<p>Effective processes are in place to ensure challenge and improvement.</p> <p>These are used consistently across services.</p>	<p>Enhancement of self evaluation guidance and processes regarding competitiveness and challenge</p> <p>(Dec 2015)</p>	<p>Self evaluation guidance has more emphasis on competitiveness and challenge CDIPs better reflect competitiveness.</p> <p>Benchmarking taking place across services where efficiencies can be generated and best practice learned from.</p>	Angela Edwards	<i>No resource implications.</i>	SOA 8
CA4	Corporate Policy & Partnership Team	<p><u>Self Evaluation</u></p> <p>Some services within the Council can demonstrate robust self evaluation. This needs to be developed and good practice shared and rolled out across all services.</p>	<p>Self evaluation is embedded into everyday performance management and planning processes</p>	<p>Monitor the embedding of self evaluation across the Council</p>	<p>All CDIP Improvement Plans are based on robust evidence obtained from self evaluation.</p> <p>All new plans/ strategies are based on self evaluation</p> <p>Management teams use Inverclyde Performs for ongoing self evaluation.</p> <p>Roll out further PSIF programme.</p>	Angela Edwards	<i>No resource implications</i>	SOA 8
CA6	Corporate Policy & Partnership Team	<p><u>Public Performance Reporting (PPR)</u></p> <p>Performance information is</p>	<p>PPR is easily accessible to members of the public.</p>	<p>Improve information on web from all services. (March 2016)</p> <p>Provide information in</p>	<p>Information available on web</p> <p>Inview features performance articles</p>	Angela Edwards	<i>Costs associated with providing information in different</i>	Achieving but also contributes to Responsible and Included

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
		<p>currently available to the public on the Council's website however PPR is not as accessible and co-ordinated as it could be.</p> <p>Information on performance is not communicated internally across services.</p>	<p>All services play their role in making performance information accessible</p> <p>Employees are more informed about how the Council is performing as an organisation</p>	<p>different formats.</p> <p>Work with libraries to assess demand and to facilitate access via the web to members of the public. (March 2016)</p> <p>Utilise Inview as means of providing performance information to all households (ongoing)</p> <p>Provide information in different ways to ensure it is meaningful to employees at all levels of the organisation. (ongoing)</p>	<p>Employees receive information in a format that is understandable to them.</p>		<p><i>formats</i></p>	<p>SOA 8</p>
CA7	Corporate Policy & Partnership Team	<p><u>Inverclyde Performs</u></p> <p>Inverclyde Performs is accessible to all services to monitor and manage performance. Further work is required to ensure that the system is utilised as a performance management tool to its full capability</p>	<p>Inverclyde Performs is used to record 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>Further training for Inverclyde Performs users. (Dec 2013 with ongoing training thereafter)</p> <p>Work with DMTs and EMTs to establish training needs and develop a training plan. (March 2016)</p> <p>Work with services to identify which plans, strategies and projects should be developed</p>	<p>All relevant performance information entered onto system.</p> <p>Inverclyde Performs is actively used by DMTs during meetings to monitor and manage performance.</p>	Angela Edwards	<p><i>Costs met from existing budget for Inverclyde Performs</i></p>	<p>Achieving Responsible</p> <p>SOA 8</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
				on Inverclyde Performs (March 2016)				
CA8	Corporate Policy & Partnership Team	<u>Single Outcome Agreement</u> The Scottish Government has released new SOA guidance which all partners need to respond to. Currently there is no process in place to pool resources across partnership	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	Subgroups set up to deal with resource development and measurement (August 2013)	Pooling of partner resources to deliver projects and early interventions. CPPs aware of preventative and early intervention work.	Angela Edwards	<i>No cost implications</i>	Contributes to all Wellbeing outcomes
CA9	Safer & Inclusive Communities Health Protection Community Safety & Wellbeing Public Space CCTV/Community Wardens Service/ASSIST Corporate partners inc. Education & Property	<u>Data Protection</u> The Council makes use of CCTV for a number of purposes. These include community safety & crime prevention and building security and staff safety.	All CCTV installations and deployments the Council controls should be operating to the same standards, be appropriately specified and maintained and should have a consistent approach and regard for privacy and data protection. Develop an overall corporate approach to image retention, maintenance,	An overall review of all the Councils installations and deployments of cameras will be carried out and a set of common standards agreed and implemented. The review will be carried out in 2013-14 and be fully implemented by April 2015.	Review completed. Findings of review implemented	John Arthur	<i>Costs of review contained within current budgets.</i> <i>Any costs likely to arise from the implementation of the review will be reported to committee.</i>	SOA2 SOA8 Safe Respected & Responsible

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
			procurement and use.					
CA10	All Services	Low levels of staff awareness of the Council's environmental agenda.	Improved employee environmental awareness and understanding of the aims and objectives of the Council's Carbon Management Plan 2012/17 and corporate Green Charter	We will provide staff with information to encourage them to positively change our environmental behaviour.	<p>Increased awareness of the Council's corporate environmental agenda and positive changes in staff behaviour to support it.</p> <p>Reduction in gas electricity and water consumption</p> <p>Reduction in business mileage</p> <p>Increase in recycling rates and a reduction in waste sent to landfill.</p> <p>Number of staff that have received information or training</p>	All		SOA7 Responsible
CA11	SOA6 group	<u>Teenage Pregnancy</u> The number of teenage	Teenage pregnancy is below national average in target areas.	Health & Wellbeing programme universally available	Holistic approach to addressing this issue, drawing in support and activity	Wilma Bain / John Arthur		Nurtured Respected & Responsible

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
		<p>pregnancies is reducing however the number of under 16s in deprived areas is higher than those in less deprived areas.</p> <p>Self-evaluation work has been carried out.</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>	<p>Produce a teenage pregnancy strategy</p> <p>Timescale: To be agreed</p>	<p>from a number of local agencies – baselining and self evaluation for work in this area will be carried out using the NHS Self Assessment Tool produced for local authorities and their partners</p>			SOA6
CA12	SOA6 group (new improvement action)	<p><u>Health & Wellbeing School Survey</u></p> <p>Fieldwork for survey has been carried out with an 83% response rate across Inverclyde secondary schools.</p> <p>We have now commissioned work at school and authority level to report on findings.</p>	<p>Communicate information fully to schools in the first instance.</p> <p>Engage with young people through a series of school summits to consider their responses and appropriate actions required across Community Planning partners as a result of these.</p> <p>Use this information as a strong dataset as evidence base for improvement planning across the</p>	<p>Discussions with Head Teachers and senior management teams. April – June 2014.</p> <p>School summits organised with support from NHS GGC and Glasgow City, involving school communities and partner organisations. Academic session 2014/15</p> <p>Feed back relevant information to strategic and operational groups across the CPP.</p>	<p>Schools will be fully appraised of information and will be actively engaged in addressing issues or development needs arising from the survey.</p> <p>Young people will be involved in ongoing discussion and action planning with regard to their survey responses.</p> <p>Groups are planning delivery and support based on the findings</p>		<p><i>Cost of survey has been absorbed mainly by CHCP but a collective budget of c. £12,000 has been set aside for follow on work.</i></p>	<p>Healthy SOA6</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
			<p>Community Planning partnership.</p> <p>Be in a position to re-commission a follow-up survey in 3-4 years time.</p>	<p>Academic session 2014/15</p> <p>Begin discussions for 2016/17.</p>	of the survey.			
CA13	CLD & Corporate Policy / Partnership (new improvement action)	<p><u>Community Engagement</u></p> <p>Communities of geography and interest are involved in the design and delivery of services but there is scope for this to be better joined up across Directorates and across the Alliance.</p> <p>The impact of community engagement is not monitored.</p>	<p>Activity on community engagement is properly planned, resourced and integrated across Directorates / Partners.</p> <p>The quality and impact of community engagement is measured and reported on.</p>	<p>Build on findings and proposals emanating from series of workshops/events March 2014. Create cross-directorate planning group with links to CE/CCB Network.</p>	The quality and impact of community engagement is measured and reported on.	Angela Edwards / John Arthur	<i>Within existing resources</i>	Included SOA2

Cross Directorate Improvement Actions

5.2 Cross Directorate Actions

These actions will be implemented by more than one service in the Education, Communities and Organisational Development Directorate.

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
CD1	Cross Directorate	<p><u>PE Provision</u></p> <p>100% of secondary schools are providing a minimum of 3 periods of PE per week but only 67% of primary schools are achieving 2</p>	<p>100% of primary schools achieving two periods per week of quality PE</p>	<p>PE co-ordinator recruited by May 2013.</p> <p>PE plan implemented.</p> <p>Number of schools providing minimum 2 hours PE to be increased by June 2014.</p>	<p>All schools in Inverclyde will have at least two periods of quality PE.</p> <p>Improved levels of fitness in school children</p> <p>Achievement of health and wellbeing experiences and outcomes</p>	<p>John Arthur / Wilma Bain</p>	<p>Funding for PE co-ordinator from SportsScotland/ Education Scotland.</p> <p>Any additional costs required to make achieving the target possible will be reported to committee</p>	<p>SOA4 SOA6</p> <p>Healthy Achieving Active</p>
CD2	Cross Directorate	<p><u>Tackling violence and knife culture</u></p> <p>Initiatives to tackle violence and the culture of knife carrying have contributed to a reduction in incidents, however, violence and bullying, including cyberbullying remain a concern for our young people.</p> <p>Mentors in Violence Prevention (MVP) delivered in 2 secondary schools</p>	<p>Further reduction in the incidents of violence, knife crime and bullying.</p> <p>MVP embedded in all secondary schools</p>	<p>Roll out of MVP to other secondary schools</p> <p>Violence prevention programmes including NKBL developed and sustained.</p> <p>Anti-bullying policy fully implemented.</p> <p>This work will be planned and monitored on behalf of the Directorate by the Community Safety Partnership.</p>	<p>Reduction in incidence of -knife crime -bullying -gender based violence</p> <p>Increase in number of young people using privacy settings on social networks</p> <p>Longitudinal research shows evidence of changing attitudes</p>	<p>John Arthur / Angela Edwards</p>	<p>Staff costs to be contained in budget.</p> <p>Cost of residential training events in schools.</p> <p>6 x 1K x 3 years</p>	<p>SOA6 Healthy Safe</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
				Timescale: Ongoing depending on interest of educational establishments				
CD3	Cross Directorate	<p><u>Volunteering</u></p> <p>There is a range of opportunities for volunteering in the school and the community.</p> <p>Scope to improve co-ordination and the number / quality of opportunities and increase associated opportunities for accreditation.</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. Identify opportunities for accreditation.</p> <p>Timescale: To be agreed</p>	<p>Increased no of volunteering opportunities</p> <p>Increase no. achieving accreditation through volunteering.</p> <p>Stronger partnership with CVS evident.</p>	Wilma Bain / John Arthur	No resource implications	<p>Achieving Nurtured Respected Responsible</p> <p>SOA2 SOA6</p>
CD4	Cross Directorate	<p><u>Literacy</u></p> <p>Evidence of good practice and improved literacy outcomes from early years to adulthood.</p>	<p>National Literacy Action Plan is in place and able to evidence improved practice and outcomes for literacy across all establishments and sectors.</p>	<p>Use of evidence based approaches which lead to key improvements in literacy skills for all.</p> <p>Timescale: To be agreed</p>	<p>Improved self-evaluation practice</p> <p>CIT Leads assess progress</p> <p>Improved outcomes for literacy in context of CfE broad general education</p> <p>Increased participation in youth and adult literacies programmes</p>	John Arthur / Wilma Bain	Training costs	<p>Achieving Nurtured Included</p> <p>MLC11</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
					Increased no's achieving core skills accreditation Improved literacy attainment levels			
CD5	Cross Directorate	<p><u>Strategic Guidance for Community learning and Development</u></p> <p>Directorate has lead role in development of Implementation Plan for Strategic Guidance for CLD, which includes taking forward of Community Empowerment & Renewal Bill when enacted and compliance with proposed statutory instrument for CLD within Education Act</p>	<p>Implementation plan in place. Progress made in realising outcomes of CLD Strategic Guidance, specifically:</p> <ul style="list-style-type: none"> - Improved life chances for people of all ages, including young people in particular, through learning, personal development and active citizenship - Stronger, more resilient, supportive, influential and inclusive communities. 	<p>Develop implementation plan using process agreed at Education Committee, with emphasis on involvement with SOA Delivery Groups. Establish priorities and baseline for measuring progress towards achievement of outcomes.</p> <p>Timescale: To be agreed</p>	<p>Implementation plan developed. Improvements against agreed outcome indicators.</p>	Patricia Cassidy/ John Arthur		<p>Included Respected and Responsible</p> <p>SOA2</p>
CD6	Cross Directorate	<p><u>Learning Communities</u></p> <p>Some mapping and planning is already undertaken around HMIE delineated learning communities. However, community use of schools is not fully developed and there is scope for this to be</p>	<p>Improve joint planning with partners including schools to create a network of learning communities with increased community use of schools.</p>	<p>Pilot learning community in one identified area. Set process in place in line with Education Scotland (HMIE) advice and guidance.</p> <p>Timescale: To be agreed</p>	<p>Self-evaluation against Education Scotland Advice Note 2 and new quality illustrations for CLD.</p>	John Arthur / Wilma Bain		<p>Achieving Healthy Respected & Responsible</p> <p>SOA2</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
		better co-ordinated.						
CD7	Cross Directorate	<p><u>Employability</u> There is evidence of good practice and provision supporting young people and adults attain and sustain employment. However, there is scope for the quality of provision to be improved and for better co-ordination of activities.</p> <p>The Youth Employment Activity Plan is under review nationally.</p>	<p>Youth Employment Action Plan implemented and able to evidence improved practice and outcomes for employability across providers and partnerships. Employability component of Adult Learning and Literacy Action Plan integrated within Working for Growth: refreshed employability framework</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 employability framework.</p> <p>Timescales: To be agreed</p>	<p>Improved outcomes for young people participating in employability programmes: - positive destinations - accreditation - literacy</p> <p>Improved outcomes for adults participating in employability programmes: - positive destinations - accreditation - literacy</p> <p>Increase in no adults gaining qualifications for the first time</p>	Wilma Bain / John Arthur		SOA 3 SOA6 Achieving Included
CD8	Cross Directorate	<p><u>Children and Young People Bill</u></p> <p>The Children and Young People Bill is scheduled to be introduced in 2015</p> <p>Headteacher seminars have taken place</p>	<p>Fully implement GIRFEC model and use of wellbeing outcomes through GIRFEC Champions approach</p> <p>Business processes across the Education, CHCP</p>	<p>Implementation of GIRFEC</p> <p>Consultative approaches adopted</p> <p>Training strategy delivered</p> <p>Multi agency</p>	<p>A consistent approach is in place</p> <p>All children and young people are safe, healthy, achieving, nurtured, active, respected and responsible and included</p>	Angela Edwards / Wilma Bain		Contributes to all wellbeing outcomes SOA 6

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
		<p>GIRFEC champions have been identified.</p> <p>GIRFEC principles already being used in a number of educational establishments</p> <p>Early Years Collaborative has been renamed 'Nurturing Collaborative'. A steering group and workstream have been established</p> <p>A working group of managers across Education Services and CHCP has been established to oversee the planning for operational changes which will be required with a timeline</p>	<p>and partners to support implementation of the Act.</p> <p>A training strategy – both single and multi-agency in place.</p> <p>Fully implement by 2016 additional extra early years hours</p>	<p>implementation, tutoring and awareness raising.</p> <p>Timescales: To be agreed</p>	<p>Business processes and paperwork to support will be in place</p>			
CD 10	Cross Directorate	<p><u>Early Years Collaborative/ Nurturing Collaborative</u></p> <p>Scottish Government has introduced an Early Years Collaborative to drive improvement, with a focus on early</p>	<p>We are delivering tangible improvements in outcomes and reducing inequalities for vulnerable children in Inverclyde</p>	<p>Engagement in the Early Years Collaborative learning sessions run by the Scottish Government.</p> <p>Development of an action plan focussed on early intervention and prevention in</p>	<p>Better maternal health</p> <p>Numbers of vulnerable parents/ parents to be who participate in parenting classes with positive outcomes.</p>	<p>Angela Edwards / Sharon McAlees</p>	<p><i>Early Years Change fund resource of £47k</i></p>	<p>Nurtured SOA6</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
		intervention and prevention.		relation to the EYC 'stretch aims' Timescale: March 2015 Learning session are ongoing as and when arranged by the SG	Children receive the support they need to develop and reach their full potential. Stretch aims are achieved.			
CD 11	Cross Directorate	<u>Continuous Improvement Team</u> A Continuous Improvement Team has been established as a result of the VSE report to ensure that services fully implement Getting it Right for Every Child.	Embed core functions in continuous improvement work – professional dialogue, development and pastoral support Ensure a more collective approach to continuous improvement and to improving outcomes for all learners further Consistent approach to self evaluation. A shared vision of what excellent self evaluation looks like	Implement plans to further develop and share an understanding of excellent practice across establishments and learning communities. Better partnership working in regard to self evaluation. Timescale: 2015	Consistent approaches to continuous improvement and self evaluation adopted across all educational establishments. New guidance embedded into practice. Better outcomes for children and young people. Consistently positive outcomes in inspections. Inspections highlight joint planning and self evaluation Planning and evaluation in place across all establishments. Timescale: 2015	Wilma Bain		Achieving SOA 6 SOA 8

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
CD 12	Cross Directorate	Curriculum for Excellence Schools and early years establishments and learning communities are currently implementing Curriculum for Excellence. The current S3 pupil cohort will be first group of young people to complete their Broad General Education at the end of session 2012/13 and move into the Senior Phase where they will be presented for new National Qualifications in 2014.	Curriculum for Excellence is being fully and effectively implemented across all education 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 and Responsible Citizens, and improving outcomes for all children and young people in their care. Services are planning in partnership.	<p>Work in partnership with Education Scotland to support and develop the confidence of staff to effectively deliver Curriculum for Excellence across all sectors and all establishments</p> <p>Work in partnership with SQA to support secondary teachers with delivery of the new National Qualifications</p> <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>Provide training and advice to primary and secondary teachers to enable them to support</p>	<p>HMIE inspection reports</p> <p>School Review reports</p> <p>School Standards and Quality Reports</p> <p>SQA results</p> <p>Pupil achievements</p> <p>Evidence of children and young people demonstrating that they are Successful Learners, Confident Individuals, Responsible Citizens and Effective Contributors</p>	Wilma Bain / John Arthur		<p>Achieving but also contributes to all other wellbeing outcomes</p> <p>SOA6</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
				pupils with the production of P7 and S3 profiles Timescales: Ongoing				
CD 13	Cross Directorate	<u>Welfare Reform Bill 2012</u> Financial Literacy, ICT and Learning needs of adults assessed. Access to IT mapped. Training for support workers undertaken. Planning underway in context of Financial Inclusion Strategy	All educational establishments to have a full understanding and be prepared for the potential impact of the Bill. Range of community based learning programmes available to meet needs identified.	Continue implementation of Financial Learning component of Financial Inclusion Strategy Liaise with RSLs regarding the impacts of Welfare Reform. Timescales: To be agreed	Able to meet demand for learning support. All services are aware of the impacts of Welfare Reform on the delivery of their services.	Wilma Bain / Angela Edwards / John Arthur		Nurtured SOA2 SOA6
CD 14	Cross Directorate	<u>Engagement with young people</u> Range of opportunities exist for young people to become active citizens in relation to their schools, services for young people and community. However, there is scope for strengthening links and for the impact of these activities to be enhanced. A group has been established and is	Young people across Inverclyde have a range of co-ordinated opportunities to be involved in decision making affecting their schools, services for young people and communities. Young people's voices are heard and their issues taken into consideration in service development and delivery	Incorporate Young Citizens' Panel within the Youth Participation Strategy identified in SOA6. Timescale: To be agreed	Increase in opportunities for young people to participate Increased numbers of young people participating Decisions influenced by young people	John Arthur/ Angela Edwards/ Wilma Bain/ Sharon McAlees	£1500 for each Young Citizens' Panel survey carried out	Included Respected & responsible SOA6 SOA8

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA & Wellbeing Outcome
		chaired by the Children's Rights Officer. The group comprises representation from across Council services, CHCP and partner organisations. The remit of the group is to develop a Youth Participation Strategy for Inverclyde.						
CD 15 (new imp. area)	Cross Directorate	<u>GTC Requirements</u> No clear guidelines and procedures in place to support teachers within the GTCs requirement for professional update	Clear guidelines and procedures are in place.	Set up working group to produce guidance material to support teachers with professional update process June 2014	Number of teachers who successfully complete the update process on a 5 yearly basis	Wilma Bain / Barbara McQuarrie		Achieving SOA8

Service Improvement Actions

5.3 Service Improvement Actions

These actions will be carried out by the specific services in the Directorate of:

- a) Education
- b) Inclusive Education, Culture and Corporate Policy
- c) Safer and Inclusive Communities
- d) Organisational Development, HR and Communications

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
a) Education								
Ed1	Education	<u>Developing Leadership in Teachers</u> We are currently implementing Curriculum for Excellence across all educational establishments. This transformational change sees schools (including early years establishments) and teachers as co-creators of the curriculum. It is critically dependent on the quality of leadership at all levels and on the ability of teachers to respond to the	Schools and early years establishments are supported with the implementation of the recommendations from 'Teaching Scotland's Future' (Donaldson Report)	Take steps to improve leadership capacity across all establishments Develop a new partnership with University where there is shared responsibility for key areas of teacher education Review our PRD process to ensure it meets the needs of all staff and will focus on professional needs Timescale: To be	No. of staff with formal leadership qualifications Range of CPD opportunities for teachers and participation rates Training for those carrying out and participating in PRD	Wilma Bain / Barbara McQuarrie		Achieving SOA 6

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		<p>opportunities it offers.</p> <p>There is a need to ensure we target resources at improving teacher quality.</p>		agreed	Feedback from staff regarding impact of PRD on teacher confidence			
Ed2	Education	<p><u>Teacher Employment</u> In November 2010, a national review (McCormac Review) was commissioned, the remit of which was to assess the current arrangements for teacher employment in Scotland.</p> <p>As many of the recommendations made in the report of the McCormac review relate directly to teachers 'terms and conditions of employment', they will require to be remitted to the Scottish Negotiating committee for Teachers (SNCT) for negotiations between local authorities, Scottish Government and teacher trade unions</p>	Implement recommendations and advice from national reviews relating to teachers' terms and conditions of service	<p>Working closely with HR and teacher Trade Unions to ensure a smooth implementation of recommendations based on advice received from the SNCT</p> <p>Ensure planned changes are focus of work of informal LNCT</p> <p>Timescale: To be agreed</p>	Feedback from HR, Head Teacher and informal LNCT meetings	Wilma Bain/ Barbara McQuarrie		Achieving SOA 3 SOA 8

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
b) Inclusive Education, Culture and Corporate Policy								
IECCP1	Inclusive Education, Culture and Corporate Policy	<u>Pupil Support</u> A range of supports are in place to support pupils but this needs to be effectively structured	Complete a reconfiguration of support staff infrastructure, making a more efficient use of resources and teaching so that pupils needs are more effectively met	This will be taken forward by the Review Reference group and sub groups. This will include: <ul style="list-style-type: none"> • A full audit including a survey and consultation with all stakeholders • Development of model options base on the proposed direction <p>Timescale: To be agreed</p>	Pupil support re-organised and reflects outcomes or review	Angela Edwards		Achieving Nurtured Included SOA 6
Improvement Action IECCP 2– ‘Establish a Virtual School’ is complete								
IECCP3	Inclusive Education/ Educational Psychology Services	<u>Communication Friendly Schools</u> A single campus housing St Stephen’s High School and Port Glasgow High School opened in December 2013.	Implementation of the Action Plan devised by the Communication Friendly Working Group.	The group will take on two functions: <ul style="list-style-type: none"> • Signage for the campus has been designed and awaiting completion <p>The second element focuses on the creation of an input to the wellbeing curriculum with the</p>	Signage will be in place across the campus that meets the communication needs of all learners. Staff and young people will have access to good quality	Angela Edwards	Within schools estate management plan resources	Nurtured Included SOA 6

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
				Port Glasgow campus and eventually across all schools on inclusion and diversity.	<p>information about the array of additional support needs across the campus.</p> <p>Children and young people will have taken part in a transition exercise, which will be monitored by the <i>Communication Friendly Working Group</i>.</p> <p>School staff will report to the Communication Friendly Working Group regarding cross campus events and community involvement.</p>			
IECCP4	Inclusive Education/ Educational Psychology Services	<p><u>LAAC</u></p> <p>Looked after and accommodated children have higher exclusion rates and have a lower</p>	<p>Reduce the number of exclusions</p> <p>Improved attainment for LAAC</p>	<p>Roll out Positive Relationships and Positive Behaviour Policy.</p> <p>Proportionate visits to</p>	<p>Tight monitoring of exclusion and attainment figures for children and young people</p>	Angela Edwards		<p>Achieving Included Nurtured</p> <p>SOA6</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		<p>rate of attainment as their peers.</p> <p>A cross agency Strategic Leadership Group (SLDG) focusing on improving outcomes for Looked After young people is in its second year. The group has developed an action plan and is progressing key areas. Regular progress updates at the Head of Establishment meetings are provided by members of the SLDG.</p>		<p>specific educational establishments by Head of Service and Principal EP are planned to continue to highlight LAAC.</p> <p>Timescale: To be agreed</p>	<p>who are LAAC will provide evidence of impact.</p>			
IECCP5	Inclusive Education/ Educational Psychology Services	<p><u>SHAHRP</u></p> <p>The School Health and Alcohol Harm Reduction Project is being implemented in schools to help tackle alcohol misuse amongst young people</p>	<p>Increase understanding of the impact of alcohol misuse across S2/3 pupils</p> <p>Fewer pupils involved in alcohol misuse</p>	<p>The implementation of a teaching 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>Timescale: To be agreed</p>	<p>Reduced negative incidents of young people involved with alcohol.</p> <p>Greater awareness across young people of how to reduce harm caused by alcohol misuse</p> <p>Positive evaluation of the</p>	Angela Edwards		<p>Safe Healthy Responsible</p> <p>SOA6</p> <p>SOA5</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
					project by schools External evaluation by University of Liverpool			
IECCP6	Libraries, Museum Archives	<u>New Libraries:</u> Greenock Central – building work at Wallace Place ongoing. Inverkip – community centre at planning application stage.	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 2015-6).	Refurbishment plans will be available; plans for new library in community centre will be available.	Property Services Angela Edwards		SOA8 Achieving and also contributes to Safe
IECCP7	Libraries, Museum & Archives	<u>Adult Learning Service:</u> Computing classes all delivered on desktop PCs and most attendees are age 60+.	A modern and innovative digital participation hub utilising new technology and Wi-Fi to get people online with a particular focus on employability.	Innovative adult learning delivery and extension of partnerships with organisations such as Job Centre Plus and Skills Development Scotland. Development of outreach techniques. To be achieved by 31 March 2014.	Formal partnerships established with JCP and SDS. 200 people take part in some basic IT or employability based learning with at least 50% of these being working age.	Angela Edwards	To be funded through Libraries revenue budget, plus external funding bids where appropriate.	SOA3 SOA8 Achieving
IECCP8	Libraries, Museum & Archives	<u>Improving Library Services for Young Adults (12-16):</u> Library services for	Build on and extend success of Bookbug in Inverclyde; more engagement with 12-15 age group; more	Detailed information available in Inverclyde Libraries Service Plan 2014-15.	Positive feedback from parents/carers 5% increase in	Angela Edwards	.	SOA6; SOA8 Achieving

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		children are comprehensive and of an excellent standard. Our services for older young people are not so well developed.	and better school/group visits focussing on information literacy & CfE; build links with partners to improve range of classes available; further development and promotion of eLibrary and training of staff.		library users aged 12-15 10% increase in primary class visits Achieve no of learners target of 1,300 At least 10% increase in issues of eBooks, eAudio and eMagazines			
Improvement Action IECCP9 'Retain Museum Accreditation' is complete								
IECCP 10	Libraries, Museum & Archives	<u>New Cultural Hub for Inverclyde:</u> The Watt Complex is in need of a complete refurbishment and modernisation. A Round 1 bid was submitted on 30 November 2013 to the HLF with the outcome due in May 2014.	Successful Round 1 HLF bid, plus development funding for Round 2. If the bid is unsuccessful, an alternative plan must be put in place.	Outcome of Round 1 bid – May 2014. Alternative plan if unsuccessful – by end of 2014.	Round 1 bid successful or alternatively contingency plans in place. Alternative plans, if required, should be in place by Dec 2014. Public engagement on proposed project underway.	Angela Edwards	£3m committed in 2012-15 capital programme. Further c. £3-4m being sought in partnership funding.	SOA2; SOA3; SOA6; SOA8 Nurtured

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
IECCP 11	Libraries, Museum & Archives	<u>Archives:</u> Semi-organised archive with some cataloguing and management policies in place	Improved collections management; improved access and inclusion; improved management policies & procedures; better community engagement & learning opportunities.	Further cataloguing of further records; increasing finding aids available online; conducting at least 3 class visits within the Watt; creation of disaster plan and other management policies; take part in McLean Museum's WWI commemorations and involvement in Greenock Philosophical Society's bid for HLF funding to digitise archives. By March 2015.	1,000 more catalogue records; 2 further finding aids; 3 class visits; Disaster plan created Contribution to WWI commemoration Greenock Philosophical Society HLF bid submitted.	Angela Edwards		SOA8 Nurtured Achieving & Safe
IECCP 12	Libraries, Museums & Archives	<u>Museum Services for Young People (16-24):</u> Museum does not currently engage well with the 16-24 age group.	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'	Liaise with NMS Project Manager and Steering Group to create exhibition/events programme in Greenock by Aug/Sep 2013 and in Edinburgh Jul- Dec 2014.	Presentation of exhibition/event s to reach at least 100 young people aged 16 – 24 along with work placements for 4 young people and publicity for project via social media.	Angela Edwards	c.£2,400 one off revenue expenditure in addition to grant of £15,000 funded by Esmeé Fairbairn Foundation/ Creative Scotland	Respected & Responsible SOA3; SOA6

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
IECCP 13 (new improvement action)	Libraries, Museums & Archives	<p><u>School Libraries</u></p> <p>School libraries are based in secondary schools and are standalone services, managed by individual schools. A link between school libraries, and provision for primary schools, is made by the Education Resource Service but this will be discontinued by April 2015. There is no link or joint working between school and public libraries.</p>	<p>Secondary school libraries to work more closely together to share expertise and resources.</p> <p>More involvement of public libraries in primary schools.</p> <p>Closer working between public & school libraries with potential for eventual integrated service providing efficient, joined up library services for the young people of Inverclyde.</p>	Set up steering group to look at the issues and make recommendations by December 2014.	<p>Steering group will have met and recommendations will be produced.</p> <p>Action plan will be in place.</p>	<p>Angela Edwards</p> <p>Steering Group</p>		<p>Nurtured</p> <p>SOA6</p>
c) Safer and Inclusive Communities								
SIC1	Safer & Inclusive Communities	<p><u>Health Protection / Food Safety</u></p> <p>Food Standard Agency has issued guidance on cross contamination which the Council has a duty to roll out to businesses to protect the health of residents and safeguard the Council against the risk from</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	Fully implement the FSA's Cross Contamination Guidance across businesses by March 2015 in line with the programme detailed in the Official Feed and Food Service Plan in line with Committee Reports	All premises subject to the guidance will have received inspections focussed on X-contamination in accordance the timetable set out in the Enforcement	John Arthur	Contained within service budget by revision of inspection programme.	<p>SOA 4</p> <p>Safe Healthy</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		failure to do so.		EDUCOM/06/12/MM & EDUCOM/12/12/MM.	Policy.			
SIC2	Safer & Inclusive Communities Health Protection/Community Safety & Wellbeing Environmental Health & Trading Standards	<u>Env Health / Trading Standards</u> Current Performance measures in EH & TS are inadequate to enable the Service to adequately benchmark the quality and value for money of EH & TS Services against those provided by comparable Scottish Authorities.	We will be 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.	Working with APSE and other Scottish EH & TS services to develop a more meaningful basket of KPIs for these services to allow meaningful benchmarking. Initial KPIs will hopefully be agreed by March 2014 to allow us to measure the +effectiveness and value for money of the service against all other Scottish LAs.	Performance and value can be measured accurately both against all Scottish LAs but more specifically against those LAs most accurately resembling Inverclyde.	John Arthur	Contained within service budget.	SOA8
SIC3	Safer & Inclusive Communities Health Protection Environment & Safety	<u>Health and Safety</u> Constantly changing national policy on the enforcement of the Health and Safety at Work Act together with a decline in consistent engagement from HSE has led to a situation where enforcement priorities have become reactive rather than based upon a	The enforcement priorities of Inverclyde Council should be clear and understandable to local employers and to those likely to be affected by their actions, both employees and others. Enforcement will be consistent with	Develop a new Health and Safety Strategy and Enforcement Policy for Inverclyde. Strategy developed 2013/14. Implemented 2014. Annual review to ensure it remains consistent with national policy.	Health and Safety at Work Strategy and Enforcement Policy approved and in place. Strategy implemented and staff confident in its delivery.	John Arthur	Contained within Service budget.	SOA8 Safe Respected and Responsible

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		consistent agreed policy.	national policies but at the same time will give maximum protection to the community and maximum support to local businesses.	Ongoing 2014/15				
SIC4	Safer & Inclusive Communities Health Protection/Community Safety & Wellbeing Community Safety/Community Wardens Service/Problem Solving Unit/ASIST/CCTV Update	<u>Anti-Social Behaviour</u> Changing patterns of anti-social behaviour, and the success of the services put in place since 2005, and in particular in the last year to 18 months, has led to the need for the alignment of services with the changing needs of the community	Anti-social behaviour and community safety services are aligned with current needs and are able to quickly react to changing circumstances. Match resources to community needs	A full review of anti-social behaviour and community safety services to be carried out by April 2014. The review will cover strategy and partnership working; a reassessment of priorities and any reconfiguration of services required. The majority of the recommendations of the review will be implemented in 2014/15 if approved.	Review completed and recommendations implemented. Improved community feedback in relation to feeling safe in local neighbourhoods.	John Arthur	Costs of review contained within Service budget. Outcome of review more likely to identify potential savings than additional costs overall.	SOA2 Safe Respected & Responsible
SIC5	Safer & Inclusive Communities Health Protection	<u>Community Sports Hub</u> Currently establishing a first Community Sports Hub at Parklea. Initial consultation just begun on a second hub.	A minimum of 3 Community Sports Hubs will be established and fully operational in Inverclyde.	A third hub will be fully operational by April 2015.	Community Sports Hubs developed and in use. More residents using Community	John Arthur	All funding for the project from Sportscotland.	SOA4 Healthy Active Respected & Responsible

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
	Active Schools & Sports Development				Sports Hubs			
SIC6	<p>Safer & Inclusive Communities</p> <p>Health Protection</p> <p>Active Schools & Sports Development</p>	<p><u>Sports Framework</u></p> <p>Currently in the process of developing a Sports Framework for Inverclyde with partners.</p>	<p>Sports Framework will be drafted, consulted on and finalised. Group established to monitor implementation.</p>	<p>Draft for Consultation April 2013.</p> <p>Final plan reported to committee and launched August/September 2013.</p> <p>Annual review of implementation from May 2014.</p>	<p>Annual report of Sports Framework made to Committee</p>	John Arthur	<p>Framework development to be contained in Service Budget.</p>	<p>SOA4</p> <p>Healthy Active</p>
SIC7	<p>Safer & Inclusive Communities</p> <p>Community Safety and Wellbeing</p> <p>Public Health and Housing</p>	<p><u>Housing Repairs Enforcement.</u></p> <p>Current enforcement policy has led to an unsustainable demand on the Service through formal enforcement actions. Too many home owners are not accepting responsibilities to repair their homes.</p>	<p>Homeowners take on their responsibilities with the appropriate information and guidance is available to them for common properties etc which assists in leading to reduced levels of disrepair.</p> <p>Minimum formal enforcement role for the council in future</p>	<p>Review Housing Enforcement Policy. Provide a range of information and signposting via various formats to householders to inform, advise and guide them in attending to matters of disrepair to their property.</p> <p>Timescale: To be agreed</p>	<p>Increase in the number of information enquiries as opposed to demand for legislative intervention.</p>	John Arthur	<p>Existing Budget. Scheme of assistance</p>	<p>SOA2</p> <p>SOA8</p> <p>Healthy</p> <p>Respected and Responsible</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
SIC8	Safer & Inclusive Communities Community Safety & Wellbeing Housing Strategy	<u>Housing Investment</u> There is an ongoing reduction in Housing Investment Support in the Strategic Local Programme 2012 – 2015 approved by SG Housing Supply Division. This has an impact on new build / refurbishment programmes.	Adequate funding is available to meet affordable housing needs. This action will be taken forward as part of the Repopulation ODG	SLP Project completion by 31 March 2015 to be achieved in partnership with Registered Social Landlords. Contributions in kind (IC) and new and innovative funding proposals (RSLs) will be developed. Regular Project Team meetings and monitoring by HSD will ensure March 2015 timescale met	Housing Supply Division approval of new, innovative, or alternative funding schemes	John Arthur	c. £6m (Funded from SG / HSD Affordable Housing Supply Programme) Progress will depend on the identification of other funding streams.	SOA1 SOA2 SOA4 SOA7 Healthy Responsible
SIC9	Safer & Inclusive Communities Community Safety & Wellbeing Housing	<u>Home Energy Efficiency – Private Homes</u> There is a need to improve home energy efficiency. Privately owned housing proving more difficult to improve	Better take up of grants by private owners More use of new available measures for 'difficult to treat'	Promote grant availability and improved energy efficiency to owners Continue to target 'difficult to treat' houses for investment	Grant take up increases and more homes become energy efficient Rise in number of 'difficult to treat' houses	John Arthur	c. £0.9m (Green Deal funding)** 2012-2015 ** Funded by SG and energy	SOA2 SOA4 SOA7 Healthy Respected & Responsible

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
	Strategy	IC successful in sourcing funds for improvement measures	houses	March 2016	receiving appropriate works and becoming energy efficient Overall increase in energy efficiency across all private tenures		suppliers	
SIC10	Safer & Inclusive Communities Community Safety & Wellbeing Environment & Enforcement	<u>Parking Management & Enforcement</u> The removal of traffic wardens by Strathclyde Police has led to significant parking issues in Greenock town centre in particular. Temporary funding has been put in place to address the problem in the short term.	Parking is decriminalized and enforcement transferred to Safer & Inclusive Communities.	Transfer of enforcement following decriminalization with fully trained team in place likely to commence in August 2014.	Parking offences in the town centres are significantly reduced. Positive impact on local retail economy	John Arthur	Funding in budget for 2014/15.	SOA2 SOA3 SOA7 Respected and Responsible
SIC11	Safer & Inclusive Communities CLD	<u>Health and wellbeing of young people</u> Youthzone facility is providing a range of health and well-being activities and improving outcomes for young people in the centre of Greenock. Large numbers of young people	Similar facility available for young people in Port Glasgow and Gourock. Improved outcomes for young people across Inverclyde.	Identify suitable premises. Develop funding package for refurbishment and running costs. Establish new facility with range of programmes to meet needs of young people of Port Glasgow	Premises identified. Funding bid developed.	John Arthur		SOA2 SOA6 Healthy Achieving Respected & Responsible

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		are travelling from Port Glasgow to use facility.		Timescale: To be advised				
SIC12	Safer & Inclusive Communities CLD	<u>Adult Learning</u> Range of high quality learning opportunities are available for adults, however, pathways which keep learners engaged across Service and Partner programmes are not well-developed.	All adult learning provision is mapped, processes are in place to ensure no learner completes a programme without being encouraged to continue their learning	Map all adult learning provision, process developed and agreed with providers receiving public funding to support continued engagement Timescale: To be agreed	Mapping of provision completed Process agreed and implemented	John Arthur		SOA3 SOA4 SOA6 Achieving
SIC13	Safer & Inclusive Communities CLD	<u>Outreach activities for ethnic minorities</u> CLD is main provider of English for Speakers of other languages and undertakes outreach activities to engage learners from minority ethnic communities in all adult learning and family learning programmes. However, there is scope to undertake further activity to overcome the barriers to participation experienced by members of minority ethnic communities.	Barriers to participation in ESOL and adult learning programmes are overcome.	Enhanced programme of outreach and engagement developed and in place. Timescale: To be agreed	Increase in number of members of minority ethnic communities participating in ESOL and adult learning. Increase in accredited learning for members of minority ethnic communities.	John Arthur		SOA3 SOA4 SOA6 Included Achieving

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
SIC14	Safer & Inclusive Communities CLD	<u>Community Councils</u> Provision supporting and promoting community councils and residents' associations is well established, however, current and planned changes to their role create additional demands and challenges for community representatives	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. Timescale: To be agreed	Each Community Council is at full strength in term of numbers. Community representatives report improvements in their skills and confidence to undertake their role.	John Arthur		SOA2 Respected & Responsible
SIC15	Safer & Inclusive Communities CLD	<u>Young Scot Cards</u> Young Scot cards are available to all secondary school pupils. Cards can be used for Free swimming, cashless catering, shop discounters, school trips, saving money, award points.	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. Develop Young Scot to be part of the Cashless Catering System. Timescale: To be agreed	Cards in place	John Arthur		SOA6 Respected & Responsible

d) Organisational Development, HR and Communications

ODHRC 1	OD, HR & Comms	<p><u>HR21 Development</u> Self Service Element is currently being used in a number of Council Services. E.g. HR, Finance, Legal, Planning.</p>	<p>The maximum number of employees are able to use HR21 to manage their personal information requests for leave, and employee development information etc</p>	<p>HR21 to be rolled out to Education, CHCP in 2013, Environmental Services and PA&FM by March 2014.</p>	<p>HR21 Self Service accessed by as many employees as practicable.</p>	Barbara McQuarrie	Dependent upon system development	SOA 8 Achieving
			<p>Sickness/ Absence recording and statistics drawn from Chris 21</p>	<p>Pilot for compiling statistics from Chris 21 in OD, HR & Comms September 2013. Extending to other Services in parallel with self Service April 2014.</p>	<p>Increased use of management statistics for annual leave, equalities, and SOLACE performance indicators compiled through Chris 21. Skills data base available</p>			
			<p>Pensions Auto Enrolment</p>	<p>Software installation, process review to ensure compliance, liaison with the Pensions Regulator, SPFO and SPPA (May 2013)</p>	<p>New Starts auto enrolled where eligible.</p>			
			<p>Real Time information for HMRC</p>	<p>Roll out HR21 version 3 upgrade to allow equalities information to be updated. (May 2014 onwards)</p>				

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
ODHRC 2	OD, HR & Comms	<u>Recruitment Portal</u> Portal available and in use across the Council.	Recruitment portal to be upgraded. On/Grasp software.	Training/E learning/ Development of new Recruitment Handbook for Managers Move to Talent Link by January 2014 - Luminesse changing technology centrally	Improved portal functionality recording, selection and reporting including statistical analysis for equality purposes.	Barbara McQuarrie		SOA 8 Achieving
ODHRC 3	OD, HR & Comms	Absence Management Current absence level for the Council is 4.84%. SOLACE indicator 10.5 days per FTE	Reduce the absence rate across the Council to below 4.75%. Consider standardised reporting to align with the SOLACE indicators.	Continuation of Automation of processes links to ODHRC1 New HR Interventions/ pilots to assist management and reduce absence level Report to CMT and P&R Committee on standardisation of KPIs by April 2014	Meeting or bettering 4.75% target. Improve on current SOLACE ranking. Move to standardised reporting based on Days lost per FTE.	Barbara McQuarrie		SOA8 Healthy Nurturing
ODHRC 4	OD, HR & Comms	<u>Gender Equality</u> Percentage of female employees in top 2% of Earners. Currently 42%	The percentage of female employees in the top 2% of earners is increased	Monitor application of Council's Equal opportunities policies by Services. Link with Corporate	Top 2% of earners who are female, measured through annual benchmarking	Barbara McQuarrie		SOA 8 Included Achieving

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
				<p>Equalities Officer to include as part of overall Equality Strategy for the Council CA2</p> <p>Timescale: To be agreed</p>	return is improved			
ODHRC 5	OD, HR & Comms	<p><u>Workforce Development Plan</u> Implementation of the Workforce Development Plan 2013 to 2016</p> <p>Theme 1 Organisational Development- Planning for the Future</p> <p>Theme 2 Leadership, Succession Planning and Skills Development - Employees our most valuable resource</p> <p>Theme 3 Employer of Choice – Continuous Improvement</p> <p>Theme 4 Grading and pay – Equality and Performance</p>	The actions of each theme of the workforce development plan have been delivered as included in the report to the Policy and Strategy Committee of March 2013	<p>By carrying out the work identified in the 4 Themes</p> <p>Timescales for delivery are as identified in the report.</p>	By annual reporting on the progress of the Workforce Development Plan to the Policy and Resources Committee	Barbara McQuarrie		SOA 8 Achieving Nurtured

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
ODHRC 6	OD, HR & Comms	<u>Policy Development</u> A number of Corporate Policies have been updated and placed on ICON.	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. i.e. Health and Safety Policies, i.e. Legionella, HR Policies, Discipline, Family Friendly. Timescale: To be agreed	Policies updated	Barbara McQuarrie		SOA 8 Achieving
ODHRC 7	OD, HR & Comms	<u>Corporate Communications Strategy</u> A Corporate Communications Strategy is to be developed	To have an agreed Corporate Communications Strategy	Development of a Communications Strategy working with services and the CMT. Communications Strategy to be submitted to committee by June 2014	Communication s Strategy in place, and better communication taking place across the Council. Employee survey results indicate employees feel communication has improved.	Barbara McQuarrie		SOA8 Achieving Nurturing
Improvement action ODHRC 8 'Social Media' is complete								
ODHRC 9	OD, HR & Comms	<u>Website</u> Current website has not been reviewed for a number of years and sits low on the annual SOCITM survey of UK	Review and design a new Council Website including online services.	Review content of the website via a cross departmental content review team. Draft a new design	New look website launched with new content.	Barbara McQuarrie		SOA1 SOA8 Achieving

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		Council Websites.		and agree with CMT. January 2014				
ODHRC 10	OD, HR & Comms	<u>Press and Media</u> Support Committees and Pre agenda meetings Respond to press and media enquires Provide 24/7 emergency press and media cover.	Review Media Relations Protocol.	Write draft media relations protocol and issue to CMT and Senior Councillors June 2013 Carry out media training events for key Council staff. December 2013	Media toolkit agreed and issued to key Council Staff. Media training events delivered to key Council staff.	Barbara McQuarrie		SOA8 Achieving
Improvement action ODHRC 11 'Inview' is complete								
ODHRC 12	OD, HR & Comms	<u>Events</u> Ongoing series of events held throughout the year.	Reviews to be carried out on certain events. Fireworks, Gourrock Highland Games and Christmas lights switch on. Improved events listing on Website. June 2014	Cross Service Events group to be set up and to report to the CMT by June 2014 Links to redesign of Council website.	Events delivered on time and to budget. New events listing on Council website.	Barbara McQuarrie		SOA1 SOA8 Achieving
Improvement Action ODHRC13 'Pubic Information Notices Portal' is complete								

5.4 Completed Improvement Actions 2013/14

Over the course of 2013/14 a number of improvement actions, i.e those that appear in the 'How Will We Get There?' column, have been completed. These have been extracted from the improvement plan (above) and are noted below. Some improvement actions, such as the Corporate Equalities Group and the Nurturing Collaborative, continue to appear in the Improvement Plan going forward to 2014/16. This is because there are further improvements in relation to these areas that the Directorate wishes to progress over the next two years.

Ref no	Area of Directorate Activity	Where are we now? (2012/13 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
CA1	Performance Corporate Improvement Group	<p><u>External Funding Group</u></p> <p>An External Funding Group has been established and an external funding officer post has been agreed.</p> <p>Number of funding applications agreed 12/13</p> <p>This remit for this group now lies within the Environment, Regeneration & Resources Directorate</p>	<p>Establish development sessions for managers to support funding applications.</p> <p>Work in closer partnership with community and voluntary sector</p>	<p>Development group and funding officer to be more proactive in setting up training sessions / events</p> <p>(August 2013)</p>	<p>Increased number of successful bids to external funds.</p> <p>Development sessions well attended</p>
CA2 (in part)	Performance Corporate Improvement Group	<p><u>Corporate Equalities Group</u></p> <p>Through the work of a Corporate Equalities Group, guidance and support is being given to all Directorates regarding new legislative requirements arising from the Equality Act 2010</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>Appoint an Equalities Officer to progress the Council's commitment to Equalities consistently across all services to ensure better outcomes.</p>	<p>Equalities Officer appointed</p>
CA4 (in part)	Corporate Policy & Partnership Team	<p><u>Self Evaluation</u></p> <p>Some services within the Council can demonstrate robust self evaluation. This</p>	<p>Self evaluation is embedded into everyday performance management and planning processes</p>	<p>Training rolled out across services and guidance distributed across the Council</p>	<p>All CDIP Improvement Plans are based on robust evidence obtained from self evaluation.</p>

Ref no	Area of Directorate Activity	Where are we now? (2012/13 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
		needs to be developed and good practice shared and rolled out across all services.		(Dec 2013)	All new plans/ strategies are based on self evaluation Management teams use Inverclyde Performs for ongoing self evaluation.
CA5	Corporate Policy & Partnership Team	<u>Strategic Planning and Performance Management Framework</u> A new SPPMF has been agreed by the Council. Further work is required to ensure that there is consistency in the understanding of both the SPPMF and wellbeing outcomes across the Council and its partners.	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	Make information readily accessible on ICON (June 2013) Develop information packs Provide further training sessions (December 2013) Provision of drop in sessions to support services in the development of plans and strategies (ongoing)	All strategies and plans refer to GIRFECC vision and wellbeing outcomes All planning and performance management supports the delivery of the outcomes
CA8 (in part)	Corporate Policy & Partnership Team	<u>Single Outcome Agreement</u> The Scottish Government has released new SOA guidance which all partners need to respond to. Currently there is no process in place to pool resources across partnership	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. (March 2013)	New SOA published Scottish Government support new SOA.
CD10 (in part)	Cross Directorate	<u>Early Years Collaborative/ Nurturing Collaborative</u> Scottish Government has introduced an Early Years Collaborative to drive improvement, with a focus	We are delivering tangible improvements in outcomes and reducing inequalities for vulnerable children in Inverclyde	Establishment of the Nurturing Collaborative.	Nurturing Collaborative established.

Ref no	Area of Directorate Activity	Where are we now? (2012/13 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
		on early intervention and prevention.			
CD11 (in part)	Cross Directorate	<p><u>Continuous Improvement Team</u></p> <p>A Continuous Improvement Team has been established as a result of the VSE report to ensure that services fully implement Getting it Right for Every Child.</p>	<p>Embed core functions in 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>	Fully implement CIT guidelines	<p>Consistent approaches to continuous improvement and self evaluation adopted across all educational establishments.</p> <p>New guidance embedded into practice.</p>
IECCP2	Inclusive Education, Culture and Corporate Policy	<p>Virtual School Inverclyde has no 'unknowns' in terms of positive school destinations.</p> <p>The tracking of progress for a few pupils can be difficult</p>	<p>Establish a 'virtual school' for pupils who have proved more challenging to track in terms of progress and outcomes.</p> <p>These pupils will be regularly tracked and monitored through the ASN monitoring forum.</p>	<p>Create a 'virtual school' which will be managed by a 'virtual team' at the centre.</p> <p>This requires identification of pupils in out of authority placements.</p> <p>Improved tracking and transition planning.</p> <p>Better support provided for pupils identified.</p> <p>Timescale: To be agreed</p>	<p>Virtual School established</p> <p>Better outcomes for specific group of pupils</p> <p>Better positive post school destinations</p> <p>Sustained positive destinations. (ongoing)</p>

Ref no	Area of Directorate Activity	Where are we now? (2012/13 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
IECCP3 (in part)	Inclusive Education/ Educational Psychology Services	<p><u>Communication Friendly Schools</u> A single campus is being constructed that will house St Stephen's High School and Port Glasgow High School.</p> <p>An array of different communication approaches are at present used across these schools to meet the needs of learners.</p> <p>A cross agency (CHCP, Architects, Education employees) <i>Communication Friendly Working Group</i> has been established to assist in this process.</p>	<p>Signage in and around the new 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 will also involve the local community.</p>	<p>The Communication Friendly Working Group has conducted a needs analysis of the developments required to take the aims identified forward. It has analysed the findings and used this exercise to formulate an action plan.</p>	<p>Signage will be in place across the campus that meets the communication needs of all learners.</p> <p>Staff and young people will have access to good quality information about the array of additional support needs across the campus.</p> <p>Children and young people will have taken part in a transition exercise, which will be monitored by the <i>Communication Friendly Working Group</i>.</p> <p>School staff will report to the Communication Friendly Working Group regarding cross campus events and community involvement.</p>
IECCP9	Libraries, Museum & Archives	<p><u>Retain Museum Accreditation:</u> McLean Museum is accredited under the ACE/MGS scheme.</p>	<p>Maintain accredited status under the scheme.</p>	<p>Fulfil the requirements of the ACE/MGS Scheme in the areas of:</p> <ul style="list-style-type: none"> • Organisational Health • Collections • Users and their experiences <p>July 2013</p>	<p>Create and use appropriate procedural frameworks and policies; take action to enable the Museum to meet the required standard; make a successful application to MGS for accreditation renewal in July '13</p> <p>Museum is accredited under the scheme.</p>
	OD, HR & Comms (in part)	<p><u>HR21 Development</u> Self Service Element is currently being used in a number of Council Services.</p>	<p>The maximum number of employees are able to use HR21 to manage their personal information requests</p>	<p>Software installation & process review to ensure compliance, Liaison with the HMRC and BACS software</p>	<p>Information supplied to HMRC</p>

Ref no	Area of Directorate Activity	Where are we now? (2012/13 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
		E.g. HR, Finance, Legal, Planning.	for leave, and employee development information etc Sickness/ Absence recording and statistics drawn from Chris 21 Pensions Auto Enrolment Real Time information for HMRC	provider, August 2013	
ODHRC8	OD, HR & Comms	<u>Social Media</u> Limited use of Social media in Education and Libraries and by Corporate Communications.	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. October 2013	Launch of social media guidelines across the council.
ODHRC11	OD, HR & Comms	<u>Inview</u> Inview delivered 2 times per year and published online.	Design and layout reviewed Frequency of publication reviewed.	Reader survey to be created to assess readership views of InView. November 2013	Inview design and layout updated in line with readership survey.
ODHR C13	OD, HR & Comms	<u>Public Information Notices (PINS) portal</u> Public notices published online	Council public notices published online.	Redevelopment of the council website and public notices published on Public Information Notices (PINS) portal. December 2014.	Improvement service training arranged for key council employees and public notices published online through the national PINS portal.
SIC5 (in part)	Safer & Inclusive Communities Health Protection Active Schools & Sports Development	<u>Community Sports Hub</u> Currently establishing a first Community Sports Hub at Parklea. Initial consultation just begun on a second hub.	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.	Community Sports Hubs developed and in use. More residents using Community Sports Hubs

5.5 SOLACE Third and Fourth Quartile Indicators – Improvement Plan

The latest performance data published for the Local Government Benchmarking Framework relates to financial year 2012/13. The Directorate has identified the indicators where our performance falls within the third and fourth quartiles, i.e. those with a national performance ranking of 17-32. Each indicator has an identified improvement action which will be implemented in 2014/15. Due to the delay in publishing the LGBF 2012/13 data, the improvement actions that have been identified below will have no bearing on performance in 2013/14, which is due to be published in October / November 2014. Any improvement in performance for these indicators will not be evident until the 2014/15 data is released at the earliest, however we will continue to monitor performance going forward. Performance information for 2013/14 will be published in October / November 2014 and will be reflected in our next annual review of this CDIP.

	Indicator	2012/13 Position	Improvement Action(s)
1.	Cost per pre-school place	<p>In 2012/13, Inverclyde Council had a national ranking of 31 for cost per pre-school place. This means that we had the second highest expenditure per pre-school place of all Councils. In 2011/12 Inverclyde had a ranking of 29.</p> <p>In 2012/13, we also had the highest expenditure per pre-school place in our Family Group.</p> <p>In 2012/13, 3 nurseries were omitted from the schools census which would have inflated our pre-school costs.</p>	<ul style="list-style-type: none"> • Procedure for ensuring census information is accurate has been implemented • Increase marketing of 'wrap around' places to make use of surplus capacity and increase income • As part of the Children and Young People Bill, monitor impact of the implementation of 600 hours for 3 and 4 year olds on capacity and roll • The same provision will be extended to 2 year olds who are 'looked after' under a Kinship Care Order, or with a parent appointed guardian and those living in workless job-seeking households. This will be further expanded in August 2015 to a wider group of 2 years olds based on current free school meal eligibility. • Continue to monitor uptake and review / adapt capacity where appropriate.
2.	% S4 pupil gaining 5+ awards at level 5 for standard grade	<p>In 2012/13, Inverclyde Council ranked in 22nd highest place for the percentage of pupils gaining 5+ awards at level 5. This was a fall in ranking of 1 place from 2011/12.</p> <p>In 2012/13, when benchmarked against our Family Group, Inverclyde Council has the third highest level of attainment.</p>	<p>There is no set improvement action for standard grade as these have been replaced by National 5 exams this session. However, the following improvement actions are aimed at improving attainment on the whole:</p> <ul style="list-style-type: none"> • Continue to discuss attainment and pupil performance regularly at self-evaluation visits with schools and at subject development meetings • Use monitoring and tracking of attainment to devise school and departmental action plans • Continue to support pupils to improve their attainment through

Indicator		2012/13 Position	Improvement Action(s)
			good learning and teaching, discussion about how to improve and partnership with parents
3.	% of employees in the highest 5% of earners that are female	<p>In 2012/13, Inverclyde Council ranked in 20th place nationally for the percentage of females that are in the top 5% of earners.</p> <p>When benchmarked against our Family Group, we are the third lowest Council in terms of the percentage of females that are in the top 5% of earners.</p>	<ul style="list-style-type: none"> Continued roll out of Management Development programme including new cohorts for 2014/15, Chartered Management Institute (CMI) "Introduction to Management" course hosted by West College Scotland & CMI "Award in Management & Leadership" hosted by UWS. While targeted equally at male and female employees it will equip those female employees who go through programme with skills to assist them to apply for promoted posts. New Worklife Balance Policy. This extends flexible working (compressed working/home working etc) beyond those with childcare/caring responsibilities; this is likely to result in increased uptake allowing more females to remain in workplace as opposed to taking career breaks The roll out of succession planning will allow talented employees – male and female to be identified/mentored and helped to achieve skills necessary to achieve promotion The service is currently developing more sophisticated statistics to monitor gender breakdown in recruitment applications/shortleets/successful candidates etc.
4.	Days lost per FTE employee	<p>In 2012/13, Inverclyde Council ranked in 21st place for the number of sickness days lost per employee.</p> <p>When benchmarked against our Family Group, we have the second highest number of days lost per FTE employee.</p>	<ul style="list-style-type: none"> A report on absence was considered by P&R Committee in March 2014. Changes will be made to how we monitor quarterly internal absence statistics from 1/4/14. The focus will be on number of days lost instead of percentage absence rate. This will enable us to assess whether we are on target for new annual target of 9 days and to identify hot spots. This will be monitored on an ongoing basis against indicators The Absence Management Policy is currently being refreshed New Absence FAQ Sessions Set Up Roll out of CHRIS / HR21 Report Designer with training for services on absence. This will give the service ownership of

Indicator	2012/13 Position	Improvement Action(s)
		<p>monitoring absence. Services can produce their own absence reports with live data as frequently as required.</p>
<p>5. Domestic noise: average time between the complaint and attendance on site for those requiring attendance on site</p>	<p>In 2012/13, Inverclyde Council ranked in 19th place for the average time between complaint and attendance on site.</p> <p>When benchmarked against our Family Group we have the third highest average time between complaint and attendance on site.</p>	<ul style="list-style-type: none"> • Further work on the APSE benchmarking pilot. This is likely to include details on the cost of the service which may be helpful in looking at performance versus spend.
<p>6. Cost per library visit</p>	<p>In 2012/13, Inverclyde Council ranked in 21st place for the cost per library visit. Our ranking was unchanged from 2012/13</p> <p>When benchmarked against our Family Group, we have the third highest cost per library visit.</p> <p>The South West branch was closed Apr-July 2012 which negatively impacted on total number of visits and therefore cost per visit. Inverkip and Wemyss Bay Libraries were also closed from June 2012 – March 2013 which negatively impacted on total number of visits and therefore cost per visit.</p>	<ul style="list-style-type: none"> • Implement the 2014/15 Service Plan. All elements of the service plan is designed to bring more people into Inverclyde's libraries, in particular investment has been made in new technologies such as eBooks, eAudio, eMagazines, and mobile technologies which are driving up membership and people into libraries, either physically or virtually, which counts as a visit. • The service is trying to run more and better events and classes to encourage library use. The service is working hard to promote these services. <p>n.b. it is not possible to change many of the fundamental problems which cause library costs per visit in Inverclyde to be higher than the Scottish average. Cost per library visit in Inverclyde is higher not because the service has a large budget, but because the number of visits is low. This can be attributed to a variety of reasons: lower number of libraries than average; shorter opening hours than average; smaller materials fund than average; all libraries are stand-alone (many other authorities have them in schools, sports centres etc). Some costs are static and common to all authorities regardless of the size of the authority or service e.g. economies of scale. All authorities with high costs per visit are smaller ones. There are concerns about whether Councils are</p>

Indicator		2012/13 Position	Improvement Action(s)
			<p>counting the same things for this indicator.</p> <p>In addition, the 40% reduction in floor space of Central Library due to take place in 2014/15 will undoubtedly cause a drop in visitor figures.</p>
7.	% of adults satisfied with libraries	<p>In 2012/13, Inverclyde Council ranked in 19th place for the percentage of adults satisfied with libraries. Satisfaction levels are close to the Scottish average.</p> <p>When benchmarked against our Family Group, we have the joint fourth highest level of satisfaction.</p> <p>Data is obtained from all survey respondees and includes non-service users who may not know about the range of services offered. Although not used by SOLACE, the SHS also reports on the satisfaction of current service users and Inverclyde outperforms the Scottish average with 94% of service users very/fairly satisfied with the service (Scottish average is 93%). In the Council's autumn 2012 Citizens' Panel survey, Libraries and Museum topped the list of Council services that respondents were satisfied with.</p>	<ul style="list-style-type: none"> • 3 members of Inverclyde Libraries' staff are currently undergoing intensive training in community consultation & engagement, delivered and accredited by the Consultation Institute. This will lead to the creation of an engagement strategy for Inverclyde's libraries, archives and museum, with action points relating to regular and robust satisfaction monitoring through surveys, focus groups etc. With robust information on the factors leading to satisfaction or indeed dissatisfaction with services offered, it will be easier for officers to take action to combat this.
8.	Cost per museum visit	<p>In 2012/13, Inverclyde Council ranked in 22nd place for the cost per museum visit. This was a fall of 2 places on our 2011/12 ranking.</p> <p>Two Council's within our 'other services' family group do not have a museum. When benchmarked against the remaining Council's we have the second highest costs per museum visit.</p>	<ul style="list-style-type: none"> • A major refurbishment project is planned to extend, refurbish and upgrade the McLean Museum and Watt Library. The Museum currently does not have disabled access to the upper floors and this reduces potential audiences. The project will address this issue and other access barriers throughout the building. • The project also aims to modernise and improve all aspects of the service by working closely with library and archives colleagues and utilising digital platforms to the maximum. The project will also allow for extra staff in order to increase museum

Indicator		2012/13 Position	Improvement Action(s)
			outreach and therefore increase audience.
9.	Cost of environmental health per 1,000 population	<p>In 2012/13, Inverclyde Council ranked in 31st place for the cost of environmental health per 1,000 population. This equates to the second highest cost in Scotland,</p> <p>We also had the highest environmental health costs in our family group.</p> <p>The costs of Environmental Health leapt up in 2012/13 because the Community Wardens was added to the LFR calculation. This was removed and the gross expenditure for Environmental Health has been restated at £1,719,000 which gives a cost per 1,000 population of £21,306 - had this restated figure been used in the calculation Inverclyde would have ranked in 25th place.</p>	<ul style="list-style-type: none"> • Inverclyde is participating in a working group with APSE, Dundee City Council, South Lanarkshire Council and Argyll & Bute to develop realistic benchmarking measures for Environmental Health, including cost measures. • Further discussions with Finance regarding the LFR return.

6.0 Education, Communities and Organisational Development Performance Information

Key Performance Measures	Performance				Target 2014/15	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13	2013/14				
Community Wardens High priority calls responded to within 30 minutes	96.3%	97.2%	96.1%	96.2%	95%	100%	90%	
Medium priority call responded to within 60minutes	99.1%	99.1%	100%	100%	95%	100%	90%	
Corporate Absence Rates *	5.15%	5.04%	4.91%	4.88%	9 days * (new target)			
Performance Appraisals completed	n/a	70%	37%	79%	75%	85% (Green)	65% (Red)	
Women employees in the top 2% of earners	42.5%	42%	41.5%	Available May 2014	45%	50% (Green)	40% (Red)	
Women employees in the top 5% of earners	47.6%	47.6%	47%	Available May 2014	45%	50% (Green)	40% (Red)	
Number of library visits (actual and virtual) per 1000 population	3599	4178	4462	4894	4182	4200	4160	
Number of library issues per 1000 population	2957	2936	2702	2759	2945	2960	2920	
No of library PC Users per 1000 population	79.7	84.9	81.4	119	86	90	80	

Key Performance Measures	Performance				Target 2014/15	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13	2013/14				
No of Adult Learners in Inverclyde Libraries	1447	1213	1277	2442	1300			
No of museum visitors in person per 1000 population	469	495	486	501	498	520	480	
No of museum users per 1000 population	620	715	721	808	720	750	700	
% of IC employees strongly agreeing or agreeing 'I have a clear understanding of the aims and objectives of the Council'	n/a	n/a	78%	Next survey due late 2014				Not currently benchmarked
No / % of Inverclyde schools meeting Scottish Government's target for levels of quality PE	n/a	Sec 100% Prim 67%	Sec 100% Prim 75%	Sec 100% Prim 80%	Sec 100% Prim 80%			
No / % of pupils walking / cycling to school	Walk 44.3% Cycle 0.8%	Walk 42.2% Cycle 1.2%	Walk 40.0% Cycle 1.0%	Walk 35% Cycle 3%				
No of adult learners in Inverclyde achieving core skills qualifications	70	169	266	Not yet available	310	325	280	
No of adult learners improving their literacies ksu	546	555	tbc	Not yet available	575	590	565	
No of tutors trained in the delivery of literacy and numeracy (across a range of accredited development and training SCQF levels 6-10)	17	19	16	Not yet available	38	40	25	
No of tutors trained in the delivery of literacy and numeracy (across a range of non-accredited development and training)	12	25	31	Not yet available	37	39	35	

Key Performance Measures	Performance				Target 2014/15	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13	2013/14				
Rate of Teenage Pregnancy (Under 16) in Inverclyde (SCOTPHO profile 2010)	33.6 (3 year average annual measure)	n/a	n/a	n/a				Lower than the national 3 year average annual measure of 41.4
No of Young Pregnant Women / Young Mothers supported to remain in education / training / employment	N/A			2				
No / % of Inverclyde schools meeting Scottish Government's target for levels of quality PE	n/a	Sec 100% Prim 67%	Sec 100% Prim 75%	Sec 100% Prim 80%	Sec 100% Prim 80%			
% schools/early years establishments receiving positive inspection reports	100%	100%		Available August 2014	99%	100%	95%	
% of all looked after children who achieved 5 qualifications at SCQF level 3 or better in current diet of examinations	33%	59%	73.7%	Available August 2014	63.6%			
% of S4 looked after children who achieved SCQF level 3 or better in English or Maths	42%	72%	86.8%	Available August 2014	45.5%			
% of pupils reaching SCQF level 3 in English & Maths by end of S4	95.0%	97%	97%	Available August 2014	98%	100%	90%	2% above national average
% achieving 5 at SCQF level 3 by the end of S4	95.0%	95%	97%	Available August 2014	98%	100%	90%	2% above national average
% achieving 5 at SCQF level 5 by the end of S4	38%	33%	35%	Available August 2014	38%	40%	30%	2% above national average
% achieving 1 at SCQF level 6	45.0%	48%	45%	Available	48%			At national average

Key Performance Measures	Performance				Target 2014/15	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13	2013/14				
by the end of S5				August 2014				
% achieving 3 at SCQF level 6 by the end of S5	25.0%	26%	25%	Available August 2014	26%			1% below the national average
% achieving 5 at SCQF level 6 by the end of S5	12%	12%	10%	Available August 2014	12%			At national average
% achieving 3 at SCQF level 6 by the end of S6	34.0%	37%	38%	Available August 2014	39%			1% below the national average
% achieving 5 at SCQF level 6 by the end of S6	22.0%	24%	26%	Available August 2014	27%			2% below the national average
% achieving 1 at SCQF level 7 by the end of S6	14.0%	17%	18%	Available August 2014	19%			2% below the national average
Number of CPD opportunities for teaching staff	n/a	n/a	64					
Number of attendances by teachers at CPD opportunities	n/a	n/a	658					
Attendance in Inverclyde Primary Schools	95%	95.23%	94.8%	Available Aug 2014	95%	100%	90%	Same as national average
Attendance in Inverclyde Secondary Schools	91%	91.79%	91.9%	Available Aug 2014	92%	100%		0.1% below national average
Attendance in Inverclyde ASN Schools	93.0%	93.52%	93.3%	Available Aug 2014	93%	100%		3% above the national average
Looked After Children Pupil Attendance rates	Establish baseline this year			Available July 2014				
Pupil Exclusion rates (rate per 1000 pupils)	Prim 7 Sec 39.6 ASN 64.9	Prim 5.5 Sec 43.3 ASN 80.7	Prim 5.3 Sec 40.5 ASN 19.5	Available July 2014	n/a	n/a	n/a	
Looked After Children Pupil Exclusion Rates	Prim 108.7 Sec 358.7 ASN 266.7	Prim 53.6 Sec 262.1 ASN 409.1	Prim 66.2 Sec 405.9 ASN 76.9	Available July 2014	n/a	n/a		

Key Performance Measures	Performance				Target 2014/15	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13	2013/14				
Non Looked After Children Pupil Exclusion Rates (rate per 1000 pupils)			Prim 3.8 Sec 32.2 ASN 14.2	Available July 2014				
School Leaver Destination Results (SLDR) positive destinations (extended to include non-mainstream young people)	89.1%	88.4%	94.8%	94.9%				

*In April 2014, the absence management indicator changed from measuring absence as a percentage of all working days to the number of days lost. This is in line with the SOLACE LGBF indicator reporting.

7. Appendix 1: Risk Register

Corporate/Directorate Plan: Environment, Communities and Organisational Development		Risk Status as at 1/4/13 for 2013/2015 Activity							
Risk Category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)									
Improvement Action	Risk No	Risk Category	*Description of RISK Concern	IMPACT Rating (A)	L'HOOD Rating (B)	Quartile	Risk Score (A*B)	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates
CA2 Corporate Equalities Group	1	LR/R	<i>Improvement action is not supported at an operational level resulting in non-compliance with legislation. Factors of this risk include: Lack of support/buy in from Services; Fail to provide adequate level of guidance and support to Directorates</i>	3	2	2	6.0	Head of Education	<p>Corporate Equalities Group will continue to provide guidance and support to Directorates.</p> <p>An Equalities Officer will be appointed to progress the Council's commitment to Equalities consistently across all services to ensure better outcomes.</p> <p>Representation on the Corporate Equalities Group will be increased to include a wider range of people with protected characteristics.</p>
CA3 Competitiveness	2	F/OC	<i>There is no corporate definition of competitiveness and therefore services may be carrying out benchmarking and market testing in an inconsistent manner.</i>	3	3	2	9.0	Head of Inclusive Education, Culture and Corporate Policy	Self evaluation guidance will be enhanced regarding competitiveness and challenge. This will include the definition of competitiveness and the process to be followed by services.

Corporate/Directorate Plan: Environment, Communities and Organisational Development	Risk Status as at 1/4/13 for 2013/2015 Activity
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Risk Category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)

Improvement Action	Risk No	Risk Category	*Description of RISK Concern	IMPACT Rating (A)	L'HOOD Rating (B)	Quartile	Risk Score (A*B)	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates
CA3 Performance Indicators	3	LR/R	<i>Fail to fully integrate the new SOLACE indicators into the performance management framework resulting in adverse external criticism. Factors of this risk include: Lack of support/buy in from services; baseline figures are not consistent across all relevant indicators; do not take account of benchmarking or best practice with other local authorities; indicators are not evidenced by robust management information.</i>	3	3	1	9.0	Head of Inclusive Education, Culture and Corporate Policy	Indicators will be input to Inverclyde Performs and services will be requested to input to the development of the approach to reporting and benchmarking of the indicators. Issues will be escalated as appropriate to CMT.
CA14 HR21 Self Service	4	F/OC	<i>Fail to roll out HR21 to as many services as reasonably practicable resulting in inconsistent processes and/or duplicate information sets being used to manage corporate HR information. Factors of this risk include; adequate resources are not available to project manage the roll out; services do not engage in the exercise; inefficiencies are not identified and removed.</i>	2	3	3	6.0	Head of HR, OD and Corporate Communications	Project plan will be put in place to manage requirements and ensure resources are in place including financial and people. This will require a training plan for staff. Engagement will require to take place with corporate communications and key services.

Corporate/Directorate Plan: Environment, Communities and Organisational Development		Risk Status as at 1/4/13 for 2013/2015 Activity							
Risk Category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)									
Improvement Action	Risk No	Risk Category	*Description of RISK Concern	IMPACT Rating (A)	L'HOOD Rating (B)	Quartile	Risk Score (A*B)	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates
CD1 Increase PE Provision in Primary Schools	5	F	<i>Insufficient people or financial resources resulting in target of 100% across all schools not being achieved. Factors of this risk include: PE plan is not implemented; unable to recruit PE co-ordinator; additional costs are not obtainable.</i>	3	2	2	6.0	Head of Education/ Head of Safer and Inclusive Communities	PE Co-ordinator recruited in March 2013. Funding for the post made available from Sportscotland/Education Scotland. PE plan has been developed and implementation of the plan will be monitored on an ongoing basis.
SIC10 Housing Investment	6	F/R	<i>Fail to manage the impact of an ongoing reduction in Housing Investment Support resulting in new build and refurbishment programmes being delayed or not able to be implemented. Factors of this risk include: Project management is not effective; funding proposals are not developed or are not adequate; lack of buy in from registered social landlords.</i>	3	2	2	6.0	Head of Safer and Inclusive Communities	SLP Project has a completion date of 31 March 2015. Contributions in kind (IC) and new, innovative funding proposals (RSLs) will be developed. Regular Project Team meetings will be held and monitored by HSD. Issues will be escalated on a timely basis.

Corporate/Directorate Plan: Environment, Communities and Organisational Development	Risk Status as at 1/4/13 for 2013/2015 Activity
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Risk Category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)

Improvement Action	Risk No	Risk Category	*Description of RISK Concern	IMPACT Rating (A)	L'HOOD Rating (B)	Quartile	Risk Score (A*B)	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates
ED14 LAAC	7	R/OC	<i>Failure to implement policies and procedures impacts ability to achieve targets of reducing number of exclusions and improved attainment for LAAC. Factors of this risk include: Schools are not appropriately engaged; lack of buy in from parents/carers/pupils.</i>	3	3	1	9.0	Head of Education/ Head of Inclusive Education, Culture and Corporate Policy	<p>Project plan will be put in place to roll out Positive Relationships and Positive Behaviour Policy.</p> <p>This will require a training plan for staff.</p> <p>Engagement will require to take place with parents/carers/pupils as appropriate.</p>

Environment Regeneration & Resources Corporate Directorate Improvement Plan

2013-16



Inverclyde
council

This document can be made available in other languages, large print, and audio format upon request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

Tha an sgrìobhainn seo cuideachd ri fhaotainn ann an cànanan eile, clò nas motha agus air teip ma tha sibh ga iarraidh.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

Polish

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

Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

Corporate Director Environment Regeneration & Resources.

Municipal Buildings Greenock PA14 ILY

01475 712762

kay.mckenzie@inverclyde.gov.uk

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1 Introduction

1.1 On behalf of the Environment Regeneration and Resources Directorate, we are delighted to present our Directorate Improvement Plan for 2013 -16. The Directorate Improvement Plan is an integral part of the Council's strategic planning and performance management framework. It assists in shaping the strategic direction and key programmes, actions and improvements which the Environment, Regeneration and Resources Directorate will deliver in the period up to 2013-16.

1.2 Over the coming years, the Directorate will face challenges in delivering the Inverclyde Alliance's vision for Inverclyde, none more so than addressing the continued significant downturn in local and global economies and the decline in local population. The Directorate will also assist in the organisational transformation of Inverclyde Council. In this regard the Directorate will help deliver a future where:

- Inverclyde is seen as an area of outstanding success with significant physical, economic, cultural and social attributes
- The 'gap', in terms of learning, attainment and prosperity, between other more successful areas and those currently in need, has significantly narrowed
- We have confident and cohesive communities where people are actively engaged in the regeneration of their areas

1.3 In particular we will support major Initiatives including:-

- Roll out various initiatives aimed at stabilising the local population
- Our physical assets and resources are efficiently and effectively managed
- Our governance and administrative arrangements are appropriate for a 21st century customer facing organisation
- We continue to implement the Flood Prevention Plan
- We will continue to implement the Roads Asset Management Plan
- Our recycling performance meets the Scottish Government recycling targets
- We are implementing changes introduced through the Welfare Reform Act
- Implementation of the School Estate Strategy continues, the new Port Glasgow Community Campus and refurbished St Columba's High School and Mearns Centre all opened in 2013 and refurbishment of Ardgowan Primary School commenced in April 2014. Design work is ongoing for refurbishment of St John's and Kilmacolm Primary Schools and a new replacement school for St Patricks Primary School.
- Implementation of the Office Rationalisation programme with work starting in Wallace Place, former Central Library and Port Glasgow Offices refurbishment in 2013. Port Glasgow Office due to open in May 2014, former

Central Library Offices in August 2014 and Wallace Place Library offices in October 2014.

- Development of the Depot Rationalisation programme continues, with work continuing at Pottery Street and commencing at Kirn Drive 2014.

1.4. We will lead and support significant regeneration and area renewal initiatives with external partner organisations namely, Riverside Inverclyde, and other organisations in the Inverclyde Alliance. We will also work alongside other Directorates and Partners to drive forward the delivery of Inverclyde's Community Plan, the Single Outcome Agreement and the Council's Corporate Statement. We will continue to manage the changes introduced by the Welfare Reform agenda supporting the Registered Landlords and community during the transition. We will continue to look at areas where we can share services with neighbouring local authorities and third sector organisations in order to delivery further efficiencies and protect front line services.

1.5. This is a three year plan, which will support the delivery of the Corporate Statement [Getting It Right For Every Child, Citizen and Community](#). With the help of our partners we will review the plan on an annual basis to ensure the actions contained in it are still relevant to deliver the wellbeing indicators to support the vision – Safe, Health, Achieving, Nurtured, Active, Respected & Responsible and Included - SHANARRI.

We hope the information contained within this Plan gives you an insight into the work of the Environment Regeneration, and Resources Directorate.



Aubrey Fawcett Corporate Director, Environment Regeneration and Resources



Alan Puckrin, Acting Corporate Director, Environment Regeneration and Resources

2 Strategic Overview of the Directorate

2.1 The primary role of Environment, Regeneration and Resources Directorate is to bring together those services that support the regeneration of the area together with those that deal with the development and maintenance of the Council's physical assets and infrastructure to promote integrated working and enhance service delivery. To lead and deliver modernisation and continuous improvement across the organisation enabled through robust financial planning and management.

2.2. The Directorate is committed to delivering high quality professional and efficient services which are responsive to our customers' needs. To achieve a high standard of customer care and satisfaction through the effective delivery of our services and to deliver best value services to the Council and local stakeholders which provide positive outcomes for our customers. We will continue to listen and respond to our customers ensuring continuous improvement whilst maintaining and building upon strong working relationships with our customers and communities.

2.3. The Directorate was previously made up of 6 services however an approved management restructure, reduced this to 5 services from April 2014 with Legal and Democratic Services merging with Property Assets and with Facilities Management moving to the Environmental and Commercial Service. This restructure will be completed by 31 March 15 when Finance and ICT Services merge into a single service.

2.4 The Directorate Management Structure below details the responsibilities within the current structure. More details of each Service remits and contact details can be found at the following links.

Finance Service

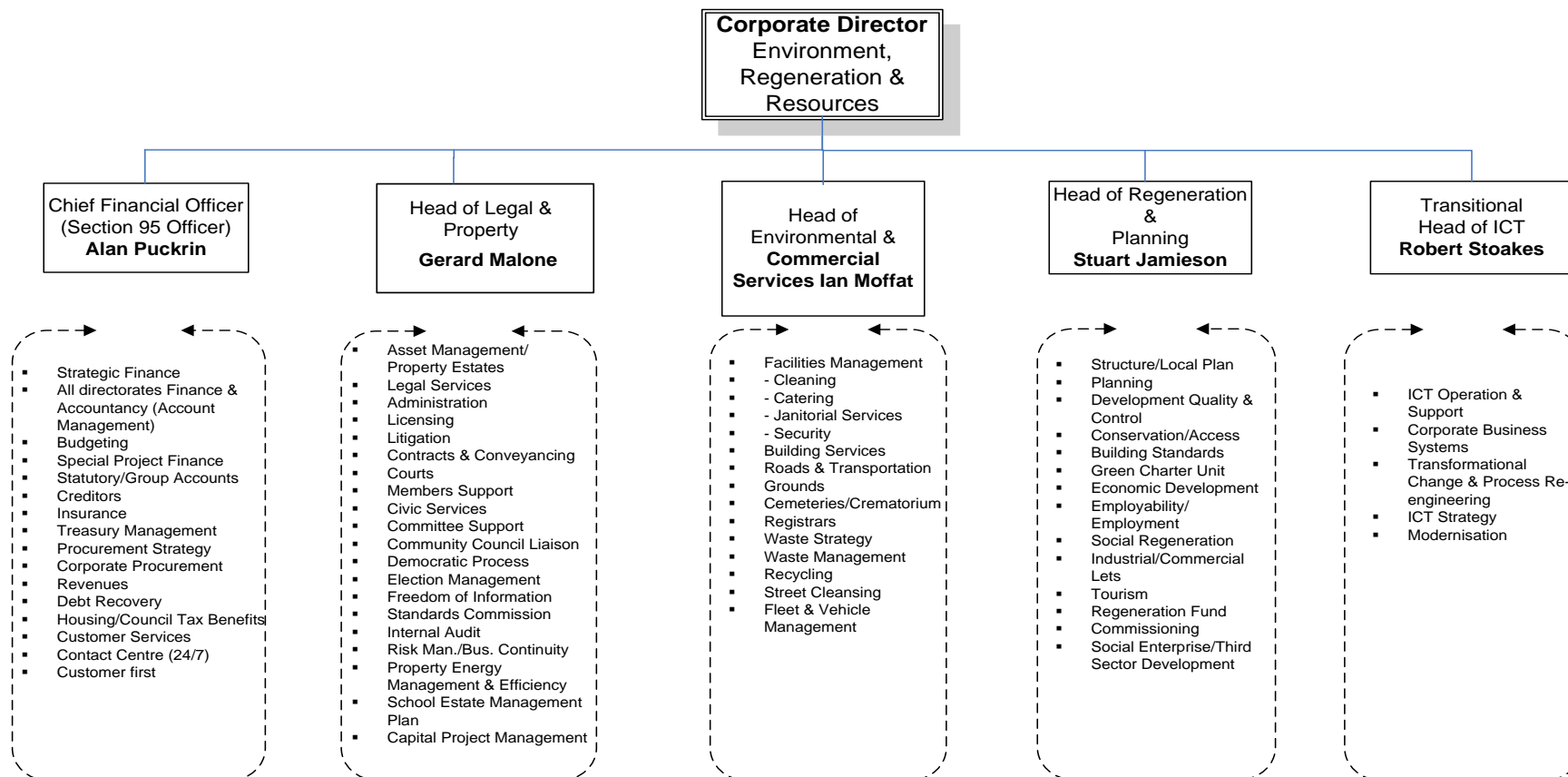
Legal and Property Services

Environmental and Commercial Services

Regeneration and Planning

ICT

Environment, Regeneration & Resources Management Structure



3 National and Local Context

National Context

3.1 The Environment Regeneration and Resources Directorate in common with other directorates faces a diverse and complex range of challenges and opportunities over the period 2013/16. These will be generated from both a national and a local level. National influences that will affect service delivery include:

- The continued support of the Scottish Government's Economic Recovery Programme to respond to the economic downturn and the re-shaping of the Scottish Government's Economic Strategy with a particular focus on increased sustainable growth.
- The economic downturn will bring both challenges and opportunities.
- Scottish Planning Policy 2
- National Planning Framework 3
- Zero Waste Scotland Strategy
- The Waste (Scotland) Regulations
- Flood Risk Management (Scotland) Act 2009
- Continued support of Business Gateway function within Local Authorities.
- Welfare Reform Act 2012
- New European Structural Funds Programme 2014-2020
- The continued management of Regeneration Funding, with contracted delivery of end to end and specialist employability services.
- Ongoing development of National Training Programmes, including additional resources for targeted Youth Employment activity.
- Health and Social Care Integration
- Glasgow Commonwealth Games 2014.
- The Community Empowerment (Scotland) Bill

Local Context

3.2 The Directorate covers a disparate range of services and this is reflected in the wide range of programmes/projects and improvement actions, which link to all five strategic outcomes listed in the Corporate Plan. Local influences that will affect service delivery include:

- Single Outcome Agreement.
- Corporate Statement 2013-17
- Equality agenda.
- Public Sector Improvement Framework Actions
- Play Area Strategy.
- Tourism Strategy
- Inverclyde Economic Regeneration Strategy/Single Operating Plan
- Local Development Plan
- Inverclyde Council Waste Strategy

- Parking Strategy
- Inverclyde Employability and Inclusion Programme
- Inverclyde Youth Employment Action Plan
- Inverclyde Community Benefits programme.
- Council Financial Strategy
- Schools Estate Strategy.
- Customer Service Strategy
- Office Rationalisation Programme
- Depot Rationalisation Programme
- Citizens' Panel Results
- Business Continuity Planning and Risk Management
- External funding – Coastal Communities and Heritage Lottery Fund.
- Roads Asset Management Plan
- Local Transport Strategy
- ICT Strategy
- The development and implementation of the Council's Internal Audit Plan
- Digital Access Strategy

3.4 These influences will impact on the work of the Directorate in the following key areas:

- The ongoing redevelopment of Inverclyde in partnership with Riverside Inverclyde and Registered Social Landlords.
- Direction of the Channel Shift project within Customer Services in line with the needs of the community
- The operational governance arrangements for how the Council interacts with its major service providers.
- The completion and ongoing implementation of the Council's Asset Management Plan.
- The Central Gourock, East Central Greenock and Port Glasgow Development projects
- Completion of the Strategic Leisure Sites strategy
- Improved linkages between social, cultural, economic and physical regeneration in Inverclyde.
- The implementation of the Risk Management Strategy
- Officers from three Councils: East Renfrewshire and Inverclyde supported by the Improvement Service have been assessing options for delivering a shared service in relation to roads, street lighting and flooding services.

4 Customer Focus

4.1 The customer base of the Directorate is varied and wide. It includes all Inverclyde citizens, businesses, third and public sector partners, children and their parents as well as Registered Social Landlords (RSLs) In addition, the Directorate

also provides support to colleagues within the Council through the functions of Finance, ICT, Legal and Property Services.

4.2 Customer engagement takes place through a number of formal and informal routes. In some areas such as the preparation and production of the Local Development Plan there is a statutory obligation to consult with developers and consultants as well as other public sector and third sectors organisations. This is done through correspondence and meetings.

4.3. There are regular meetings with the business community to promote business support products and employability opportunities, presentations delivered to local architects and surveyors on changes to planning and building legislation. Face to face engagement with Community Councils and school children to inform the planning of play areas. For all major schools projects extensive consultation takes place with staff, parents and pupils. Waste Collection has been consulting with local residents in advance and their views taken on board when designing new services such as food waste and glass collection services. There are a number of planned presentations and information sessions in respect of the overall waste strategy and regular feedback is encouraged and acted on.

4.4. Regular presentations and meetings take place with RSLs and third sector organisations to ensure that they are updated on changes to legislation affecting citizens on benefits and council tax reduction, this is particularly important as the changes introduced by the Welfare Reform Act 2012 are implemented. Every two years there is a citizens panel which provides feedback on service across the whole Directorate. The Customer Service Strategy has also highlighted plans to conduct surveys and questionnaires to provide feedback from the community.

4.5 The next 3 year budget process 2016/19 will include community consultation. This will commence late Autumn 2014 for the budget to be approved in February 2015.

5 Equality

5.1 The Environment, Regeneration and Resources Directorate is committed to ensuring equality of opportunity in everything that it does. The Head of Education chairs the Corporate Equality Group, which takes the lead in ensuring the Council meets its duties under the Single Equality Act 2010.

5.2 Services carry out Equality Impact Assessment on any new or significantly changing policies and strategies as well as on budget savings. EIAs completed or planned by the Directorate include:

- Inverclyde Core Paths Plan (completed)
- Inverclyde Economic Regeneration Strategy (completed)

- Inverclyde Local Development Plan: Main Issues Report (MIR) and post MIR (completed)
- Inverclyde Local Development Plan: Proposed Plan (completed)
- Customer Service Strategy (completed)
- DHP
- Digital Access Strategy

6. Environmental Sustainability

6.1 Environmental Sustainability is a key consideration across the Directorate both internally and externally. Through the Carbon Management team the Directorate is educating employees on the importance of recycling office waste, importance of turning off monitors and heating when not in the office. There is a sustainability assessment carried out by procurement for all goods and services over £50,000.

6.2 Considerable efforts within the Environmental and Commercial Services are contributing to the Council's and Scotland's sustainability strategies through a number of service areas such as recycling and waste reduction initiatives, newer, cleaner less polluting vehicles, lower energy street lighting and reduced impact road and pavement repairs.

6.3 ICT have introduced a number of initiatives to reduce the Council's energy consumption and therefore reduce our Carbon footprint including energy efficient PCs and servers along with Night Watchman which is an automatic scheduled shutdown. Planned work in the data centre includes reducing the number of servers with energy efficient lighting and fewer and more energy efficient air conditioning unit.

6.4 Property Services works towards improving the sustainability of the Council's Property Estate in a number of ways including improving the energy efficiency and water use in buildings, incorporating energy generation in projects, specifying timber from sustainable sources and making waste reduction plans compulsory for Council building contracts

7. Risk Management

7.1 The management of risk is an integral part of the Directorate with service and corporate risks being reviewed and updated on a regular basis. A copy of the latest Directorate Risk Register is attached at Appendix 1.

Risk is focused around four key areas:-

- ❖ Financial
- ❖ Reputation
- ❖ Legal and Regulatory
- ❖ Operational and business continuity

7.2. There are key controls in place across the Council to manage the financial risks. As the Council's budget is reduced and more demands placed on services robust financial monitoring is required to ensure service delivery remains effective whilst delivering value for money. In addition to monthly financial reporting to CMT and reporting to Committee the long term financial strategy is reviewed and approved every six months by CMT and Council. Our approved three year budget will also provide the timescales to deliver the planned budget reductions.

8. Competitiveness

Directorate Competitiveness Statement

8.1 As part of its requirement to demonstrate Best Value the Environment, Regeneration & Resources Directorate requires to set out its approach to the Competitiveness agenda as part of the Corporate Directorate Improvement Plan.

8.2 Competitiveness is a complex area and is not simply an issue of delivering services for the least cost. Benchmarking of both cost, quality and performance will however play a key part in the on going assessment carried out by Services which make up the Environment Regeneration & Resources Directorate. In addition market testing is carried out within Environment & Commercial Services

8.3. The Solace/Improvement Service benchmarking information will also inform areas where the Directorate will focus attention to carry out further detailed internal analysis in addition to learning from higher performing Councils.

8.4 There are six Solace Indicators within the Directorate which are in the 4th quartile, it is intended that during the period of this plan to improve recording and reporting data and examine if there are ways to improve performance. These will be monitored and reviewed through the performance indicators at appendix 1, or as a specific action in the directorate plan.

8.5. A number of Services already participate in well established benchmarking groups such as:

- a) ICT Services – SOCITIM
- b) Environmental & Commercial Services – APSE, SCOTS
- c) Finance Services – CIPFA, Treasury Management Forum, PCA
- d) Regeneration and Planning SLAED and LABSS

8.6 In addition, all Services within the Directorate participate in the Council's Performance Management Framework and report performance via KPI's, SPI's and participate in other informal benchmarking relationships with other Councils.

8.7 As a result of the continued pressure on Council budgets then the services within the Environment, Regeneration & Resources Directorate are delivering services at a high level of performance with less funding in real terms than previous years and this trend will continue over the next 3 year period. This clearly demonstrates improved value for money in service delivery and officers are committed to continue to drive out efficiencies when the opportunities arise.

9. Corporate Improvement Groups

9.1 The Corporate Director of Environment, Regeneration and Resources is responsible for chairing two Corporate Improvement Groups (CIG): the Asset Management CIG and the Modernisation CIG.

9.2 The Assets Management Corporate Improvement Group is responsible for the overall management of physical assets such as Properties, Roads and open spaces as well as the ICT infrastructure. It oversees three major strategic plans, the Property Asset Management Plan, the School Estate Asset Management Plan and the Roads Asset Management Plan. These Asset Plans identify the major capital investment works the Council requires to make in order to achieve its objectives and the Assets CIG monitors progress on the Capital programme, both in terms of physical progress and financial management, monitoring both the overall cost and the spend profile. The Asset CIG has a sub Group, the Capital and Asset Management Sub Group, which monitors the expenditure on the Capital Programme.

9.3. The Modernisation Corporate Improvement Group oversees a range of modernisation work programmes at a strategic level to ensure all dependencies between the work programmes are coordinated effectively. This programme of work currently includes the implementation of the Council's new EDRMS, agile working implementation of the Council's Customer Services Strategy.

9.4. The Modernisation CIG also oversees the moves associated with Office Rationalisation Programme, as this is closely linked with agile working and the introduction of the new EDRMS.

10. Directorate Resource Statement

Resource Statement

Environment, Regeneration & Resources

Service	2013/14		2014/15		2015/16	
	Net Expenditure £000's	FTE	Net Expenditure £000's	FTE	Net Expenditure £000's	FTE
Director	159	1	159	1	159	1
Regeneration & Planning	4,817	43.59	4,691	43.59	4,274	40.59
Property & Facilities Management	3,656	352.64	3,316	342.04	3,159	330.44
Environmental & Commercial Services	14,328	342.24	14,107	340.24	13,760	331.24
Environment & Regeneration Committee Total	22960	739.47	22273	726.87	21352	703.27
Finance	10088 *	129.52	4,861	127.52	4,981	125.92
ICT	2,145	38	2,176	38	2,019	36
Legal & Democratic Services	1,716	33.08	1,709	33.08	1,580	29.08
Policy & Resources Committee Total	3861	200.6	8746	198.6	8580	191
Environment, Regeneration & Resources Directorate Total	26821	940.07	31019	925.47	29932	894.27

Includes funding for Council Tax Reduction Scheme from Scottish Government, 14/15 and 15/16 funding not yet released.

11. Self Evaluation and Improvement Plan

11.1 The following Improvement Plan for the Directorate covers the 3 year period of this plan and has been developed based on robust self evaluation using both formal (such as external audit) and informal self evaluation techniques (such as service self assessment). A self evaluation toolkit containing a range of self evaluation toolkits has been developed and this will be rolled out across all services and so that self evaluation becomes further embedded in our service planning and delivery on an ongoing basis.

Directorate Improvement Plan

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	Timescale
ERR 01	Service Accountancy	Much Accountancy time is spent on retrospective reporting, little time for value added work.	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.	Targeted reporting cycles and project support, prioritisation of ad hoc support, more tailored and bespoke system reports.	Jan Buchanan	<p>Undertake Customer Review of Finance Support - 31 May 14</p> <p>Establish an action plan to deliver identified improvements of review 29 August 2014</p> <p>Prioritised ad hoc support 30 Sept 14</p> <p>Tailored and bespoke system reports 31 March 15</p> <p>Deliver Budget Holder Training for Head Teachers in line with changes to DMT 31 March 15</p>
ERR 02	Finance Related Systems	No finance system within SWIFT	Implementation of SWIFT Finance module.	Several successful modules rolled out in 13/14 with the remainder to be implemented during 14/15	Project plan, key milestones.	Lesley Bairden	31 March 15

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 03	Develop a Digital Access Strategy	High proportion of contact is face to face	Greater on line and telephone contacts speeding up service delivery and making efficiencies..	By working with ICT and Corporate Communications to ensure that effective systems and processes are in place to facilitate channel shift. This will be a rolling programme over the next 3 years. Progress will be tracked through the Customer Service Action Plan.	Increased achievement of efficiencies through a reduction in direct customer traffic to the Council and more resolution through lower cost channels	Robert Stoakes	<p>Upgrade of the CRM system 30 Sept 14</p> <p>Develop prioritised list of projects which utilise the CRM associated upgrades 30 Sept 2014</p> <p>Build the capability within the system, test and implement the system migrate to enable use of different communication channels</p> <p>31 March 15</p>
ERR 04	Development of the Customer Service Centre	The CSC currently delivers a range of services but requires to be expanded to offer a more holistic approach to customer service in Inverclyde	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	Increased number of Council Services customer service issues handled by the CSC with efficiencies achieved as a result of more streamlined processes.	Fiona Borthwick	<p>Establish CSC Hub in Port Glasgow 31 May 14</p> <p>Identify future areas 31/7/14</p> <p>Implementation by 30/6/15</p>

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 05	Manage the Welfare Reform Agenda	Significant changes commencing April 2013 requiring joint working within the Council and other parties.	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.	<ul style="list-style-type: none"> Stay within budgets Actions on milestone chart being achieved within timescales. Develop local support services delivery model with DWP 	Alan Puckrin/Fiona Borthwick	<p>Review of the DHP process in light of external influences. June 14</p> <p>Local support services drafted by 31/3/16</p> <p>Manage the creation of the SFIS the impact to the Council 31 March 15</p>
ERR 06	Procurement	Strategic Procurement Framework being delivered and achieved conformance PCA status	Deliver strategic Procurement Framework support the proposed PCA changes for 2014.	Monitored via the Procurement Board and regular Committee updates	Continued work on the Strategic Procurement Framework which is measured at Policy and Resources Committee. Improved PCA score as measured by Scotland Excel in 2013.	Brendan Hurrell	31 December 14

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 07	Data Protection	Developing a suite of documents to harmonise the Council's approach to data protection	Council's approach to data protection fully developed	Develop <ul style="list-style-type: none"> • Training • Policies • Procedures 	All employees and members having awareness raised by 2014	Head of Legal & Property Services	<ul style="list-style-type: none"> • Continued programme of seminars and training for Council services in 2014/15. • Provision of training to all Heads of Service through Extended Corporate Management team – summer 2014. • Improved service awareness- 2014/15 • Strengthen links with Information Governance Group 2014/15
ERR 8	FOI Publication Scheme	Expiry of current Scheme on 30 May 2013	New Scheme in place for implementation on 31 May 2013	Develop and populate new Scheme by 30 May 2013 liaising with services as required	Completion of notification process in accordance with timescale and external monitoring of Scheme by Scottish Information Commissioner	Head of Legal & Property Services	FOI scheme approved and available on Council website; ongoing monitoring 2014/15

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 9	Community Council Liaison	Service has recently taken over Community Council Liaison role – out of date processes and procedures and gaps in knowledge.	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.	Improved support and assistance to Community Councils. Feedback from Community Councils.	Head of Legal & Property Services	Internal consultation on guidance in form of “Handbook” completed for CMT approval in April 2014 Thereafter, to be circulated to all Community Councils and published on the Council website June 2014
ERR 10	RIPSA	Recommendations re improvements to be made at 2011 inspection by Surveillance Commissioner	Implement recommendations before April 2014	Carry out actions required to meet recommendations. Report to Council on February 2014	Commissioners report - to be issued following next Inspection in Spring 2014	Head of Legal & Property Services	Inspection completed : Commissioner’s approval received March 2014. Action Plan finalised at P&R Committee. Improved oversight of authorisations through implementation of comprehensive review and feedback process. Bi- annual training for Authorising Officers by LPS. Annual report to CMT on yearly progress March 2015.

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 11	Risk Management	A risk management strategy has been developed for the Council and has been included within a number of key policies and procedures.	Implement and embed risk management in key business/ management processes.	Develop a Risk Management action plan by 31 August 2013 Action plan fully implemented by 31 March 2015.	Regular reporting to Audit Committee on Action Plan progress.	A Priestman	Risk Management action plan 31 August 13 Fully implemented 31 March 15
ERR 12	Property Assets Management	Council occupies a considerable number of buildings, many of which are older inefficient properties	Reduce the number of buildings, refurbish and improve the efficiency of use 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 by October 2014 except GMB District Court Offices	Budget reductions for property expenditure including utility bills.	G Malone G Fisher	Port Glasgow Hub Office due to open May 2014 Wallace Place Office/Library due to open October 2014 Central Library CHCP Office due to open July 2014 GMB District Court Offices due to open October 2015

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 13	PAFM - School Estate Management Plan	Plan is now in ninth year of implementation with most major projects complete or on site	Plan complete with all schools replaced or fully modernised	Complete current projects and complete Primary school Refurbishment Programme	All properties rated A or B for Condition and suitability	E Montgomery	Port Glasgow Community campus due to opened December 2013 Ardgowan Primary School to open April 2015 St Johns Primary School to open August 2015 Kilmacolm Primary School to open August 2016. St Patricks Primary School to open October 2016.
ERR 14	Open Spaces	<p>Developing an asset plan for land and open spaces within the remit of Grounds Services</p> <p>Works have commenced on Into 3 rd year of 10 year play area strategy.</p> <p>Cemetery Development Plan at feasibility stage.</p>	Fully developed Land asset plan to include open spaces cemeteries strategies and play area provisioning	<p>Continue phased play area development</p> <p>Identify Cemeteries implement next phase of investment in 2014/15.</p> <p>Ongoing site by site condition assessments to inform budget setting priorities.</p>	Asset strategy agreed to include play areas , cemeteries, parks and open spaces	Ian Moffat	<p>Draft AMP May 2014</p> <p>Open Space AMP to be approved December 2014.</p> <p>Next tranche of play area investment will be recommended to committee for approval on 1 May 2014 - £150k</p>

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 15	Roads Network	Priority works have been identified in respect of the maintenance Roads Asset Management Plan (RAMP) developed.	Maintain and improve the quality of the roads network infrastructure	Proposed programme of Projects to be undertaken in 2014/16 using RAMP/Capital Funding reported to Committee – Outline RAMP programme for 2014 has been detailed covering specific and cost of Carriageways, footways, lighting structures fees and staffing costs along with Core funding for traffic measures and details on Cycling walking and safer streets.	Completion of works as identified and reported in the Environmental Capital Programme and regular Committee updates on progress	Ian Moffat	RAMP progress is monitored six weekly by the RAMP board and Corporate Improvement Group (CIG).
ERR 16	Economic Development	Tourism opportunities	All available tourism opportunities are maximised	Utilisation of current tourism action plan	Measurement of specific targets and steam statistics	Head of Regeneration & Planning	Ongoing next review March 14

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 17	Planning Policy	Implementation of the Carbon Management Plan 2012-2017	Reductions in carbon dioxide emissions		<p>15% reduction in carbon dioxide emissions from energy & transport by 2012-13 from a baseline of 2007-08 via:</p> <p>15% reduction in carbon dioxide emissions from energy use in buildings;</p> <p>5% reduction in carbon dioxide emissions from fleet transport;</p> <p>5% reduction in carbon dioxide emissions from staff business travel;</p> <p>3% reduction in carbon dioxide emissions from street lighting.</p>	Head of Regeneration & Planning	Report presented to March 14 Committee with follow up report awaited in late spring.
ERR 18	Building Standards	Improve the speed and quality of building warrant assessment and compliance with building standards.	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	Establishment of agreed processes and compliance with time targets	Head of Regeneration & Planning	Complete, monitored quarterly

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 19	Development Management	Improve the efficiency of the planning application and enforcement process	Compliance with targets set in the Planning Service Improvement Plan	Encourage use of the ePlanning system, work with customers to deliver faster planning decisions and review the Planning Enforcement Charter	Increase in planning applications submitted online, faster delivery of planning decisions and more efficient planning enforcement.	Head of Regeneration & Planning	Complete, monitored quarterly
ERR 20	Software Asset Management	Internal Audit has identified a number of weaknesses in our SAM	Be confident that all software deployed on the network is fully licensed and all asset records are accurate.	Working with services and suppliers and services to ensure compliance	Audit actions completed in a timely manner	Robert Stoakes	Audit actions complete. Staff will only install software where clear evidence exists of licences being available. Domain Security settings prevent installation of system files by users in local or networked drives
ERR 21	Riverside Inverclyde	Mid Term Review of URC performance	Deliver Operating Plan	Ongoing monitoring and review against RI milestones	Annual report and successful delivery of the projects	Aubrey Fawcett ERR	Single operating plan approved March 2014 Annual review and report to Committee – Nov 14

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 22	Repopulation initiatives, stabilise population	No action plan in place	Stabilise population within Inverclyde	Develop and Implement action plan	Review and monitor performance against targets.	A Puckrin	Metrics/Targets approved Feb 14 Bi-meeting update of progress to P&R Committee

APPENDIX 1 – Performance Indicator Template

Key Performance Measures	Performance			Target 2014/15	Upper Limit*	Lower Limit*	Rank / National Average
	2011/12	2012/13	2013/14				
Creditor Payments	95.59%	96.03%	96.1%	96.5%	97%	95%	3 rd for 2012/13
Council Tax Collection in Year	94.23%	94.18% 95.58%	94.51% 95.71%	94.5%	94.5%	93.5%	26 th for 2012/13
Benefits Processing	21 days	23 days	22 days	23 days	26 days	20 days	5 th 2012/13
- New Claims	6 days	6 days	5 days	6 days	9 days	6 days	9 th 2012/13
- Change of Circumstances							
Procurement Work stream Savings	£301k	£299k	£173k	£60k	£55k	£70k	N/A
Procurement Compliance Assessment (PCA)	34%	47%	54%	60%	60%	60%	16 th 2013/14

Key Performance Measures	Performance			Target 2014/15	Upper Limit*	Lower Limit*	Rank / National Average
	2011/12	2012/13	2013/14				
Property Maintenance Client Satisfaction Surveys	82%	85%	85%	86%	90%	82%	
Property Maintenance Service Response Times	94%	90%	94%	94%	95%	85%	
Facilities Management Free Meal Uptake			No data Target				
Primary	73.75%	76%	77%	77%	75%	85%	
Secondary	54.1%	66%	67%	67%	60%	70%	
Special	64.33%	97%	90%	90%	85%	95%	
Facilities Management Paid Meal Uptake			No data. Target				
Primary	44.01%	42%	43%	43%	40%	50%	Note - Special School paid indicator removed from 14/15 as all special school meals now free
Secondary	33.23%	43%	43%	43%	40%	50%	
Special	53.41%	43%	43%	-			
Variance between Accepted Tender and agreed Final Account	-6.26%	8.24% incomplete data	<5.00%		5.00%	NA	

Key Performance Measures	Performance			Target 2014/15	Upper Limit*	Lower Limit*	Rank / National Average
	2011/12	2012/13	2013/14				
Waste Management – Refuse Recycling	41.9%	49.3%	50% <i>TARGET</i>		58%	45%	
LEAMS Cleanliness standards	72%	71%	70% <i>TARGET</i>		76%	67%	
Traffic Lights - Faults repaired within 48 Hours	78.6%	94%	98% <i>TARGET</i>		99%	90%	
Street Lights – Faults repaired within 7 days	99.7%	98%	95% <i>TARGET</i>		98%	90%	
Street Lights – Lighting columns beyond expected service life	30.8%	29.5%	29% <i>TARGET</i>		35%	25%	
Percentage of ‘A’ Class roads that should be considered for maintenance treatment	30.7%	32.7%	31% <i>TARGET</i>		36%	26%	
Percentage of ‘B’ Class roads that should be considered for maintenance treatment	42.0%	44.3%	43% <i>TARGET</i>		48%	38%	

Key Performance Measures	Performance			Target 2014/15	Upper Limit*	Lower Limit*	Rank / National Average
	2011/12	2012/13	2013/14				
Percentage of 'C' Class roads that should be considered for maintenance treatment	50.7%	47.4%	46% <i>TARGET</i>		51%	41%	
Percentage of 'Unclassified' roads that should be considered for maintenance treatment	49.0%	51.1%	51% <i>TARGET</i>		56%	46%	
Potholes: response to make safe/repair within target timescales category 1 to 3	34%	30%	34%	80%	85%	65%	No data

Key Performance Measures	Performance			Target 2014/15	Upper Limit*	Lower Limit*	Rank / National Average
	2011/12	2012/13	2013/14				
Reduced number of people on key benefits as a result of Inverclyde Employability and Inclusion Programme.	10, 320	10, 450	10,200 to Scottish Average Rate		N/A	N/A	
Number of MA Places	46	47	50		57	47	
Number of GRfW Places (Note from April 2013, GRfW will no longer exist in current format)	58	30	40		45	30	
% of Property Enquiries fulfilled within 28 days	100%		100		100	90	
Number of Business/Property Assists	78		50		50	40	
Percentage of all planning applications decided in under 2 months	78%		80%		90%	70%	
Percentage of householder planning applications decided in under 2 months	88%		90%		95%	85%	
Percentage of building warrants assessed within 20 working days of registration	85%		100%		N/A	85%	

Key Performance Measures	Performance			Target 2014/15	Upper Limit*	Lower Limit*	Rank / National Average
	2011/12	2012/13	2013/14				
Incident Resolution Times	85.30%	92.46%	85%	94.99%	95%	80%	
Service Request Resolution Times	92.03%	93.13%	85%	94.19%	95%	80%	
Network Availability	100%	99.94%	99.5%	99.98%	100%	99%	
Key Applications Availability	100%	100%	99.5%	99.95%	100%	99%	

Solace Benchmarking 3rd & 4th Quartile Indicators

Indicators	LA Quartile	Comment
The cost per dwelling of collecting Council Tax	3rd	Service will gain better clarity on the methodology used to calculate the indicator and liaise with other Local Authorities to establish areas of best practice
Income due from Council Tax received by the end of the year	4th	This is reviewed on a regular basis as one of the key performance indicators above.
Cost of parks and open spaces per 1000 population	4th	This is part of a savings review introduced in the 13/16 budget. In addition the service will review their performance in conjunction with the other better performing local authorities to establish areas for improvement and best practice.
Adults satisfied with parks and open spaces	3rd	Service is taking steps to engage more with community groups and further investment is planned for parks and open spaces. This is also part of ERR14 on the Directorate Improvement plan.

Indicators	LA Quartile	Comment
Net cost of street cleaning per 1000 population	3rd	This is part of a savings review introduced in the 13/16 budget. In addition the service will review their performance in conjunction with the other better performing local authorities to establish areas for improvement and best practice
Overall Cleanliness Index	3rd	There has been increased investment of additional litter bins, recycling and dog bins as well as engagement with community groups and participation in campaigns such as Keep Scotland Beautiful. This is also tracked one of the key performance indicators above
Cost of maintenance per Km of Road	4th	The 13/16 budget allocated £17m for investment in Roads Footways and Street lighting. This is investment and improvement programme is monitored closely through committee and a number of officer groups. It is also an action on the Directorate Performance Indicators at ERR15

Indicators	LA Quartile	Comment
A class roads that should be considered for maintenance treatment	3rd	The 13/16 budget allocated £17m for investment in Roads Footways and Street lighting. This is investment and improvement programme is monitored closely through committee and a number of officer groups. It is also an action on the Directorate Performance Indicators at ERR15
B class roads that should be considered for maintenance treatment	4th	The 13/16 budget allocated £17m for investment in Roads Footways and Street lighting. This is investment and improvement programme is monitored closely through committee and a number of officer groups. It is also an action on the Directorate Performance Indicators at ERR15
C class roads that should be considered for maintenance treatment	4th	The 13/16 budget allocated £17m for investment in Roads Footways and Street lighting. This is investment and improvement programme is monitored closely through committee and a number of officer groups. It is also an action on the Directorate Performance Indicators at ERR15

Indicators	LA Quartile	Comment
U class roads that should be considered for maintenance treatment	4th	The 13/16 budget allocated £17m for investment in Roads Footways and Street lighting. This investment and improvement programme is monitored closely through committee and a number of officer groups. It is also an action on the Directorate Performance Indicators at ERR15
Proportion of operational buildings that are suitable for current use	3rd	There has been considerable investment in the Council Office, Depot and School estates with the programmes being reviewed by several officer groups and reported on a regular basis to committee as well as an action on the Directorate Performance Indicators at ERR 12 &13
Proportion of internal floor area of operational buildings in satisfactory condition	3rd	There has been considerable investment in the Council Office, Depot and School estates with the programmes being reviewed by several officer groups and reported on a regular basis to committee as well as an action on the Directorate Performance Indicators at ERR 12 &13

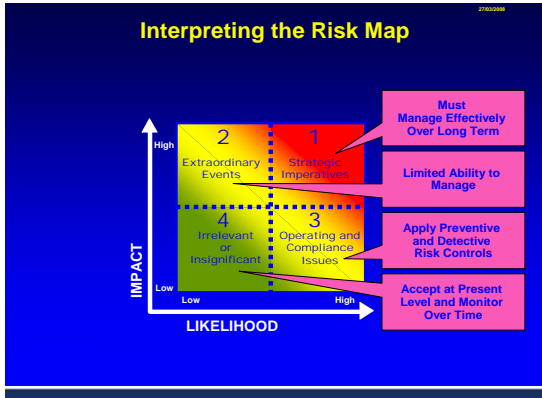
Corporate/Directorate Plan: Environment, Regeneration and Resources Risk Status as at 1/4/14 for 2013/2015 Activity										
Risk Category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)										
Improvement Action	Risk No	Risk Category	*Description of RISK Concern	IMPACT Rating (A)	L'HOOD Rating (B)	Quartile	Risk Score (A*B)	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates	
ERR01 Improve financial support to Services whilst reducing workforce.	1	OC	Improvement actions are not supported at a strategic level resulting in non-delivery of actions. Factors of this risk include: Lack of support/buy in from Services; Management Information is not sufficiently focussed and understandable.	3	2	2	6.0	CFO	CDIP has been approved by Committee. Regular monitoring of action implementation will be undertaken by DMT and updates provided to Committee. Areas of concern will be escalated as appropriate.	
ERR04 Development of the Customer Service Centre.	2	F/R/OC	Fail to expand the range of customer service enquiries at first point of contact resulting in service improvements not being delivered in a timely manner or at all. Factors of this risk include: Financial resources are not in place or are not adequate; project planning is not undertaken or is not adequate; lack of buy in/support from services involved.	4	2	2	8.0	CFO	Programme management procedures will be implemented. Project plans will be developed and implemented. Relevant staff from services will form part of the projects.	
ERR07 Fully develop Council's approach to Data Protection.	3	LR/R	Fail to develop the Council's approach to data protection resulting in potential breaches of the Act and potential for regulatory censure and/or fines. Factors of this risk include: Training programme is not developed and disseminated to all staff; Policies and procedures are not developed and disseminated to all staff; lack of support at a strategic level on the importance of data protection compliance.	3	3	1	9.0	Head of Legal and Property Services	A training programme is being developed and will be rolled out to all staff during 2013/14. Policies and procedures have been developed in relation to DPA and these are published on ICON. Regular updates are provided to Chief Officers for dissemination to staff within their Services.	
ERR16 Achieve £200,000 savings in utility costs.	4	F/R	Fail to manage utilities consumption in all areas resulting in savings not been fully achieved. Factors of this risk include: utilities consumption measures are not implemented across all areas; lack of buy in or support from services.	2	3	3	6.0	Head of Legal and Property Services	A multi service energy management Group has been established. A key objective of this group is to regularly promote and implement the necessary utilities consumption measures.	
ERR23 Implementation of the Flood Action Plan.	5	F/R	Fail to implement the flood action plan resulting in prioritised issues not being addressed. Factors of this risk include: Insufficient resources available to deliver on schemes to solve issues; inability to get matched funding from SG.	4	2	2	8.0	Head of Environmental and Commercial Services	Prioritised works have been identified and solutions to deliver on these will be progressed in house or through third parties during 2013. This forms part of the Capital Programme and regular committee reports are prepared showing progress. Continue to develop schemes and seek matched funding from Scottish Government.	
ERR33 Implementation of the Carbon Management Plan 2012-2017	6	F/R	Fail to implement the carbon management plan resulting in the target reductions not being achieved. Factors of this risk include: Inconsistent practices being carried out across services; do not promote carbon management initiatives across the Council; inadequate resources available within services to deliver initiatives.	3	2	2	6.0	Head of Regeneration and Planning	Carbon management initiatives have been prioritised and targets have been set. A working group has been set up which includes key services involved in the promotion and roll out of the initiatives. It is planned that regular progress reports will be provided to Committee on achievement of the plan.	
ERR 39 Implementation of Web Site Strategy	7	R/OC	Fail to implement new web site strategy resulting in out of date web site; lack of expected functionality for service users; other improvement actions not being delivered as required eg full on-line payment capability.	4	3	1	12.0	Head of ICT/Corporate Communications Manager	Project plan will be put in place to may requirements and ensure resources are in place including financial and people. This will require a training plan for staff. Engagement will require to take place with suppliers, corporate communications and key services.	
ERR07 Fully develop Council's approach to Data Protection.	8	LR/F/R	Staff and employees awareness of Data Protection Legislation on a corporate basis is currently low which could lead to a DPA breach resulting in regulatory censure and/or fine which could be substantial.	4	3	1	12.0	Head of Legal and Property Services	A training programme has been developed in relation to the Data Protection Act to assist in raising staff and member awareness of requirements. A number of workshops have been held and will continue to be rolled out during 2014/2015. A data protection audit is being carried out in relation to Members.	

CDIP Risk Register 14_15 - ERR

<p>ERR12 Reduce the number of buildings, refurbish and improve the efficiency of use of those remaining.</p> <p>ERR14 Fully develop land asset plan to include open spaces, cemeteries strategies and play area provisioning.</p> <p>ERR15 Maintain and improve the quality of the roads network infrastructure.</p>	9	OC/F	<p><i>Operational/Financial Risk: Asset condition - there is a risk that we fail to maintain the condition of our assets eg property, roads, parks and open spaces etc resulting in properties becoming unusable or losing value, increase in claims due to poor condition of roads and/or poorly maintained parks and open spaces. There are low levels of capital funding available for non Education properties and the Waterfront Leisure Complex is now of an age where significant major maintenance will be required and there is no budget identified. There is continuing pressure on revenue maintenance budget which will increase with proposed budget savings.</i></p>	4	2.5	2	10.0	DMT	<p>A revised AMP is being drawn up which will address the capital investment required for properties not included in current or completed plans.</p> <p>A parks and open spaces asset management plan is being developed during 2014/2015.</p>
<p>ERR01 Improve financial support to Services whilst reducing workforce.</p> <p>ERR04 Expand the range of customer service enquiries at first point of contact.</p>	10	OC	<p><i>There are increasing pressures on existing staff due to the year on year reduction in management and other staff groups. There is a risk that services cannot meet the corporate expectations. The agreed budget savings for 2014/16 have still to be implemented. There is a risk that we are unable to sustain core services/mandatory requirements and there is an increase in the span of control for Heads of Service and Service Managers who have to rely on more junior officers for technical input to areas which are not their natural disciplines.</i></p>	4	3	1	12.0	DMT	<p>There are regular reviews at DMT of savings targets.</p> <p>Regular meetings are taking place with Service Managers to understand current issues and develop plans for addressing these.</p>
	11	OC	<p><i>The disaggregation of Property Services and Facilities Management Service will result in some parts of the Service going to Legal and Democratic Services and some parts going to Environmental and Commercial Services. This will impact on the future redesign of these services and present some challenges eg a number of posts will be leaving the existing service in 2014/2015 and work needs to be done on how the new services will operate going forward. The Regeneration and Planning Service is also absorbing other teams and is losing one Service Manager.</i></p>	4	2.5	2	10.0	DMT	<p>There will be a 3 month overlap with other Heads of Service responsible for the teams moving Services. A number of meetings are taking place and managers are taking ownership of their new responsibilities. Consideration of knowledge transfer must be considered in the plan for transition to the new services.</p>
<p>ERR01 Improve financial support to Services whilst reducing workforce.</p> <p>ERR02 Implementation of Swift Financial System.</p>	12	OC	<p><i>Lack of available management information from key systems can impact on services ability to review performance and operational issues which may arise. There is a disconnect between the Financial Management System and other key systems used by services within the Directorate which makes it difficult to analyse information in a meaningful way. For example, currently there is a lack of robust management information for recording roads defects including the operational procedures and productivity for the service.</i></p>	4	3	1	12.0	DMT	<p>Work is ongoing to address this issue. For property services, a plan is being developed in relation to the population of the PAMIS system.</p> <p>For roads defects, a review will be carried out during 2014/2015 with reporting to Committee on the outcome of the review.</p>
<p>ERR22 Stabilise population within Inverclyde.</p>	13	F/OC	<p><i>Economic Development/Repopulation - The risk associated with workforce and business development in that if the funding is removed or reduced from EU/SG sources it would prevent the department from facilitating workforce training and business development activities with other organisations. It is critical that business development and workforce development do not become separated as there is a clear link between the creation of jobs and having skilled workers.</i></p>	4	2.5	2	10.0	Head of Regeneration and Planning	<p>We will continue to build on the good work already undertaken utilising funding sources as they become available eg repopulation funds.</p>
<p>ERR19 Compliance with targets set in the Planning Service Improvement Plan</p>	14	R	<p><i>The Planning Board has delegated authority to grant the approval or refusal of planning permission based on officer recommendations. The applicant has a right to appeal where they believe refusal is unjustified. The appeal is heard by the Local Review Body which comprises members of the Planning Board who are now fulfilling the role of the Local Review Body.</i></p>	4	2.5	2	10.0	Head of Regeneration and Planning	<p>This may be reviewed if the planning board members changed.</p>
	15	LR	<p><i>There is a risk associated with properties that are currently occupied by 3rd parties but do not have leases and/or SLAs leaving the Council open for challenge/liabilities. This is particularly of concern where buildings do not meet relevant building standards/suitability for use. The partnership agreement with the CHCP and Inverclyde Council is not in place which prevents the property side of the partnership being finalised with a service level agreement put in place. The introduction of the Community Empowerment Bill will also impact existing properties, particularly where there is no budget to maintain existing properties.</i></p>	2.5	4	3	10.0	Head of Legal and Property Services	<p>Property requires to work with 3rd parties to develop an agreement which then requires to be passed to Legal to formalise the agreement. This is an ongoing process and the legal process between Legal team and 3rd party solicitors can take time and may not be sustainable in the long-term.</p>



Key: see diagram



- Requires active management.**
High impact/high likelihood: risk requires active management to manage down and maintain exposure at an acceptable level. Very High (16-25)
- Contingency plans.**
A robust contingency plan may suffice together with early warning mechanisms to detect any deviation from plan. High (10-15)
- Good Housekeeping.**
May require some risk mitigation to reduce likelihood if this can be done cost effectively, but good housekeeping to ensure the impact remains low should be adequate. Reassess frequently to ensure conditions remain the same. Medium (5-9)
- Review periodically.**
Risks are unlikely to require mitigating actions but status should be reviewed frequently to ensure conditions have not changed. Low (1-4)

Risk Key:

Financial: Losing resources or incurring liabilities.

Reputational: The Council's image. Loss of public confidence.

Legal/Regulatory: Claims against the Council. Non-compliance. Regulatory or contractual breach.

Operational/Continuity: Service delivery/process failure, targets missed.

Impact of risk	Catastrophic (5)	5 Adequate	10 Issue	15 Issue	20 Unacceptable	25 Unacceptable
	Major (4)	4 Acceptable	8 Adequate	12 Issue	16 Unacceptable	20 Unacceptable
	Moderate (3)	3 Acceptable	6 Adequate	9 Adequate	12 Issue	15 Issue
	Minor (2)	2 Acceptable	4 Acceptable	6 Adequate	8 Adequate	10 Issue
	Insignificant (1)	1 Acceptable	2 Acceptable	3 Acceptable	4 Acceptable	5 Adequate
		Rare (1)	Unlikely (2)	Possible (3)	Probable (4)	Almost Certain (5)
		Likelihood of Risk				

Report To:	Policy & Resources Committee	Date: 20th May 2014
Report By:	Acting Corporate Director Environment, Regeneration and Resources	Report No: PR/111/14/AP/ag
Contact Officer:	Andrew Gerrard	Contact No: 01475 712456
Subject:	Options Appraisal: are you getting it right? – Accounts Commission Report	

1.0 PURPOSE

- 1.1 The purpose of this report is to highlight to Committee the main messages coming from the Accounts Commission document – Options appraisal: are you getting it right? which was published in March 2014 and to seek Committee approval for any actions proposed.

2.0 SUMMARY

- 2.1 Audit Scotland on behalf of the Accounts Commission investigated the options appraisal process with the object of highlighting to Councils the importance of using rigorous Options Appraisal to
- Deliver efficient and effective services to local communities
 - Show they are achieving best value.
- 2.2 The document is split into two parts, The role of Councillors and the Options Appraisal process. The report is attached in full at Appendix 1.
- 2.3 The main messages contained in the document are as follows:
- a) The most pressing of the many challenges facing Councils is the need to manage financial pressures and the increasing demands on Services.
 - b) Everything a Council does has its roots in legislation, however levels of prescription vary widely and councils retain substantial discretion in respect of how services are delivered and by whom.
 - c) Councils need to consider a wide range of options when considering what services to provide and how to deliver them. Services must be provided in a way which ensures value for money, efficiency and effectiveness and demonstrates Best Value through continuous improvement.
 - d) Councillors and Officers need to be open to considering a broad range of options for delivering services including different delivery models or not delivering the service at all. A robust options appraisal helps Councils make these important decisions and provides assurance that all relevant issues have been considered.
 - e) The objectives of an Options Appraisal must be clearly defined. In defining objectives it must be ensured that the possible outcomes are consistent with the Council's strategic policy objectives.
 - f) Options Appraisal must be properly resourced to ensure it works well.
- 2.4 The Accounts Commission intend to publish a companion report, examining how Councils conduct Options Appraisals

The CMT recommend that the best way to progress the issues raised is via the Performance CIG and it is proposed that this Group develop a corporate approach to

carrying out Options Appraisal and report back to a future Committee in time for this approach to be used as part of the 2015/18 budget process.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note the issues raised in the Audit Scotland report
- 3.2 That the Committee note the proposal for the Performance CIG to take the lead and develop a framework for the improved implementation of Option Appraisal to inform strategic decision making and that this will be the subject of a further report to Committee.

Gerard Malone
Head of Legal & Property Services

4.0 BACKGROUND

- 4.1 Audit Scotland on behalf of the Accounts Commission as part of its series “How Councils work” has produced a report on Options Appraisal.
- 4.2 The purpose of the report is to emphasise to Councils the importance of Option Appraisal in making effective decisions about what services to provide and how to deliver them. This is particularly important in the current difficult financial climate where it may not be possible for the Council to provide all the services it wishes to and where difficult decisions need to be taken on how to deliver services.
- 4.3 The first part of the report concerns the crucial role Councillors play in Options Appraisal. Councillors must understand why Options Appraisal is important and they must understand the process. They should not carry out the options appraisal but they should set the framework and they must be able to apply effective scrutiny to the completed Options Appraisal
- 4.4 The second part of the report details the Options Appraisal process and how to carry it out. It identifies the key points as
- The need for clear roles and responsibilities
 - Defining clear objectives.
 - Good quality information is necessary to inform good decisions.
 - Consulting with stakeholders is a key to success
 - Critically appraising a wide range of options ensures the process is robust
 - Options must be filtered from a long list of possible options to a short list of the most likely for more detailed analysis and assessment
 - The more detailed appraisal should comprise Performance appraisal, Financial appraisal and Risk appraisal.
 - The decision on selecting the preferred option needs to be transparent
 - Having a good business case supports effective decision making and accountability.
 - Good governance arrangements underpin good decisions
 - Implementation of the decision must be properly planned and monitoring must take place to ensure the predicted outcomes are achieved and costs and benefits are as predicted.
 - Reviewing the process can help decisions in the future.
- 4.5 The Report also includes three appendices, What an effective council looks like, Questions for Councillors and Questions for Officers. The first of these is set out as below

An effective Council will

- Consider a wide range of options for services:
 - What services it wants to deliver
 - How services are delivered (in house, in partnership, by others)
- Have a robust process in place to:
 - Define the objectives of any options appraisal process
 - Identify options
 - Analyse the options
- Make clear and transparent decisions based on good quality information
- Implement the decision it has taken effectively
- Have robust performance management arrangements in place to monitor service performance (regardless of whether the service is being delivered in-house, in partnership or by another service provider)

- Review the effectiveness of its decision – to check that objectives are being delivered.

5.0 PROPOSALS

- 5.1 The report is intended as a guide for Councils and provides a framework for Councils to use, along with other available guidance, to implement Options Appraisal when making strategic decisions about its Services.
- 5.2 The Council currently carries out options appraisal to inform much of its decision making however the report gives a more rigid framework for option appraisal which, if implemented will ensure that the key points as described in paragraph 4.4 are addressed in a consistent manner.
- 5.3 Some work is required to develop a framework suitable for use within the Council, taking account of the guidance contained in the report and the Council's existing processes and procedures. The CMT recommend that the development of a corporate approach to carrying out options appraisal is carried out via the Performance CIG and that this approach is developed in time for use as part of the 2015/18 budget process.
- 5.4 When the framework has been developed briefing sessions should be held for both officers and elected members to ensure clarity of roles and an understanding of the procedure.

6.0 IMPLICATIONS

One off costs

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

Recurring costs

Cost Centre	Budget Heading	With Effect From	Annual Net Impact	Virement From	Other Comments

- 6.1 There are no direct financial implications however implementation will allow the Council to improve decision making,
- 6.2 There are no Legal or HR implications in the report

7.0 CONSULTATION

- 7.1 The Head of Finance has been consulted and is in agreement with the recommendations.
- 7.2 The Acting Head of Organisational Development HR and Communications has been consulted and is in agreement with the recommendations.
- 7.3 The Head of Inclusive Education, Culture and Corporate Policy has been consulted and is in agreement with the recommendations
- 7.4 The Corporate Management Team have considered the report and are in agreement with the recommendations.

8.0 EQUALITIES

8.1 The need for an Equalities Impact Assessment should be considered as part of all option appraisals and one carried out where necessary with the results being a consideration in reaching a decision on the most appropriate option

9.0 REPOPULATION

9.1 Having a Council which bases its decisions on transparent options appraisal will increase public confidence and therefore will make Inverclyde a more desirable place to live.

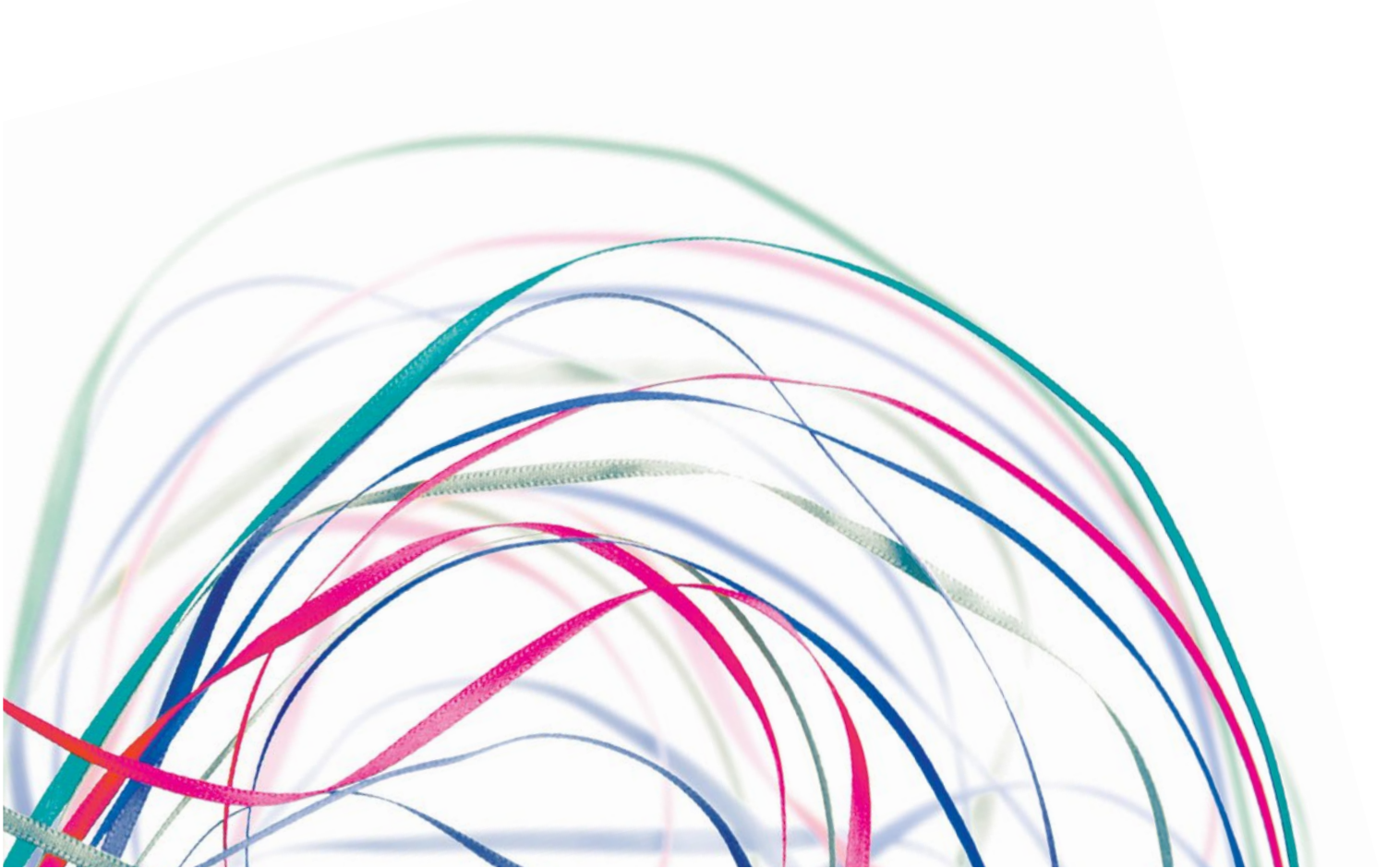
10.0 LIST OF BACKGROUND PAPERS

10.1 The Accounts Commission report includes a list of further guidance, the most relevant of which are

- Best Value – Making choices Volume 1: A Manager's Guide to the Strategic Framework for Best Value, Procurement and Competitiveness. Scottish Government 2001
- Options appraisal: making informed decisions in Government. NAO 2011
- Options Appraisal: A Practical guide for Public Service Organisations. CIPFA 2011

How councils work:
an improvement series for councillors and officers

Options appraisal: are you getting it right?



 ACCOUNTS COMMISSION

Prepared by Audit Scotland
March 2014



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.

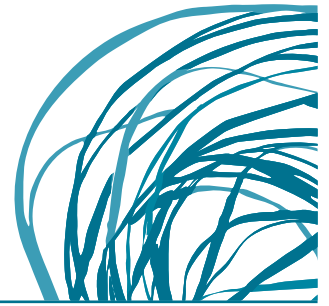
Our work includes:

- 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 

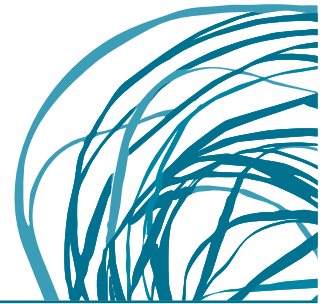
Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

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Background



Who is this report for?

1. This report is for:

- **Councillors** – who are responsible for setting strategic direction, taking policy decisions and scrutinising performance. [Part 1 \(page 9\)](#) focuses on the crucial role that councillors have in ensuring that a wide range of options are considered when deciding what services their council should provide and how they are delivered. Councillors also have a leadership role in the options appraisal process itself. Councillors must have the information and support they need to enable them to do this. [Appendix 2 \(page 31\)](#) offers a set of prompt questions which councillors should use to critically appraise arrangements in their council.
- **Chief executives and corporate management teams** – who are responsible for delivering the council's objectives and ensuring that councillors receive the information they need to make informed decisions.
- **Managers** – who are responsible for managing a robust options appraisal process.

2. [Part 2 \(page 15\)](#) is of a more technical nature. Both councillors and managers are encouraged to read it, but its principal target is practitioners engaged in the preparation, implementation and review of options appraisals.

3. We want this report to stimulate discussion among councillors and managers and to support change and improvement. This is critical given the current financial climate and the need to challenge existing ways of doing things. The report supports councillors and officers by signposting sources of information and guidance. We have also included checklists that we hope councillors and officers will find helpful.

4. This report covers:

- The leadership role that councillors have in the options appraisal process.
- Identifying the main options for delivering services and critically assessing them.
- Implementing the decision and monitoring performance.
- Managing an options appraisal process.

What do auditors say?



These boxes appear throughout this report. They have been drawn from Accounts Commission and Audit Scotland audit reports.

Want to know more?



There is a wide range of guidance material available on options appraisal. We reference this material in the report where appropriate.

About our 'how councils work' series

5. The Accounts Commission seeks to support developments in Best Value and how to manage resources such as people and finance. We recognise these as two components vital to successfully delivering council services.

6. Our 'how councils work' series of reports aims to stimulate change and improve performance. We select topics based on the recurring themes and issues from our Best Value audit work, the work of local auditors and our annual overview report.

7. This is the seventh report in the series. Previous reports have examined:

- [The roles, responsibilities and working relationships of councillors and council officers in achieving best value \(PDF\)](#) (August 2010).
- [The relationships between councils and their ALEOs \(arm's-length external organisations\) \(PDF\)](#) (June 2011).
- [The importance of good-quality cost information in policy decision-making and scrutinising performance \(PDF\)](#) (May 2012).
- [The importance of effective performance-management systems \(PDF\)](#) (October 2012).
- [Good practice guide for councils in managing major capital investment \(PDF\)](#) (March 2013).
- [Charging for services \(PDF\)](#) (October 2013).

8. All reports are available on Audit Scotland's website, www.audit-scotland.gov.uk .

9. This report highlights the importance of councils using rigorous options appraisals to:

- deliver efficient and effective services to local communities
- show they are achieving Best Value.

10. We have worked with the Improvement Service in developing this report and we are grateful for their contribution. We also shared the draft report with some councillors from a number of councils and thank them for their comments.

11. This report is intended as the first of two reports on options appraisal. A follow-up report will consider existing practice in councils on how they undertake options appraisals.

Key messages

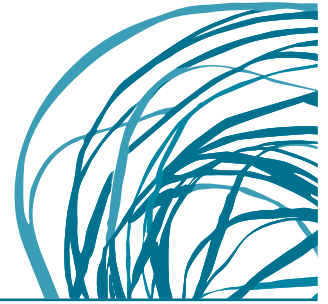


- 1** There are many challenges facing councils, the most pressing being the need to manage financial pressures and the increasing demands on services. The Accounts Commission report [*Responding to challenges and change: An overview of local government in Scotland 2013 \(PDF\)*](#) highlighted that demand and resource pressures continue to build for councils. One of our key recommendations was that councils should 'ensure rigorous and challenging appraisal of options for delivering services.'
- 2** Everything a council does has its roots in legislation. Some services are more prescribed in legislation than others, for example the collection of council tax and business rates. For other services, councils have a lot of discretion on the level of service provided. Even for those services where there is some prescription, it is relatively limited and councils retain substantial discretion on how services are delivered and by whom.
- 3** Councils need to consider a wide range of options when considering what services to provide and how to deliver them. They must assure themselves that the services they are providing are value for money, efficient and effective and demonstrate Best Value through continuous improvement. They can do this by critically assessing the current arrangements and by looking at how services are provided by other councils and other organisations.
- 4** Councillors and officers need to be open to considering a broad range of options for delivering services. This might involve providing services in a different way, or even not providing some services at all. These are difficult decisions to make as they affect residents and customers, partner organisations and council staff. A robust options appraisal helps councils make these important decisions and provides assurance that all the relevant issues, including quality, cost and risk have been considered. It also helps to ensure that decisions are transparent and based on solid information.
- 5** It is vital that councils clearly define the objectives of any options appraisal process. This might be about providing services in a different way to better meet the needs of residents, it might be about making existing services more effective or it may be about making savings to provide resources for other higher-priority areas. When deciding on the objectives, a council needs to ensure that the possible outcomes of any options appraisal are consistent with its strategic policy objectives.

- 6 As with any process, options appraisal needs to be resourced properly to ensure that it works well. This involves devoting the appropriate time, money, skills and experience to ensure that sound decisions are made. The process needs to be proportionate to the significance of the decision to be made.
-

Part 1

Councillors have a crucial role in options appraisal



Why is options appraisal important?

12. The Local Government (Scotland) Act 2003 introduced the statutory duty of Best Value in local government. The duty of Best Value requires councils to deliver continuous improvement. The public are entitled to services which are efficient, effective and represent the best possible value for money.

13. Councillors have to make difficult decisions about where to focus the council's resources. In the current financial climate it is even more important that councillors are confident that the council is providing the right services in the right way. They can do this by critically assessing the current arrangements and by looking at how services are provided by other councils and other organisations. They should then consider a wide range of options for delivering services and assess the relative merits of the options. A robust options appraisal process helps provide assurance to councillors and the public that these decisions are being made on a sound basis and by considering all of the relevant information.

14. In addition to the widely accepted benefits of robust options appraisal process there are also significant consequences of not conducting a proper appraisal:

- Services may not be as efficient and effective as they could be.
- Services may not be achieving value for money.
- Resources may not be directed to priority areas, such as preventative expenditure, and the council's strategic objectives may not be achieved.
- The council may face criticism from residents and customers.
- The council may face criticism from the Accounts Commission, auditors and other scrutiny agencies.
- The council will not be able to demonstrate that it is achieving Best Value.

What is options appraisal?

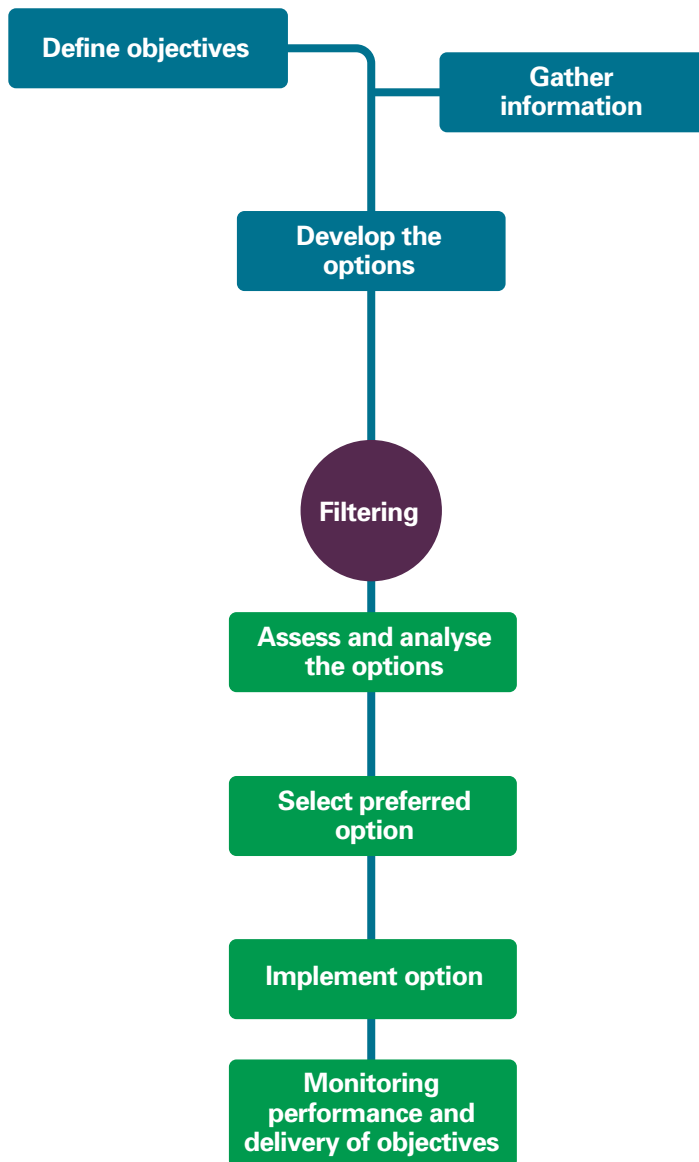
15. An options appraisal is all about making well-informed decisions. The *Best Value – Making Choices, Volume One: A Manager's Guide to the Strategic Framework for Best Value, Procurement and Competitiveness* published by the Scottish Government in 2001 noted that, as with any decision-making tool, options appraisal provides support to the process, it does not provide the answers. The value of decision-making tools is that they take people through the process stage by stage, and they assist in making sure that everything relevant is taken into account.

am I
considering
all of the
options on
how services
might be
delivered?

16. The basic stages of an options appraisal process ([Exhibit 1](#)) were set out in our report [Arm's-length external organisations \(ALEOs\): are you getting it right? \(PDF\)](#)  published in 2011.

Exhibit 1

Basic stages of an options appraisal process



Source: *Capital Planning and Option Appraisal – A Best Practice Guide for Councils*, CIPFA Local Government Directors of Finance, October 2006, adapted by Audit Scotland


17. We have developed this further to highlight the role of councillors, the key reporting stages and the importance of consultation with stakeholders. This more detailed process map is shown in [Exhibit 2 \(page 16\)](#).

18. There is a wide range of possible outcomes from an options appraisal process. These include:

- delivering services in partnership (with other councils, with other public or voluntary organisations or with the private sector)
- setting-up an arm's-length organisation like a charitable trust
- outsourcing services to a private sector supplier
- retaining services in-house
- setting-up an employee-owned cooperative or mutual company
- deciding not to deliver a service at all.

19. In 2011, the National Audit Office published *Options Appraisal: Making informed decisions in government*. The report found that the quality of options appraisal varied within and between departments across government. It is reasonable to assume that this is also the case in the public sector in Scotland.

What role does a councillor play in options appraisal?

20. Councillors have a crucial role in options appraisal. The Accounts Commission report [Responding to challenges and change: An overview of local government in Scotland 2013 \(PDF\)](#)  recommended that councillors need to ensure rigorous and challenging appraisal of options is undertaken for delivering services.

What do auditors say?



Councillors need to oversee options appraisals that involve potential major shifts in how services are provided. They have a key role, for example in agreeing the broad objectives of the options appraisal, in the appraisal process itself or in scrutinising the process and emerging proposals.

Source: [Arm's-length external organisations \(ALEOs\): are you getting it right? \(PDF\)](#) 
Accounts Commission, June 2011

21. Councils that involve councillors in determining the need for an options appraisal to be carried out have often been more successful in obtaining a good outcome. At the outset, councillors should consider the significance of the options being considered and assure themselves that the options appraisal process being used to help them make the decision is robust and proportionate.


22. Councillors have an important role in ensuring strong corporate ownership of options appraisal. Councillors need to be involved in agreeing the framework, in effect they are agreeing 'the rules of the game' to ensure that they have confidence in the options being presented to them. This also helps to ensure a consistent and systematic approach to options appraisal is used across the council.

23. Weighing up the relative merits of the options is an important part of the process. Councillors may therefore have a role in setting the criteria which will be used to assess which options best fit the council's objectives. For example, if the priority is improving performance, this will feature strongly in the assessment criteria. In other cases achieving savings might be the priority, so that will feature more prominently. In any options appraisal, however, the criteria should include both quality and cost. The council also needs to consider the impact on equalities and sustainability.

24. The most important part of any councillor's role in an options appraisal is the decision on which option to implement. This can have far-reaching consequences on the services the council delivers, how it delivers them and ultimately on the users of those services.

25. Following the decision, councillors also have an important role in scrutinising the implementation of the decision and the impact it has on service delivery. This can be achieved by monitoring performance and the delivery of service objectives on a regular basis.

Important considerations

26. In our 2010 report [*Roles and working relationships: are you getting it right?* \(PDF\)](#)  we highlighted that councillors need to be open to considering a wide range of options for providing services and that decisions must be transparent and evidence based, taking cost and quality into account.

27. It is essential that councillors have the appropriate skills to scrutinise options appraisals. Councillors have an important role in asking officers challenging questions to assure themselves that the appraisal is robust and that all of the relevant issues are being considered.

28. Careful consideration also needs to be given to resourcing options appraisal as the outcome may have far-reaching consequences for residents, customers and the council. Councils also need to consider whether or not the council has the necessary skills and expertise in-house to carry out the appraisal. Some of the options being considered may be innovative or complex and it may be that specialist external support is required.

29. The council also needs to consider the timing of options appraisals. Wherever possible the process should align with a council's planning and budgeting timetables, so that any important decision on service delivery can inform and be informed by these processes. Councils also need to consider the timing in relation to the political cycle, including local and national elections. Experience indicates that difficult decisions become far more problematic politically in the run-up to an election.

30. [Appendix 2 \(page 31\)](#) to this report includes a checklist of prompt questions designed to help councillors evaluate their role in options appraisal and assess how effective current arrangements in their council are.

Potential barriers to an effective options appraisal

31. Options appraisal can be extremely challenging for councils, for councillors, for managers and for staff. Loyalties run deep in councils, councillors hold strong political beliefs and balancing competing interests is always difficult. But the duty of Best Value on making best use of public resources must always be paramount.

32. Councillors should be aware of things that might get in the way of an effective options appraisal. These include:

- **Unclear objectives:** a council needs to take the time and be clear about the reasons why services are provided in-house. There may be good reasons for this; it may be due to the specialist nature of the service, the vulnerability of the client group, the absence of an alternative provider or issues of equality and fairness. They need equally to be clear which services are open to alternative forms of service delivery through a rigorous options appraisal. We have seen examples, however, where councils have spent time and public money pursuing alternative service delivery options, only to withdraw late in the process.
- **The ‘Aye Bin’ principle:** change is never easy, it can be challenging for officers and for councillors to radically change the way a council has provided a service often over a lengthy period of time. Councillors might believe that options appraisal would be too difficult and fear that the alternatives seem too radical. Councillors may also be uncomfortable with alternatives given their personal and political sympathies and aspirations.
- **A short-term perspective:** focusing too much on the ‘here and now’ or on the short term can mean that the longer-term benefits are not fully considered.

What do others say?



Options should be appraised on their costs and benefits, not on personal preferences of key stakeholders or individuals.

Source: *Options Appraisal Workbook: Planning Advisory Service pilot projects*, Local Partnerships (jointly owned by HM Treasury and Local Government Association), 2012

33. The Accounts Commission has previously reported that the savings made to date have mainly been achieved by reducing workforces, but that this is not sustainable in the longer term. Councils must therefore critically examine their current arrangements for service delivery through rigorous options appraisal. But to gain acceptance of the need for options appraisal, councils need to invest the time, effort, staff and money. This would help councillors, managers, employees and other key stakeholders understand the importance of options appraisal and the use it can have to deliver the council’s overall objectives. Councillors have a crucial role in ensuring that local communities understand this as well.

34. Councils can address some of the perceived barriers by making sure that for any options appraisal, it has the right people involved, that those people have the right skills and that everyone has clear roles and responsibilities. Furthermore by putting in place clear governance structures at the outset of the options appraisal, this will ensure that the decisions on selecting the preferred options are transparent.

What do we mean by governance?



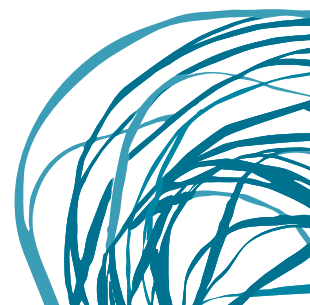
Governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.

It comprises the systems and processes, and cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities.

Source: Delivering Good Governance in Local Government, SOLACE/CIPFA, 2007

Part 2

The options appraisal process



An options appraisal process is all about making well-informed decisions

35. Options appraisal is a tool that helps to inform decision-making. As with any decision-making tool it provides support to the process – it does not provide the decision itself. Best Value review teams, senior managers and elected members still have to make judgements and it may be necessary to explain those judgements to others. The value of decision-making tools is that they take people through the process stage by stage and they assist in making sure that all the relevant factors are taken into account. A decision that has been carefully considered in discussion with others and informed by a robust process is more likely to be successful.

36. Options appraisal typically includes a number of key stages:

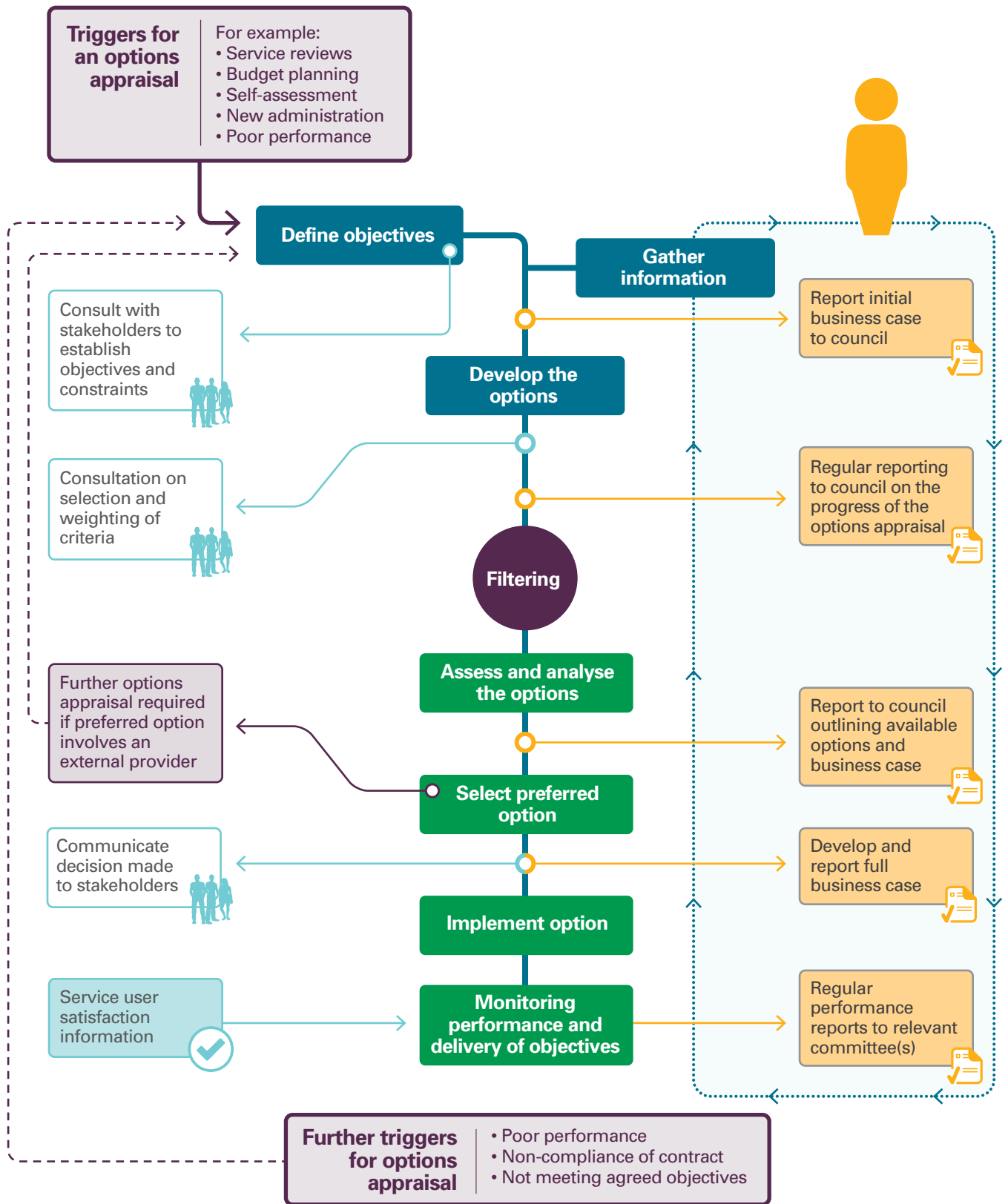
- defining the objectives
- gathering information
- identifying, filtering and challenging the options
- assessing and analysing the options
- selecting the preferred option
- implementing the option
- monitoring performance and delivery against objectives.

37. These stages are illustrated in [Exhibit 2 \(page 16\)](#) and we say more about each of them in the sections that follow.

38. The key stages of options appraisal can be used to help make decisions at a number of different levels, from strategic decisions about services to more specific decisions about projects or operational matters. Councils have choices about the size and scale of the options appraisal processes they use to ensure that it is proportionate to the significance of the decision to be made.

a decision that has been carefully considered in discussion with others and informed by a robust process is more likely to be successful

Exhibit 2
Stages of an options appraisal



Everyone involved needs to have clear roles and responsibilities

39. It is important to be clear about who is accountable for the options appraisal and who will be involved in the work. It is also important that those involved keep an open mind and remain objective. A range of people may be involved in the appraisal depending on the significance of the decision being taken and at different stages in the process. These might include:

- Councillors – to agree the overall approach to options appraisal and indicate a willingness to consider a wide range of options.
- Senior officers – to oversee the process, critically appraise the options, make recommendations and implement the chosen option.
- Council officers within the service areas being appraised – to provide service-specific knowledge and expertise.
- Chief financial officers and other finance officers – to provide specialist financial skills to the appraisal team.
- Trade union representatives – to represent any staff who may be affected by the decisions taken.
- External advisers – to provide specialist advice and an independent perspective.

40. Councils may also consider involving staff from other service areas or organisations in an appraisal team to provide fresh perspectives and insights from their own experiences.

41. Council officers need to ensure training is made available to councillors and other staff involved in the options appraisal process so that they can each fulfil their respective roles effectively.

Defining clear objectives is critical for success

42. The need to carry out an options appraisal process may come from a variety of sources. These 'triggers' might include:

- a strategic review of service delivery, for example as part of a council's transformation programme or improvement plan
- the outcome of a self-evaluation exercise
- the outcome of an external evaluation exercise
- poor service performance – highlighted by performance indicators and through benchmarking comparisons
- a new administration is formed
- budget imperatives
- policy direction.

43. It is vital that councils clearly define the objectives of any options appraisal process. When deciding on the objectives, a council needs to ensure that the possible outcomes are consistent with its policy objectives. In a practical sense this means checking the objectives with key strategic documents including the Single Outcome Agreement, the Corporate Plan and service plans.

Good-quality information informs good decisions

44. Good decisions are made when they are based on good information. The information should provide decision-makers with what they need to fulfil their role effectively.

45. How much information is needed will depend on the significance of the decision being made. The information requirements are likely to become more detailed at each stage of the options appraisal process. For example, the final stages of a process involving competitive bidding will require detailed financial and quality information, and may require legal advice in some cases.

46. At various stages of the process those involved are likely to need information about:


- The current position
 - the context – the demands facing the service and the environment within which it operates
 - current performance and costs.
- The options
 - ‘strategic fit’ with the council's policy objectives
 - impact on the quality of service for the customer
 - financial implications (both costs and savings) and value for money
 - legal implications
 - risk assessment
 - impact on other council services and partner organisations.

47. Councils should invest sufficient time to gather the relevant information. This leads to a more constructive challenge from the outset, provides for a more rigorous options appraisal process overall and therefore a well informed decision.

Consulting with stakeholders is a key to success

48. The size, nature and subject of the options appraisal will determine who the key stakeholders are. At the outset it is useful to do a stakeholder analysis to identify:

- who the stakeholders are
- what their interest and contribution to the process might be
- how and when to consult with them.

49. In our report [Major capital investment in councils \(PDF\)](#)  published in March 2013, we highlighted that engagement with a wide range of stakeholders is an important part of any project. While this related to major capital projects, it is equally applicable to the options appraisal process.

What do auditors say?




Every project has stakeholders. These can cover a range of different groups including local residents, businesses, employees, service users, suppliers and public sector bodies such as health boards. Engaging and consulting with stakeholders is essential in achieving a successful project outcome. Stakeholders' interest in a project can have both positive and negative effects on its progress. Their concerns may also create additional risks to a project's outcomes. Engaging with stakeholders effectively is therefore important and should be a vital part of project planning from the start. Consulting with stakeholders can often be a lengthy process. But it can shape the project at an early stage and help ensure a more successful outcome.

Source: Major capital investment in councils: Accounts Commission March 2013

Critically appraising a wide range of options ensures the process is robust

50. At an early stage of the process, councils should develop a 'long list' of options. This long list should include those which might be considered radical, for example ceasing to provide a service. This is to ensure that all options are considered, so that, even if they are then ruled out, this is done by design rather than oversight.

51. Those involved in the options identification stage need to be open-minded and creative in thinking what the options might be. The 1999 Accounts Commission report [Better together? Making improvements by reconfiguring services \(PDF\)](#)  highlighted the importance of 'thinking radically about options'. It suggested this be done right at the beginning of the process, generating ideas by, for example, benchmarking and looking beyond current boundaries and practices. This might include looking at good practice elsewhere in the public sector, the private sector and what happens more widely in the UK and internationally.

52. There is a range of possible outcomes from an options appraisal process and many different ways to deliver services. These include retaining services in-house, delivering services in partnership, outsourcing services or even choosing not to deliver a service at all. Some of the key features of these broad options are illustrated in [Exhibit 3 \(page 20\)](#). The exhibit is designed to be illustrative rather than comprehensive as there is a huge range of options a council can consider.

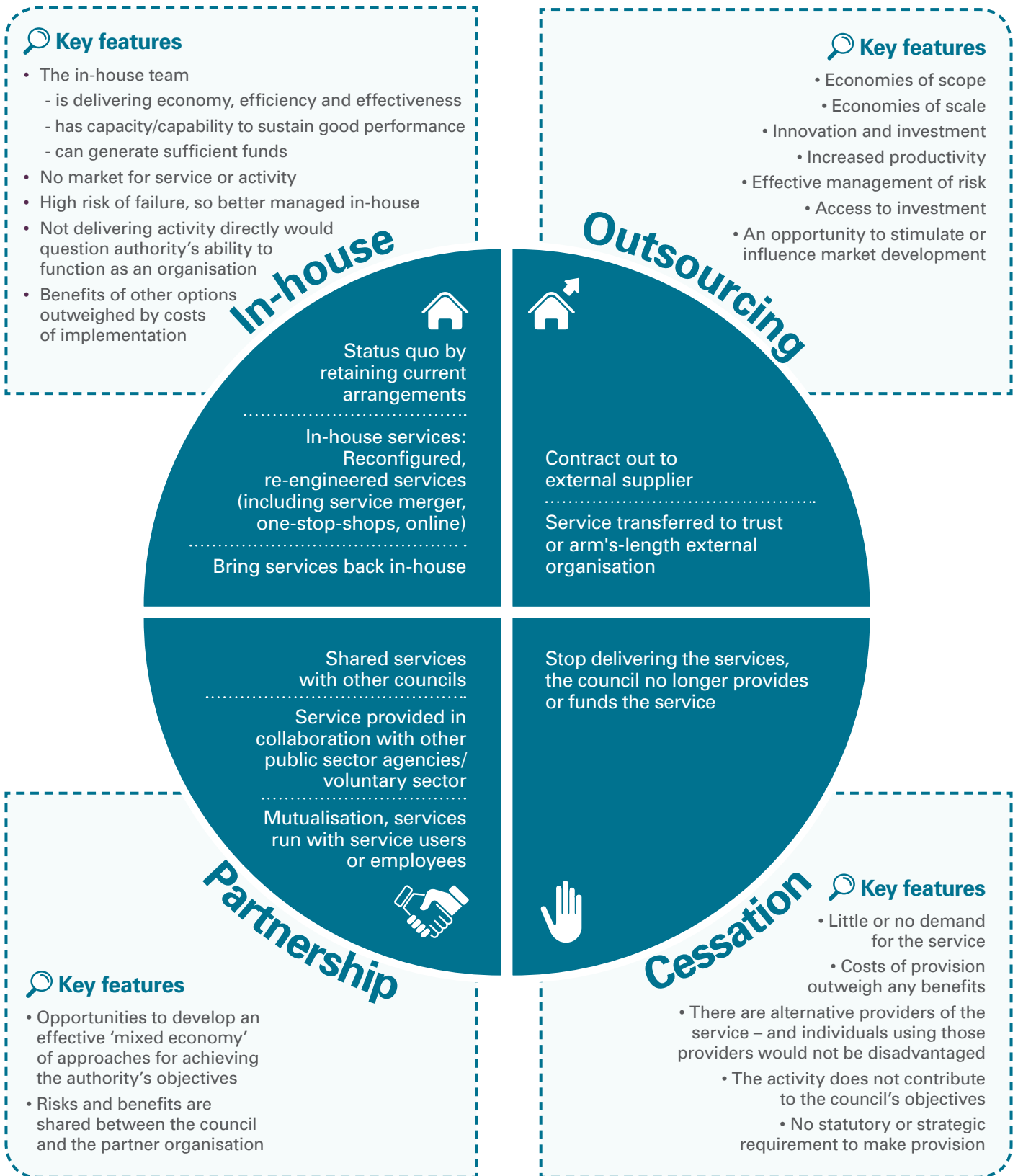
Filtering options

53. The next stage is filtering the 'long list' of options into a shorter list which will be the subject of more detailed analysis and assessment. To do this, councils need to agree a set of criteria. The criteria and the decision made to 'rule in' or 'rule out' options at this stage should be recorded. This is important for accountability and transparency.

54. This stage of the process shares many of the characteristics of the later, more detailed stages of assessment of the options ([Exhibit 4, page 21](#)).

Exhibit 3

Possible outcomes from an options appraisal



Note: Economics scope – as commercial and not-for-profit organisations concentrate on their specialisms or areas of expertise. An organisation specialising in the care of elderly people may be able to deliver better value than one that delivers services to a range of client groups. Economies of scope may also come from the development of a team of specialists working with a number of different clients. *Best Value – Making Choices, Volume Two: A Practice Guide to Best Value, Procurement and Competitiveness*, Scottish Government, 2001

Source: Audit Scotland, 2014

Exhibit 4

The options appraisal process becomes more detailed as it progresses

At each stage the process of options appraisal can become more detailed and more focused on comprehensive, specially collected, data. In the early stages the process for options appraisal will be the guarantee of consistency of approach. At the final stages it will be both process and data that are important. If that final stage is one of tender evaluation in a competitive bidding process it will be possible to undertake sophisticated analysis of financial and quality data that simply did not exist at the early stages.

Source: *Best Value – Making Choices, Volume One: A Manager's Guide to the Strategic Framework for Best Value, Procurement and Competitiveness*, Scottish Government, 2001

55. Having developed a 'shortlist' the next stage is to carry out a detailed assessment. There is a range of ways to go about this.

56. At this stage, councils should refine the assessment criteria to help decide on the preferred option. The criteria will depend on what service or project is being considered, but will typically include three main areas:

- Performance appraisal.
- Financial appraisal.
- Risk appraisal.

Performance appraisal

57. In assessing the relative merits of options, decision-makers will need to consider what effect each of the options will have on service performance. This should include an assessment of current performance (to provide a 'baseline') and what the anticipated effect each option would have on future performance. The performance appraisal should include a mix of both quantitative and qualitative measures. These might include an assessment of:

- customer experience and satisfaction
- contribution to the council's policy objectives and outcomes, including equalities and sustainability
- changes to the services, including when they are available and what services are offered.

58. This kind of appraisal is most effective when it uses a broad range of performance criteria and where data and projections include comparisons:

- over time
- against targets
- with other organisations.

What do auditors say?



The characteristics of good performance information is that it is:

- accurate
- timely
- meaningful (but not overly detailed)
- relevant
- high quality
- well presented.

Source: [Managing performance: are you getting it right? \(PDF\)](#) Accounts Commission, October 2012

Financial appraisal

59. A robust financial appraisal is another important part of an options appraisal process. In developing a financial appraisal of the options, councils will need to consider:

- initial set-up/transfer costs associated with each option
- operational costs/savings
- staff costs/savings
- tax and non-domestic rates implications
- central/recharge costs/savings.

What do auditors say?



As with other performance measures, it is important that councils understand the key assumptions on which any unit costs are based to ensure that any comparisons are relevant and that any differences are understood. For example, when comparing costs, councils must be clear about what overheads are included in the make-up of a unit cost. If this is not clear there is a risk that councils are not comparing like with like. This is particularly important when councils are using cost information to inform an options appraisal process. For example, if comparing the costs of an external supplier with an 'in-house bid', councils must ensure that the cost information is comparable to ensure that the bids are being assessed consistently.

Source: [Using cost information to improve performance: are you getting it right? \(PDF\)](#) Accounts Commission, May 2012

60. The assessments of costs and benefits should also include adjustments for 'optimism bias' and assess risks and uncertainties. Optimism bias is the tendency for appraisers to be over-optimistic about estimates of costs, timescales and benefits. As a result councils should build in appropriate allowances to estimates to take account of this, for example by increasing the cost estimates, decreasing the projected benefits or extending the timescales over which costs and benefits are being considered. *The Green Book – Appraisal and Evaluation in Central Government* by HM Treasury (2003) has further guidance on addressing optimism bias and provides an adjustment procedure to help address 'systematic optimism that historically has afflicted the appraisal process.'

Risk assessment

61. Carrying out a robust risk assessment is also an important part of an options appraisal process. This is even more important when the options being considered are very different to the way things are currently done. However, even the status quo has associated risks which decision-makers need to take into account.

62. Those responsible for carrying out the options appraisal should identify any risks and uncertainties associated with each of the options. It is important that councillors are made aware of and fully understand the nature and degree to which any risks identified influence the appraisal results.

63. There are a variety of tools to support risk assessment processes, though these typically include an assessment of risk in terms of:

- strategic/commercial risks
- economic/financial/market risks
- legal/regulatory risks
- organisational/management/human resource risks
- political risks
- environmental risks
- technical/operational/infrastructure risks.

The decision on selecting the preferred option needs to be transparent

Scoring and weighting systems

64. Some of the costs and benefits cannot be valued in monetary terms, but they still need to be taken into account. These include environmental, social, political or legal considerations. It is important that these considerations are recorded and, where possible, quantified.

65. Scoring and weighting systems offer a way of systematically assessing a range of factors to assess the relative merits of the options. There is a range of guidance available on using scoring and weighting systems ([Want to know more?, page 29](#)).

66. Exhibit 5 illustrates a scoring and weighting approach, using a simplified worked example.

Exhibit 5

Key stages in the weighting and scoring method

- Identify the various objectives/criteria/factors against which the options are going to be scored. These should relate closely to the project objectives.
- Give each of these objectives a weighting (a value within a certain range) to reflect relative importance. Good practice would be to consult or involve stakeholders in identifying the criteria and weighting their relative importance.
- Each option is then allocated a score to reflect how closely it meets the identified objectives.
- Multiply the weight of each factor by the relevant score and sum to find the total weighted score for each option. Generally the highest score against the criteria would be the best option.

		Option 1		Option 2		Option 3	
Criteria	Weight	Score	Weighted score	Score	Weighted score	Score	Weighted score
Criteria 1 – performance	40	2	80	4	160	3	120
Criteria 2 – cost/savings	30	5	150	1	30	3	90
Criteria 3 – policy fit	15	1	15	3	45	5	75
Criteria 4 – risk	15	2	30	1	15	3	45
	100						
Total weighted score			275		250		330

Source: Audit Scotland, 2014

Having a good business case supports effective decision-making and accountability

67. Having a robust business case is vital for good decision-making, accountability and transparency. A clear business case will include a summary of the analysis done so far and set out the relative merits of the options clearly. The business case is a key document in an options appraisal process. [Exhibit 6 \(page 25\)](#) outlines what a good business case might include.

68. In our recent report [Managing Capital Projects \(PDF\)](#)  we found that business cases were not being used effectively enough.

Exhibit 6

The options appraisal process becomes more detailed as it progresses

A business case should:

- provide an assessment of whether spend/save proposal is worthwhile
- clearly communicate conclusions and recommendations.

An effective business case should help you answer three questions

- Have you taken into account all relevant factors in deciding what the project should be?
- Should you go ahead with the project?
- What is the best way to carry out the project?

Source: Options Appraisal training material, CIPFA, 2013

What do auditors say?



Many councils do not have established processes for developing and using business cases. Where available, business cases are often short and highly summarised and do not all reflect good practice. Without good-quality and realistic business cases, particularly at the initial approval stage, key performance information on aims, cost, time, scope and risk may not be clearly defined. This may make it more difficult to hold decision-makers to account if problems arise on a project.

Source: [Major capital investment in councils \(PDF\)](#) Accounts Commission, March 2013

69. HM Treasury and the Improvement Service make reference to three types of business case:

- The preliminary or initial business case, which establishes the case for change and defines the strategic objectives of the options appraisal work.
- The outline business case, which sets out the options being considered, draws together the main findings of the appraisal and recommends a preferred option.
- The full business case will follow the selection of the preferred option and may lead to the selection of a preferred provider or procurement of a service.

Good governance arrangements underpin good decisions

70. For an options appraisal process to be effective there needs to be strong governance arrangements in place. Any significant decision arising from an options appraisal is likely to be made within the council's existing governance arrangements, through its committees and full council.

What do auditors say?



Good Practice – managing capital programmes (options appraisal)

Put a clear and effective governance structure in place and ensure responsibilities are clearly defined, allocated and understood. The structure should provide scope for constructive challenge and effective scrutiny at all stages of the programme.

Source: [Major capital investment in councils \(PDF\)](#) Accounts Commission, March 2013

71. It is good practice to set out a clear reporting framework at the start of an options appraisal. Regular reporting on progress should be built into the process, so that senior officers and elected members are kept informed.

72. Reports should be clear and contain the most relevant information. They should be detailed enough, but avoid being unnecessarily long and overly complicated, as this risks diluting important messages. Reports should also avoid using technical jargon.

73. When considering difficult and potentially controversial options, it is important that the decision-making process is – *and is seen to be* – robust. The decisions must be open to public scrutiny, although there will be stages in the process where some information is managed carefully to respect commercial confidentiality.

Implementing the chosen option and monitoring performance

74. Councils need to monitor the implementation of the decision and what difference this is making to services. The 1999 Accounts Commission report [Better together? Making improvements by reconfiguring services \(PDF\)](#) highlighted the key factors to consider when implementing a chosen option. These factors are just as relevant today and focus on people, planning and performance ([Exhibit 7, page 27](#)).

75. The Scottish Government 'Making choices' guidance highlights that 'implementation must be properly managed and planned so the benefits of the proposed option can be achieved. Authorities should have a clear plan for implementing the changes proposed, with clear milestones for the completion of key stages.' This involves the careful consideration of transition arrangements including communicating with service users, resource management (budgets, staff and assets) and performance monitoring.

Exhibit 7

Success factors for implementing a decision

Attention needs to be paid to people, planning and performance management to implement change successfully.

<p style="text-align: center;">People</p> 	<p>Who will manage the project?</p> <p>Who else needs to be involved in running the project?</p> <p>Is a project sponsor needed - a councillor and/or member of the management team?</p> <p>Who will be affected by the change?</p> <p>How will we communicate with them?</p> <p>What training will be required?</p>
<p style="text-align: center;">Planning</p> 	<p>What budget approvals are required?</p> <p>What is the timetable for the work?</p> <p>What are the milestones?</p> <p>What needs to happen, and when, to meet the milestones?</p>
<p style="text-align: center;">Performance</p> 	<p>What are the objectives of change?</p> <p>What are the performance targets?</p> <p>What monitoring arrangements are there?</p> <p>What are the reporting arrangements?</p>

Source: [Better together? Making improvements by reconfiguring services \(PDF\)](#)  Accounts Commission, May 1999

76. Where a council has chosen to go into partnership or externalise a service it is important that this is supported by an appropriate contract or service level agreement (SLA). This should set out the services to be provided, the level of service required and the standards to be maintained throughout the duration of the agreement. The performance of the service provider should be monitored on a regular basis to ensure compliance with these conditions. Service level agreements should include:

- defined objectives
- roles and responsibilities (for both the council and the service provider)
- clear performance targets
- clear monitoring arrangements (including what information is to be supplied and when)
- escalation arrangements (which may be required if the service provider is not meeting the requirements of the agreement).

What do auditors say?



...the council remains accountable for the funds used to deliver public services, regardless of the means by which the service is delivered. Consequently, it is important for the council to be able to 'follow the public pound' to the point where it is spent. This requires well-thought-through governance arrangements from the outset and action to ensure those arrangements are applied effectively in practice.

Source: [Arm's-length external organisations \(ALEOs\): are you getting it right? \(PDF\)](#) Accounts Commission June 2011

Reviewing the process can help decisions in the future

77. In addition to monitoring the effectiveness of the new service delivery arrangements, councils should also review the options appraisal process itself. It should consider:

- How effective was the options appraisal process in delivering the stated objectives?
- Was the appraisal process itself delivered on time and on budget?
- What lessons have been learned which should inform future options appraisals?










Further work

78. This report is intended as the first of two reports on options appraisal. A further report will include a study of existing practice in councils in how they undertake options appraisals.

Want to know more?

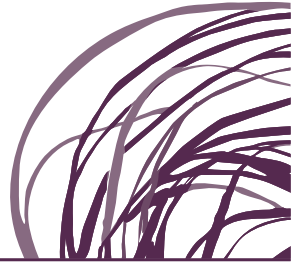


There is a wide range of guidance material available on options appraisal. Some of this is general in nature and some is more specific to particular circumstances or projects.

-  [*The Local Government in Scotland Act 2003: Best Value guidance \(PDF\)*](#), Scottish Government, 2003, Chapter 5
-  [*Best Value – Making Choices, Volume One: A Manager's Guide to the Strategic Framework for Best Value, Procurement and Competitiveness \(PDF\)*](#), Scottish Government, 2001
-  [*Best Value – Making Choices, Volume Two: A Practice Guide to Best Value, Procurement and Competitiveness \(PDF\)*](#), Scottish Government, 2001
-  [*Better together? Making improvements by reconfiguring services \(PDF\)*](#), Accounts Commission, 1999
-  [*The Green Book – Appraisal and Evaluation in Central Government \(PDF\)*](#), HM Treasury, 2003
-  [*Options appraisal: Making informed decisions in Government \(PDF\)*](#), NAO, 2011
-  [*Scottish Transport Appraisal Guidance – Best practice transport appraisal guidance*](#), Transport Scotland, 2008
-  [*Building Our Future: Scotland's School Estate \(PDF\)*](#), Scottish Government, 2004
-  [*Healthy Competition: How councils can use competition and contestability to improve services \(PDF\)*](#), Audit Commission, 2007
- *Capital Planning and Options appraisal – A best practice guide for councils*, CIPFA Local Government Directors of Finance, 2006
 - *Options Appraisal: A Practical Guide for Public Service Organisations*, CIPFA, 2011

Appendix 1

What an effective council looks like

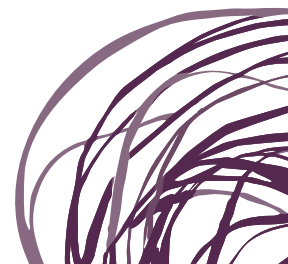


An effective council will:

- Consider a wide range of options for services:
 - what services it wants to deliver
 - how services are delivered (in-house, in partnership, by others).
- Have a robust process in place to:
 - define the objectives of any options appraisal process
 - identify options
 - analyse the options.
- Make clear and transparent decisions based on good-quality information.
- Implement the decision it has taken effectively.
- Have robust performance management arrangements in place to monitor service performance (regardless of whether the service is being delivered in-house, in partnership, or by another service provider).
- Review the effectiveness of its decision – to check that objectives are being delivered.

Appendix 2




Questions for councillors
























References found within the councillor part of the report.



References to more detailed information which can be found elsewhere in the report.

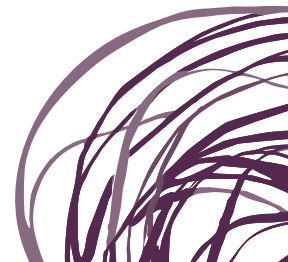
Reference	Questions for councillors	Yes/No	Action
On the options for delivering services			
 Key messages 2-3	Are there any restrictions, for example legal or financial, to providing this service in a different way?		
 Paragraphs 18 and 23	Am I considering all of the options on how services might be delivered?		
 Paragraphs 50-52 and Exhibit 3	<ul style="list-style-type: none"> • Does the current service provider: <ul style="list-style-type: none"> – deliver economy, efficiency and effectiveness? – have the capacity and capability to sustain good performance? – generate sufficient funds or make the required savings? • Does the service directly contribute to the council's objectives? • Am I clear about what the full range of alternatives are for providing this service? <ul style="list-style-type: none"> – Are there alternative providers for the service? • Is the risk of failure so high that risks are better managed in-house? • Are the potential benefits of other options outweighed by the costs of implementation? • Are there opportunities to: <ul style="list-style-type: none"> – develop an effective 'mixed economy' of approaches for achieving the council's objectives? – share the risks and benefits with partner organisations? 		

Reference	Questions for councillors	Yes/No	Action
On the options for delivering services (continued)			
 Paragraphs 18 and 23  Paragraphs 50-52 and Exhibit 3	<ul style="list-style-type: none"> • Would the service benefit from: <ul style="list-style-type: none"> – economies of scope (by providing a more specialised service)? – economies of scale (by being bigger)? – innovation and investment? – increased productivity? – access to investment? – an opportunity to stimulate or influence market development? • Is there a demand for the service? 		
On the options appraisal process			
 Paragraph 23  Paragraphs 42-43	Am I clear about what the options appraisal is trying to achieve?		
 Exhibit 2	Does my council have a robust process in place to help me decide on the options?		
 Paragraph 43  Paragraph 42  Paragraphs 39-41  Paragraphs 70-73  Paragraphs 48-49	<p>At the start of the process:</p> <ul style="list-style-type: none"> • Have we set clear objectives? • Am I clear about why we are considering the options? • Are those objectives consistent with the council's strategic objectives and policies? • Have we set out clear roles and responsibilities? • Have we agreed a clear plan which identifies what decisions need to be made and by whom? • Have we identified the key stakeholders who need to be consulted? 		
 Exhibit 2	<p>During the process:</p> <ul style="list-style-type: none"> • Am I getting regular updates on progress? • Am I involved at the appropriate decision points? • Is the process progressing to plan? 		
 Paragraph 27	<ul style="list-style-type: none"> • Am I getting the support I need from officers? 		

Reference	Questions for councillors	Yes/No	Action
On making sound decisions			
 Paragraphs 44-47	Am I getting the information I need to make the decision?		
 Paragraphs 57-58	<ul style="list-style-type: none"> • On the performance implications? 		
 Paragraphs 59-60	<ul style="list-style-type: none"> • On the financial implications? 		
 Paragraphs 61-63	<ul style="list-style-type: none"> • On the risks? 		
 Paragraphs 67-68	<ul style="list-style-type: none"> • Is there a clear business case? 		
 Paragraph 43	<ul style="list-style-type: none"> • Is the decision consistent with the council's strategic objectives? 		
 Paragraphs 48-49	<ul style="list-style-type: none"> • Have stakeholders contributed to the options appraisal process and what are their views? 		
 Paragraph 31	<ul style="list-style-type: none"> • Am I clear about how I balance my personal and political views with my statutory duty of Best Value? 		
On implementing the decision			
 Paragraphs 74-76	<p>Am I getting the information I need to be assured that:</p> <ul style="list-style-type: none"> • the decision is being implemented effectively? • it is having the desired effect? 		

Appendix 3






Questions for officers







References found within the councillor part of the report.



References to more detailed information which can be found elsewhere in the report.

Reference	Questions for officers	Yes/No	Action
Defining the objectives			
 Paragraphs 42-43	<ul style="list-style-type: none"> • Are the main reasons/drivers for considering other delivery arrangements clear? <ul style="list-style-type: none"> – performance – financial – risk – strategic priorities. • Am I clear about how the options relate to the council's corporate priorities? 		
Agreeing the process			
 Paragraph 21	<ul style="list-style-type: none"> • Have the elected members approved a robust options appraisal process? 		
 Paragraphs 39-41	<ul style="list-style-type: none"> • Is everyone aware of the roles and their responsibilities in the options appraisal framework being used? • Have I developed a clear plan for the process and identified: <ul style="list-style-type: none"> – timescales? – resource implications? – roles and responsibilities? – skills and expertise? – governance arrangements? 		
Identifying and filtering options			
 Paragraph 18	<ul style="list-style-type: none"> • Am I confident that I am identifying the full range of options? <ul style="list-style-type: none"> – Do I know how similar services are delivered by other councils in Scotland and in the UK? – Do I know how similar services are delivered in the private sector? 		
 Paragraphs 42-52			

Reference	Questions for officers	Yes/No	Action
Identifying and filtering options (continued)			
 Paragraph 18  Paragraphs 42-52	<ul style="list-style-type: none"> • Am I clear about the relative merits of the options? <ul style="list-style-type: none"> – 'Strategic fit' with the council's policy objectives – Impact on the quality of service for the customer – Financial implications (both costs and savings) – Legal implications – Risk assessment – Impact on other council services. 		
Assessing and analysing options			
 Paragraphs 53-69	<ul style="list-style-type: none"> • For the 'shortlist' of options have I considered: <ul style="list-style-type: none"> – all of the current and future costs and benefits? – legal and financial implications? – risks? – practical implications of delivering the option? • Is there a robust process in place to help members take the decisions? • Have I clearly presented all of the information members will need to make the decision? <ul style="list-style-type: none"> – On current and projected costs, performance and risks – Business case(s) including assumptions. 		
Implementing the option			
 Paragraphs 74-77	<ul style="list-style-type: none"> • Have I developed a clear action plan to implement the decision? <ul style="list-style-type: none"> – Timetable – Resources – Managing the risks. • Have I ensured that there are robust arrangements in place to monitor and report performance, regardless of the option chosen? <ul style="list-style-type: none"> – Contract – Service level agreement – Performance and financial reporting – Escalation arrangements if things go wrong. • Have I carried out a 'lessons learned review' to inform future options appraisals? 		

Options appraisal: are you getting it right?

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Audit Scotland, 110 George Street, Edinburgh EH2 4LH
T: 0845 146 1010 E: info@audit-scotland.gov.uk
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Report To: Policy & Resources Committee **Date:** 20 May 2014

Report By: Acting Corporate Director Environment, Regeneration & Resources **Report No:** 2014/P&R/07/AP

Contact Officer: Alan Puckrin **Contact No:** 01475 712764

Subject: Overview of Local Government in Scotland 2014 – report by the Accounts Commission

1.0 PURPOSE

- 1.1 The purpose of this report is to highlight to Committee the key recommendations from the recent Accounts Commission report – ‘An Overview of Local Government in Scotland 2014’ and to seek Committee approval for actions identified by officers.

2.0 SUMMARY

- 2.1 The Accounts Commission produces an annual overview of local government finances which is published at the end of March each year. These reports provide a high level independent view on the progress councils are making in managing their finances and achieving best value and help identify priorities for the year ahead.
- 2.2 Whilst there are no surprises in the key issues identified by the Accounts Commission it is a helpful document which poses questions to both councillors and officers. The Corporate Management Team have reviewed the key priorities identified on page 8 of the report and have provided further information within section 5 of this paper.
- 2.3 In addition, Appendix 2 of the Accounts Commission report poses questions for Members to consider and Committee is asked to highlight any further actions it would wish officers to progress during the next 12 months in addition to those identified in the attached Action Plan.
- 2.4 It is proposed that the progress in delivering the identified actions be tracked through the Audit Committee each Committee cycle.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee consider the Corporate Management Team's updates in respect of key priorities for councillors in 2014 detailed within section 5 of this report and thereafter either approve the Action Plan identified in Appendix 2 or recommend changes.
- 3.2 It is recommended that the Committee agree that progress in respect of this Action Plan be reported to the Audit Committee as part of the audit actions update each cycle.

Alan Puckrin
Acting Corporate Director Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 Every year the Accounts Commission produces an overview of Local Government in Scotland which is usually issued by the end of March.
- 4.2 The Overview provides a high level independent view on councils' progress in managing their finances and achieving best value.
- 4.3 The report also looks ahead to the challenges over the next 12 months and beyond and as such it is a useful document against which the Council should evaluate its performance.

5.0 CURRENT POSITION

- 5.1 Within the Accounts Commission document there is a list of key priorities for councillors in 2014. These are shown in summary form on page 8 of Appendix 1.
- 5.2 The Corporate Management Team have reviewed each of the actions identified and would provide the following commentary in respect of the 10 actions listed.

- 5.3 Understanding the changing context and the crucial role of councillors:

- (a) Maintaining a clear understanding of the financial position
The Council has an established medium-term financial strategy which is reviewed 6-monthly added to which the Policy & Resources Committee receive finance updates each cycle.
- (b) Understanding the public reform agenda, including the impact of welfare reform
Members receive updates in respect of Welfare Reform at each Policy & Resources Committee and this is supplemented by specific all member briefings.
- (c) Preparing for changes in health and social care
Existing CHCP arrangements in Inverclyde are substantially in line with the requirements of the Public Bodies (Joint Working) Scotland Bill 2013. From April 2014 the existing CHCP Sub-Committee will transition to the shadow Health and Social Care Partnership with little change to existing governance, strategic planning or operational Management. The implications of regulations due to be published in the summer months will be reported through CHCP Sub-Committee and the Council.
- (d) Keeping up to date through training and development
A member training plan is produced every two years and reviewed in consultation with members and officers. In addition, members can apply to attend conferences / courses where this will assist them in discharging their duties.
- (e) Meeting user demands and financial challenges
Within the Financial Strategy the short, medium and long term financial pressures are identified. These are reflected in the relevant CDIPs and subject to detailed reports to the relevant Committee prior to consideration as part of the budget process.
- (f) Appraising the options for delivering services and charging for services
Specific reports on both these matters have been presented to Committee in recent times with charging forming a workstream as part of 2015/2018 Revenue Budget.
- (g) Requiring good quality cost and performance information for decisions and scrutiny
Members receive a variety of performance information through Service Committees generated by CDIP, SOLACE Benchmarking or specific reports. It is acknowledged that improvements could be made to increase consistency and transparency of some of the information.
Good decision-making requires good quality information on costs and performance and rigorous options appraisal.

- (h) Making better use of benchmarking to support service improvement and public reporting
Members receive performance information through service committees, this to be further developed alongside the SOLACE benchmarking framework and will be supported by training and briefings for elected members.
- (i) Providing strong leadership and governance to support change
The CMT and Councillors from all political groups agree on the overall priorities for the area and are committed to improving outcomes. Members are provided with robust performance management information and All Member Briefing Sessions have been introduced to assist them in their scrutiny role. Strong leadership and governance have led to change and new ways of working and delivering services, for example, the Port Glasgow Community Campus.
- (j) Maintaining good professional working relationships and providing strong political leadership
Good working relationships exist between Councillors and officers and this can be partly attributed to well embedded political management arrangements. This has led to stream lined decision making, improved scrutiny and has supported progress towards achieving the outcomes in the SOA.
- (k) Getting assurance that governance is sound, including where arm's length external organisations (ALEO's) are in place
The Council has a well established process for monitoring Governance of ALEOs and major commissioning partners. An annual summary report is presented to the Policy & Resources Committee with detailed updates being presented to the Service Committees.
- (l) Providing strong leadership of CPPs and working with partners to make the best use of overall public resources available in the area
The Council won a COSLA Excellence Award in 2013 for "Nurturing Inverclyde", an innovative approach used to plan and deliver all services across the Council and CPP. Inverclyde's SOA and performance management arrangements have been commended by the Scottish Government and held up as best practice to other CPPs. Joint resourcing is being progressed by the SOA Programme Board.

5.4 Based on the Corporate Management Team assessment of the Council's progress against each of the actions an action plan has been developed and is shown in Appendix 2. Committee are asked to either approve the Action Plan or recommend further changes for officers to incorporate and thereafter report to the Audit Committee.

5.5 In addition, Appendix 2 of the Accounts Commission report provides a checklist for Committee to consider. It is recommended that Committee use this appendix when considering the appropriateness of the CMT Action Plan.

6.0 IMPLICATIONS

Finance

6.1 There are no specific financial implications arising from this report, however, it should be noted that a further report from the Accounts Commission is due to be issued in the summer of 2014 which will provide guidance for councillors to assist in the consideration of future years budgets.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

6.2 There are no specific legal implications arising from this report.

Human Resources

6.3 There are no specific HR implications arising from this report.

Equalities

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

Repopulation

6.5 Providing a sound financial base for the Council and being able to demonstrate that the Council utilises its resources in a way that demonstrates best value, will increase confidence in the area and encourage individuals to stay or move into Inverclyde.

7.0 CONSULTATIONS

7.1 This report has been produced in consultation with the Corporate Management Team, the Head of Finance, the Head of Legal & Property Services and the Head of OD, HR & Communications.

8.0 CONCLUSIONS

8.1 The Corporate Management Team conclude that the Council is well positioned to meet the challenges identified by the Accounts Commission in this report and has already made good progress in respect of many of the key areas such as welfare reform, health and social care reform, financial planning and governance of ALEOs. It is acknowledged that further work is required in respect of working with community planning partners to make the best use of overall public resources and to improve the quality of cost and performance information to enable Members to fully discharge their decision making and scrutiny duties.

9.0 BACKGROUND PAPERS

9.1 None.

An overview of local government in Scotland 2014



 ACCOUNTS COMMISSION

Prepared by Audit Scotland
March 2014



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.

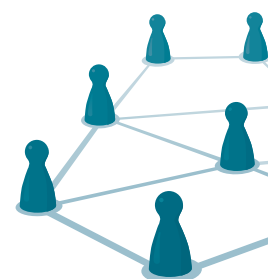
Our work includes:

- 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 

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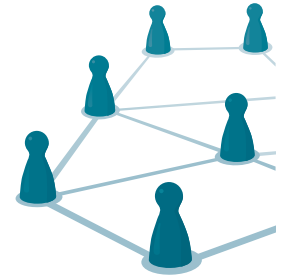
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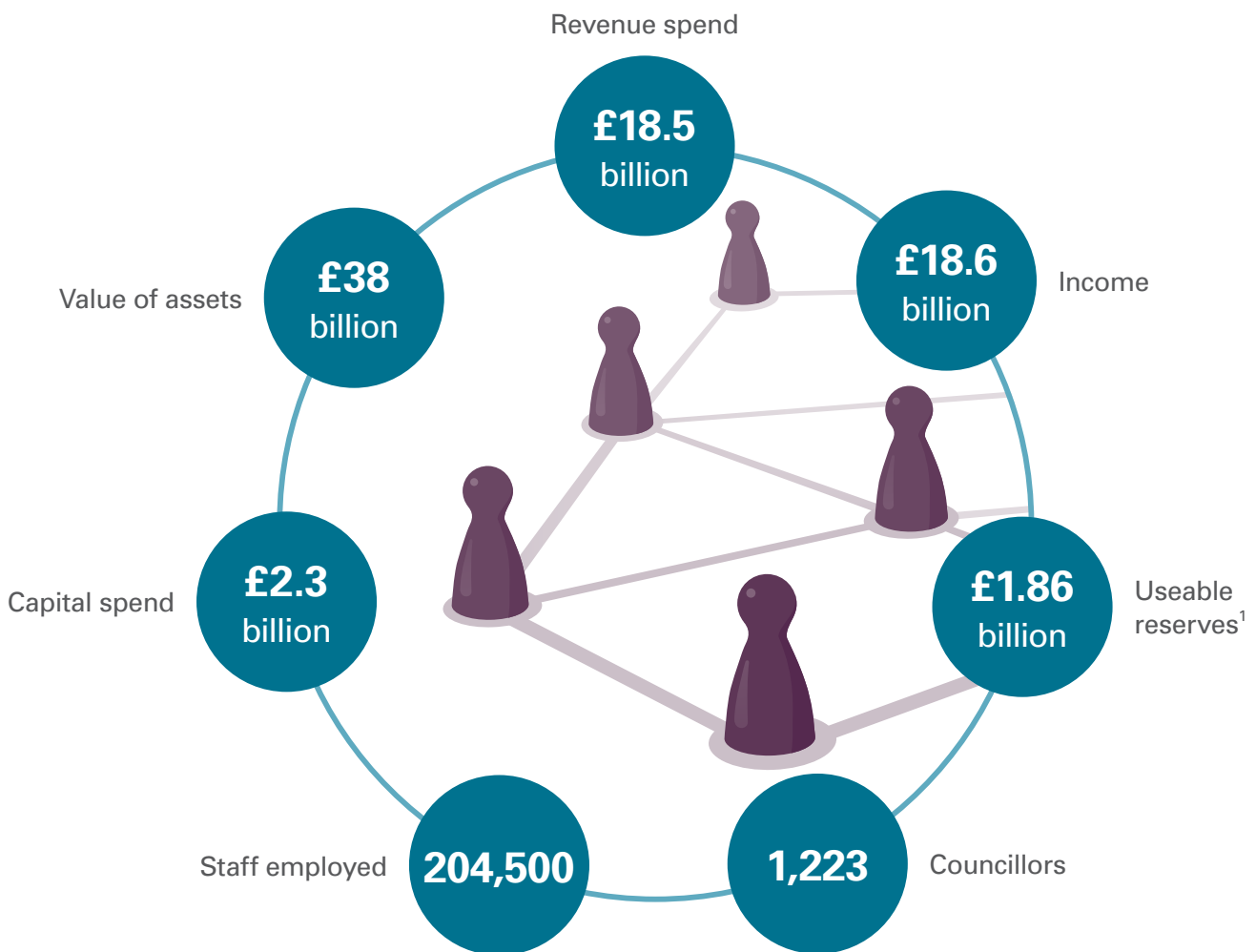
Exhibit data

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

Summary



Key facts



Note: 1. Excludes Orkney and Shetland Islands councils which hold large reserves and balances arising mainly from harbour and oil-related activities.

Chair's introduction

1. Scotland's 32 councils provide vital public services from the cradle to the grave. Delivered directly or in partnership with others, these services involve substantial resources. In 2013 councils spent nearly £21 billion, employed 204,500 staff and used buildings and other assets with a value of around £38 billion. Councils face reducing budgets and increasing demand. Finances remain tight and councils anticipate further budget reductions. To date they have balanced budgets mainly by reducing staff numbers but this alone is not sustainable in the longer term. Increasing numbers of older people, who typically need more public services – notably health and social care, as well as the public's rising expectations of service quality are among a range of factors contributing to increased demands on services.

2. Thus councils face increasingly difficult choices. To help make these decisions they need to make better and consistent use of options appraisal so that they can deliver the best possible value-for-money services to their communities. Councils need to ask the question, 'What works best and can we prove it?' The Commission recognises that options appraisal is challenging for councils, councillors, managers and staff. Loyalties run deep in councils, strong political beliefs are held and balancing competing interests is always difficult but the duty of Best Value – making best use of public resources – must always be paramount. Potential cuts require rigorous appraisal of alternatives so that decisions are transparent and based on solid information. Over and above these internal challenges, councils are having to deal with the impact of welfare reform, to plan with their partners for changes in health and social care and to deepen and strengthen the effectiveness of community planning.

3. In this complexity of change, the foundation stones of good governance and accountability remain constant. A fundamental principle of good governance is councillors and officers operating in clearly defined and understood roles. The role of the councillor can best be described as being at the start and the end of the process; at the start deciding policy, and at the end holding officers to account for their performance in implementing the policy. The part in the middle, the management of the council, is the responsibility of officers. Our audits have consistently shown that where roles are clear and respected and where Best Value is at the heart of its business, a council will be best placed to meet the challenges of 2014 and beyond. In contrast, bad governance is debilitating, time-consuming and expensive.

4. Strong political and managerial leadership is also more important than ever. While political coalitions have worked well in recent years there is evidence of heightened tensions in council chambers. Of course there will always be different views and approaches across political parties; that is the essence of local democracy. However, the Commission has expressed its consistent view that it is unacceptable if political tensions become so extreme that they compromise a council's ability to ensure effective leadership, demonstrate good governance and, as a result, weaken the public's trust and confidence in the integrity of the council and its councillors to conduct public business.

5. The Commission's messages and recommendations are not new; they reflect recommendations and messages in previous overview reports. The fact they are similar serves to underline their continuing relevance and importance.

Douglas Sinclair
Chair of the Accounts Commission

About the report

6. The Accounts Commission's overview report is based on the local government audit work in 2013. We use this to provide a high-level, independent view on the progress councils are making in managing their finances and in achieving Best Value, and to help councillors identify priorities in 2014.

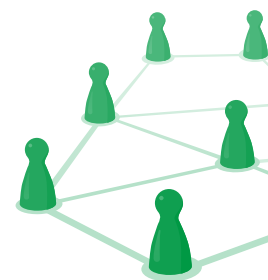
7. The report focuses on what more needs to be done. First, we set out the context for local government and the key role of councillors within that. We then consider what more councillors need to know about current services and the options for providing services. We conclude by focusing on key elements needed to deliver Best Value, ie leadership and governance, and how more can be achieved through partnership working.

8. The report is supported by two appendices:

- [Appendix 1](#) summarises how councils used resources in 2013.
- [Appendix 2](#) contains a checklist and links to other material which is available to support improvement in 2014.

9. The report is primarily for councillors, as a source of information to support them in their role. However, councillors will need to work closely with officers to identify the position in their councils and to address the priorities we identify. We also expect councils to discuss the report with their community planning partners.

Key messages



- 1** Councillors need to maintain a good understanding of the rapidly changing economic, social and political context. Demands on services and resources continue to increase and need to be managed alongside public service reforms, including changes in the welfare system and in health and social care.
 - 2** Achieving Best Value requires good information about the cost and performance of current services and robust analysis of the options and the related risks associated with alternative ways of delivering services.
 - 3** Governance is more important than ever. Councillors need to scrutinise reports from officers on the financial position and service performance: get the right information; ask the right questions; and ensure issues are resolved. They also need to scrutinise reports from auditors and get assurances from officers that weaknesses in financial systems are addressed. Councillors should assure themselves that the officer responsible for the council's finances retains appropriate access and influence within management structures.
 - 4** The total level of reserves has increased but the level of 'free' reserves has fallen, with councils predicting future funding gaps. More work is needed to develop longer-term resource plans that show connections between savings, staff changes and how assets, such as land and buildings, are used to best effect in providing services.
 - 5** Councils are working with their partners to meet the challenges of significant service reforms. Achieving more from Community Planning Partnership (CPP) working requires strong shared leadership, more effective governance and making the most of the combined public sector resources in the area.
 - 6** There is increased evidence of political tensions and instability which is leading to strained working relationships. This comes at a time when decisions on services are becoming increasingly difficult and require strong political and managerial leadership. There will be additional demands on councillors in the run-up to the independence referendum. This will require a balance between their council responsibilities and their wider political activities.
-

Key recommendations

Councils continue to face significant challenges. They need to review how services are currently delivered and consider options as to how services might be delivered in future. They also need to increase the focus on partnership working and longer-term resource planning. Councils that place Best Value at the heart of all they do are best placed to deal with the challenges in 2014 and beyond.

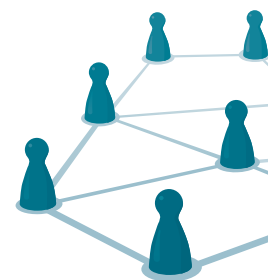
Key priorities for councillors in 2014

- **Understanding the changing context and the crucial role of councillors**
 - Maintaining a clear understanding of the financial position.
 - Understanding the public reform agenda, including the impact of welfare reform.
 - Preparing for changes in health and social care.
 - Keeping up to date through training and development.

 - **Meeting user demands and the financial challenges**
 - Appraising the options for delivering services and charging for services.
 - Requiring good-quality cost and performance information for decisions and scrutiny.
 - Making better use of benchmarking to support service improvement and public reporting.

 - **Providing strong leadership and governance to support change**
 - Maintaining good professional working relationships and providing strong political leadership.
 - Getting assurance that governance is sound, including where arm's-length external organisations (ALEOs) are in place.
 - Providing stronger leadership of CPPs and working with partners to make the best use of the overall public resources available in the area.
-

Priorities in 2014



Understanding the changing context and the crucial role of councillors

10. Councils are continuing to operate in challenging financial circumstances and against a backdrop of increasing expectations and demands on services. To achieve success for their local communities, councillors need to maintain a good understanding of the rapidly changing economic, social and political context within which their council operates.

11. In this section of the report we set out the context for services in 2014 and review the councillor's role, which is crucial to success.

There are continuing pressures on finances and services

12. Pressures on resources in local government are not new. Councils, as with other parts of the public sector, have always faced difficult choices in allocating limited money, staff and other assets such as buildings across competing priorities. However, against a backdrop of savings and staff reductions to date, these decisions are increasingly difficult.

13. Local government's share of the Scottish budget has remained fairly constant but, for revenue funding, translates to a real terms reduction, ie after factoring in the effects of inflation. The funding settlement to councils for 2014/15 is £10.6 billion, an increase of about 2.9 per cent in cash terms or 0.8 per cent in real terms. Revenue funding has remained constant at £9.8 billion which represents a decrease of 1.2 per cent in real terms. Capital funding has increased to £0.8 billion in 2014/15, an increase of 40 per cent in cash terms or 37.1 per cent in real terms. The majority of this increase is due to the reprofiling of capital funding which resulted in £120 million moving from 2012/13 to 2014/15 and £100 million moving from 2013/14 to 2015/16.

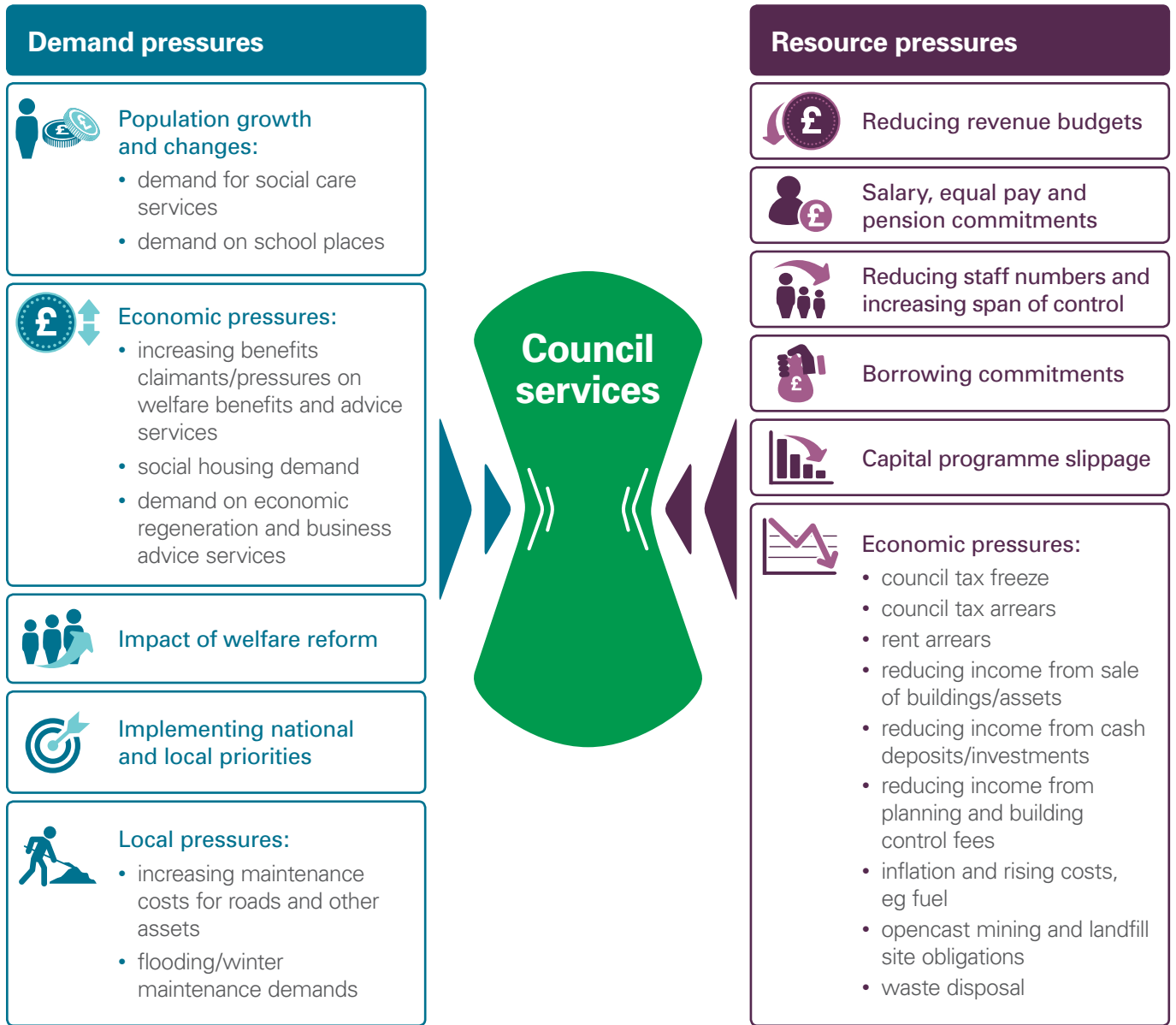
14. Key information about council finances is included in [Appendix 1 \(page 33\)](#). This shows that spending on services is around £21 billion, ie £18.5 billion on the day to day business of providing services and £2.3 billion on buildings and other assets used to provide services over time. The day-to-day costs are matched broadly by income from government grants, council tax, charges for services and the application of reserves. Upward pressures on the costs involved in providing services, including energy costs, waste disposal and maintenance, are continuing and need to be managed alongside increasing expectations and demands for services [Exhibit 1 \(page 10\)](#).

15. The public sector faces significant challenges in reshaping care for older people. This involves changing the way services are delivered while continuing to meet current need. People are living longer with more complex care needs and

the councillor role is crucial in meeting the challenges in 2014 and beyond

Exhibit 1

Demand and resource pressures in 2014 and beyond



this has implications for councils and other organisations that provide services for older people. Our report [Reshaping care for older people \(PDF\)](#) found that the programme has brought together the different bodies involved in these services, which cost £4.5 billion a year. These organisations now need to better target resources at preventing or delaying illness and at helping people to keep living at home.

16. There are also substantial pressures within individual services. In housing, for example, councils have a long-standing role and wide-ranging responsibilities, including specific legal requirements to tackle sub-standard housing and homelessness. Our report [Housing in Scotland \(PDF\)](#) highlighted significant challenges from population and policy changes in the next few years. For example, the ageing population is likely to increase demand for supported living, the number of single-person households is set to rise and welfare reform will further increase pressures on housing services.

17. Dealing with equal pay claims and the associated costs remains a significant issue. Councils continue to settle equal pay claims and make provision for those cases not yet settled. Cumulatively, councils had paid out £507 million by March 2013, including payments of over £32 million in 2012/13. A further £73.2 million is set aside to meet expected future amounts. In addition, around two-thirds of councils anticipate future costs which cannot yet be quantified.

18. The costs of settlements are significant but there are also unquantified workforce resources and associated costs, particularly for legal and human resource departments. It is in councils' interests to resolve these cases as quickly as possible, not least to eliminate the continuing uncertainties this issue presents in terms of their overall financial position.

19. Councils' experience of dealing with equal pay claims has identified the ongoing need to deliver pay equality. The Convention of Scottish Local Authorities (COSLA) has been working with the Society of Personnel Directors in Scotland and unions to review the terms and conditions of service for local government employees. This review will reflect the developing legislative environment and best employment practices. These changes are not anticipated to raise difficult matters for negotiation, but will ensure that the employment schemes are compliant with the latest legal position at European and UK levels.

Public service reform provides challenges and opportunities for new approaches to services

20. Alongside demand and resource pressures in services, councils are at the centre of wider public service reforms introduced by the Scottish Parliament and by the UK Parliament. The Scottish Government's approach is founded on 'four pillars' for change: shifting resources towards prevention; integrated local services through better partnership working; workforce development; and transparent and improving performance.

21. Responding to public service reform is challenging but it can also help councils deal with demand and resource pressures, address inequality and better meet the expectations of people and communities. The increasing emphasis on partnership working and community empowerment, while challenging, also provides opportunities for new approaches to services.

22. Single police and fire and rescue services came into effect in April 2013. This was one of the largest and most complex restructuring reforms in the public sector for many years, involving services with annual expenditure of the order of £1.4 billion.

23. Councils retain an important role in helping to strengthen connections between the police and fire and rescue services and local communities and are responsible for monitoring services in their areas. They are working with their local commanders (police) and local senior officers (fire and rescue) to develop approaches to local scrutiny and engagement, including links to community safety partnerships and CPPs.

24. The Welfare Reform Act 2012 aims to improve work incentives, simplify the benefits system and deliver savings. This is the biggest reform of the UK welfare system for 60 years and has significant implications for households, and for councils and the services they provide.

25. We have been monitoring the position and our survey in 2013 indicated that councils have carried out a significant amount of work to plan for and to mitigate the impact of the reforms. They are working closely with partners such as COSLA, the Scottish Government and the UK's Department for Work and Pensions to deliver the changes. However, uncertainties remain that make it difficult for councils to plan ahead, particularly in relation to the shift from housing benefits to universal credit and the level of support they are expected to provide to customers in future.

26. It will be some time before the full impact of welfare reform is clear. However, surveys by the Scottish Housing Regulator¹ and COSLA² indicate that the removal of the spare room subsidy may be contributing to increasing levels of rent arrears. More widely, a report commissioned by the Scottish Parliament in April 2013 estimated that, when fully implemented, welfare reform will take more than £1.6 billion out of the Scottish economy each year. Councils with higher levels of deprivation are likely to be hardest hit and, over time, the reforms could have a substantial impact on local economies.

27. The integration of health and social care services affects major parts of the public services and, potentially, represent the biggest change in local government since reorganisation in 1996. The aim is to improve the quality and consistency of care for adults, and to shift resources away from institutional to community care.

28. Councils are at various stages in preparing for health and social care integration. We support the principle that public services should be designed around the needs of the service user, and that public bodies should seek to overcome the organisational barriers that get in the way of delivering seamless integrated health and social care. It is essential that services are able to work well together to respond to needs while making the best use of existing resources and delivering high-quality services. We have highlighted in several reports the need for barriers to partnership working to be addressed and the importance of a joint vision and clear priorities for the use of shared resources.

29. Looking further ahead, the Scottish Government has brought forward proposals in the Community Empowerment Bill.³ These highlight the important role that communities can play in participating in new models of service delivery and developing models of 'co-production' that draw upon the knowledge, skills and experience of local people in ways that maximise the impact and value of public assets, eg people, buildings and local knowledge. This may lead to changes in the relationship between councils and communities.

30. We provided a response to the Bill covering areas such as common good, community planning, scrutiny and the possible accounting implications of the transfer of assets to communities. Our response reflects on our experience in the scrutiny of community planning and of our responsibilities in holding councils to account and encouraging improvement. We welcome the increased emphasis for CPPs on delivering outcomes and the opportunity for clarity on responsibilities, accountability and governance.

Councillors have a complex and demanding role, which is crucial to the success of their councils

31. Councillors represent their constituents, provide leadership and direction and scrutinise service performance and how resources are used. The effectiveness of councillors has a strong bearing on the achievement of Best Value and the overall success of councils.

32. As we state in our 'how councils work' report [Roles and working relationships: are you getting it right? \(PDF\)](#)  this is a complex and demanding role, made more so in the current context where reduced budgets mean that choices and decisions are more difficult. Councillors are involved at the start of the process (getting views from people and communities and setting policies) and at the end (holding officers to account for the implementation of policies and keeping people and communities informed about services changes and performance), [Exhibit 2 \(page 14\)](#). The part in the middle, the management of services, is the responsibility of council officers.

33. The political context in 2014 is particularly challenging with local, national and international interest in the referendum on Scottish independence. This is likely to mean additional demands on councillors, requiring a careful balance between their crucial role in councils and their political interest in the referendum.

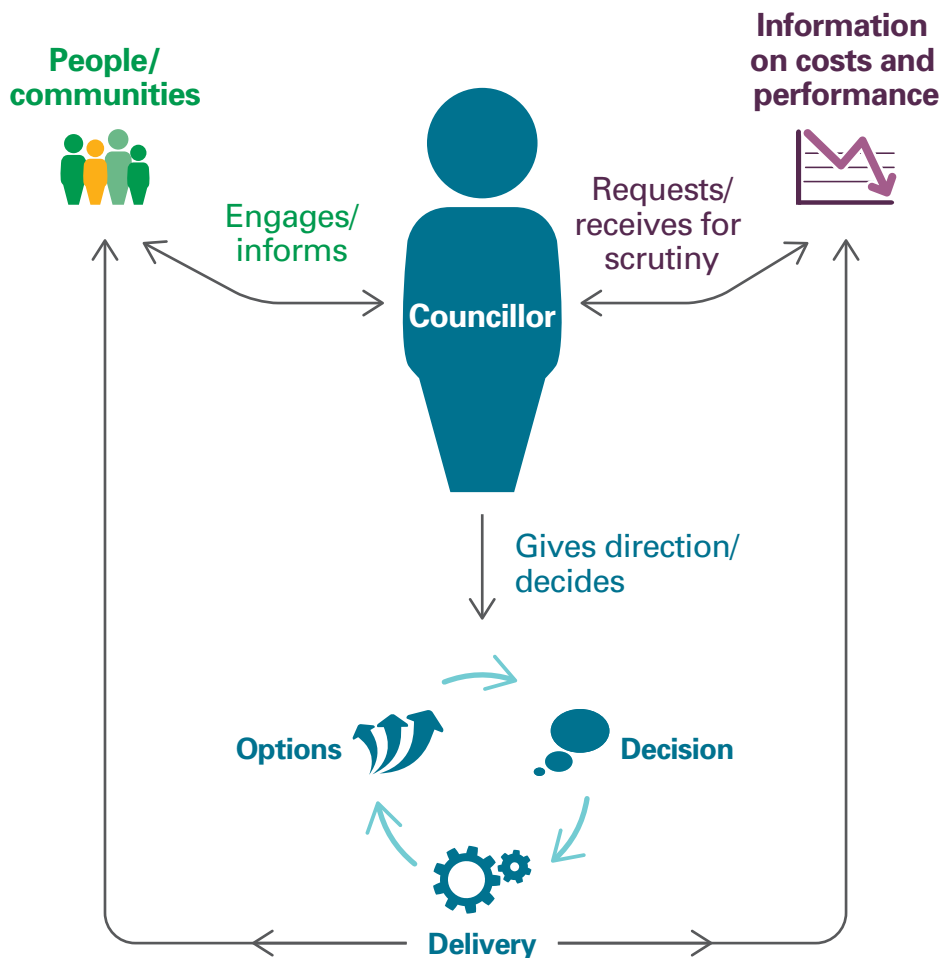
34. Whatever the outcome of the independence referendum, further discussions are likely on local services, governance and accountability. In October 2013, COSLA established a commission on Strengthening Local Democracy to consider how local democracy and accountability might be improved and to provide advice on what is needed for that to happen. Discussions are also ongoing on the the joint initiative 'Our Islands Our Future' which seeks greater powers for the islands councils. More recently the Scottish Parliament's Local government and Regeneration Committee launched an inquiry into the flexibility and autonomy of local government.

35. In this quickly changing context it is more important than ever that councillors are supported in their role. We are of the firm view that effective democratic decision-making can only take place when councillors have the right skills, information and support to carry out their roles. It is essential that officers provide councillors with sufficient, well-researched and presented information to enable them to carry out this role. Other key requirements are awareness and understanding of governance processes; our audits confirm that there is a continuing demand and need for more training and development.

36. There is already a wide range of material and resources available to councillors. For example, the Continuous Professional Development (CPD) framework established by the Improvement Service in consultation with local government provides professional and personal development opportunities in a wide range of important skills.

Exhibit 2

The councillor role



Source: Audit Scotland

37. However, the onus is on councillors to ensure that they regularly review personal development plans and discuss training needs. A recent Improvement Service survey of councillors showed that, of those who responded, around 80 per cent said that local induction programmes addressed their needs.⁴ Around two-thirds felt that they had been given adequate training to carry out their scrutiny role effectively. This is encouraging but also suggests that there is still a long way to go before all councillors have the support they feel they need.

Summary and points for action in 2014

- Maintaining a clear understanding of the financial position.
- Understanding the public reform agenda, including the impact of welfare reform.
- Preparing for changes in health and social care.
- Keeping up to date through training and development.

Meeting user demands and the financial challenges

38. Councils need to consider options to decide which services best meet the needs of the people and communities they serve. In so doing, they must comply with their statutory duty to provide Best Value. This requires continuous improvement while maintaining a balance between quality and cost and having regard to value for money, equal opportunities and sustainability.

39. Faced with reducing finance and increasing demands and expectations of services, councils are reviewing the way they deliver services. Pressures are building and councils need to identify innovative and ambitious approaches to services and then make consistent use of options appraisal to decide the way forward. Changes always carry some degree of risk; our expectation is that councils should be risk aware, not risk averse.

40. In this section of the report, we consider what more councillors need to know about current services and about options for future services.

Councillors need good information to support decision-making and accountability, consistent with Best Value responsibilities

41. To scrutinise and assess services, councillors need good information on performance and costs of current service activities. This is crucial information which highlights what is working well and where there may be emerging problems, where improvement may be needed and whether value for money is being achieved.

42. Our 'how councils work' report [Managing performance: Are you getting it right? \(PDF\)](#)  sets out the key aspects of performance management, including the key characteristics for managing performance and improvement. The report emphasises that everyone in the council has a role in managing performance and that, together, council officers and councillors are responsible for ensuring their council meets the Best Value duty.

43. Councils are working to review and refine performance arrangements. However, more needs to be done to ensure the quality of performance information and that there is clear read-across between the information which is collected and councils' objectives, so that progress can be measured. The evidence indicates, in particular, that the priorities in 2014 are to:

- Include more information on costs, outcomes and service users' views.
- Use performance information alongside cost information to assess value for money.
- Identify and prioritise areas for improvement.
- Evaluate the impact of improvement activity, including the impact of self-evaluation using approaches such as the Public Service Improvement Framework (PSIF).

44. Managing performance based on the 'plan-do-review-revise' cycle provides a systematic framework for performance management. Within that, councillors need to focus on the crucial contribution they make in this process [Exhibit 3 \(page 16\)](#). In summary, councillors:

- Need to be clear about what the council is wanting to achieve and how they will monitor and review performance.
- Need to be prepared and equipped to challenge officers on service performance and to ensure that priorities are delivered and that the needs of local communities are being met.
- Can support improvement by showing they are actively interested in performance management and taking action based on what performance information is telling them.

Exhibit 3

Councillors' role in managing performance: the 'plan-do-review-revise' cycle



Source: Audit Scotland

45. As part of their Best Value responsibilities, councils have a duty to report their performance publicly so that local people and other stakeholders know what quality of service is being delivered and what they can expect in the future. Public Performance Reporting (PPR) has significantly improved over the last three years, with improvement across all corporate themes and service areas. However, there is still room for improvement [Exhibit 4 \(page 17\)](#).

46. We are encouraged by developments in local government benchmarking. SOLACE, COSLA and the Improvement Service have been leading work in

Exhibit 4

Public Performance Reporting

Improvements achieved in 2013:

- More information on comparisons over time.
- Improved coverage of the statutory performance indicators.

Improvements required in 2014:

- More narrative and contextual information to help the reader understand the indicators and performance information provided.
- More use of targets, trends, progress with initiatives or actions being taken to address underperformance, to help the reader understand how well the council is performing.

Source: Audit Scotland

this area through the Local Government Benchmarking Framework (LGBF). This provides comparative benchmarking covering all major service areas, with a strong emphasis on costs. Data for 2012/13 was recently released accompanied by an overview⁵ covering broad trends and variations. The benchmarking website has interactive capabilities to extract data sets both on a council basis and for individual indicators, allowing councils to undertake their own detailed analysis.

47. A key element of PPR is comparing performance with other councils. Consistent with the improvements in PPR generally, more councils are including this as part of their reports. However, fewer than half of councils include information showing how they are performing relative to other councils. With the increasing availability and refinement of LGBF data we expect there will be opportunities for greater use of comparisons with other councils in PPR material in 2014 and that this will result in better information for the public.

48. More generally, the LGBF will facilitate comparisons on spend and performance between similar councils so that councils can identify strengths and weaknesses, learn from councils that seem to be doing better and improve their performance. The data covers 60 per cent of the total spend of local government and provides the opportunity for services to use the data to determine why disparities exist between services in different councils and to support change and accountability for service performance.

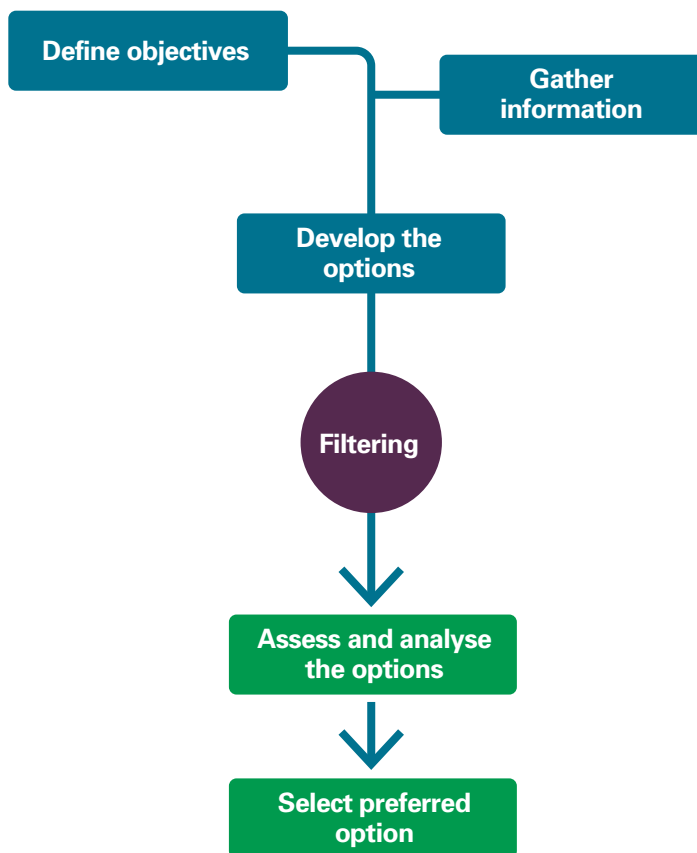
Councils need to consider options for new ways of working and changes in the way services are delivered and paid for

49. Everything councils do has its roots in legislation. Some services are more prescribed in legislation than others, for example collection of council tax and business rates; for other services councils have discretion on the level of service provided. Even for those services where there is some prescription it is normally relatively limited and councils have substantial discretion on how services are delivered and by whom.

50. An options appraisal is all about making well-informed decisions; the basic stages are shown in [Exhibit 5](#). The '*Best Value: Making Choices*'⁶ guidance published by the Scottish Government in 2001 noted that, as with any decision-making tool, options appraisal provides support to the process, it does not provide the answers. The value of decision-making tools is that they take people through the process stage by stage, and assist in making sure that everything relevant is taken into account.


Exhibit 5

Basic stages of options appraisal



Source: *Capital Planning and Option Appraisal – A Best Practice Guide for Councils*, CIPFA Local Government Directors of Finance, October 2006

51. Our expectation is that options appraisal is a standard part of decision-making involving changes in how services are delivered and involving major capital projects. We recently published a further report in the 'how councils work' series, [Options appraisal: Are you getting it right? \(PDF\)](#) .

52. Cost information is important in assessing performance and value for money in existing services over time. Looking at service performance alone is not sufficient - what it costs to provide the services is an important factor in forming overall judgements. Cost information is also crucial in reviewing options for new ways of delivering services. Our 'how councils work' report [Using cost information to improve performance: are you getting it right? \(PDF\)](#)  identified what cost information involves and how it can be used more effectively.

53. In redesigning services, councils need to ensure they are designed around the needs and expectations of the people who use that service. A decision to pursue an alternative method of service delivery can change long-standing arrangements and can have far-reaching consequences for service users, services, systems and staff. Successful engagement with the public and staff can help manage expectations about what can be achieved in the context of reducing budgets.

54. Options for the delivery of council services include the use of arm's-length external organisations (ALEOs). ALEOs offer an alternative to more traditional 'in-house' or contract-based service delivery and usually take the form of companies or trusts. ALEOs provide recognised 'council services', such as leisure services, but they can also deliver commercial operations such as exhibition facilities. While the ALEO takes on responsibility for services, the council remains responsible for both the public money it gives to the ALEO and for the quality of services the ALEO delivers.

55. We have an ongoing interest in ALEOs. With COSLA, we published a *Code of Guidance on Funding External Bodies and Following the Public Pound*⁷ which set out the principles of best practice for councils when establishing funding relationships of this type. While the context has changed since the Code was published in 1996, the principles remain valid [Exhibit 6](#).


Exhibit 6


The 'following the public pound' code principles

The principles of openness, integrity and accountability apply equally to funds or other resources which are transferred to ALEOs. The code sets out six principles that require councils to:

1. have a clear purpose in funding an ALEO
2. set out a suitable financial regime
3. monitor the ALEO's financial and service performance
4. carefully consider representation on the ALEO board
5. establish limits to involvement in the ALEO
6. maintain audit access to support accountability.

Source: Audit Scotland

56. Our 'how councils work' report [Arm's-length external organisations: Are you getting it right? \(PDF\)](#)  pointed out that delivering projects or services through ALEOs is likely to make governance complex but that the same principles of good governance apply. For those councils that have not done so already, the time is right for a systematic review of their involvement in ALEOs and underlying agreements.

57. Our report [The Highland Council: Caithness Heat and Power: Follow-up statutory report \(PDF\)](#)  demonstrated the serious consequences of weak governance in dealings with ALEOs. This case provides useful learning points


for all councils, particularly the need for robust governance and accountability in which roles and responsibilities are clear, particularly those of councillors. We have shared our findings with all councils.

58. Options not only include changing who provides the service; there will be opportunities to simplify, standardise or adjust existing approaches to achieve better value for money, eg by reviewing existing systems for paying for goods and for collecting money.

59. Intelligent purchasing may help public bodies to improve the quality of services they provide and help them to reduce costs. Public bodies need to have well-trained staff and effective systems to provide the procurement capability to achieve good results. While some bodies perform well in these areas others have a significant amount of work to do to demonstrate value for money in procurement. We will shortly publish a report on procurement in local government.

60. We welcome the Scottish Government's proposals to set a new general duty on public bodies to conduct procurement in a transparent and proportionate manner. The requirement on authorities with significant procurement expenditure to produce a procurement strategy and annual procurement reports will support this duty.

61. Also, within existing service arrangements, charges can be a means to sustain and improve services. They can also be used to bring in new sources of income or help a council to improve the services it offers.

62. Our 'how councils work' report [Charging for services: Are you getting it right? \(PDF\)](#)  looked at the contribution charges make to budgets and how charges can influence how people choose to use services ([Exhibit 7, page 21](#)). The report also contains examples of good practice, including understanding costs and getting the views of people who use services, and a guide to managing charges.

63. Our report found councils can make more effective charging decisions when they consult with service users, community planning partners, residents and other stakeholders over proposed charges. Councils need to provide leadership in ensuring that these decisions do not adversely impact on particular groups of people. Equalities-impact assessments should be considered as part of any significant charging decision or service change.

64. We concluded that councils should have clear policies in place for charges and concessions and that they should regularly review charges to ensure that they are appropriate and meet their intended objectives. The report also recognised the important role of councillors in determining charging policies, participating in the design of charges and concessions and understanding the contribution charges make to their council's overall financial position.

Summary and points for action in 2014

- Appraising the options for delivering services and charging for services.
- Requiring good-quality cost and performance information for decisions and scrutiny.
- Making better use of benchmarking to support service improvement and public reporting.

Exhibit 7

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



Providing strong leadership and governance to support change

65. In previous reports we highlighted the significant changes in the make-up of the people leading, managing and working in councils. Over a third of councillors elected in May 2012 were new to local government. There have also been substantial changes in council senior management teams in recent years, including changes in the chief executive in nearly half of all councils.

66. Working together, councillors and officers lead and manage their councils to provide vital services for the people and the communities they serve. Trust, confidence and good conduct between councillors, and between councillors and officers, are essential for good working relationships. Against a background of changes in the people leading and managing councils, we have highlighted the need to build and maintain strong working relationships, and the potential risks to leadership and Best Value where problems emerge.

67. We have also emphasised the importance of good governance, including the structures which provide the basis for good financial governance, and the role and behaviours of councillors and officers in ensuring effective governance in practice.

68. In this section of the report we focus on leadership and governance, and how to make more from community planning.

There is evidence of increasing political tensions and instability which is leading to strained working relationships

69. Our 'how councils work' report [*Roles and working relationships: are you getting it right?* \(PDF\)](#)  acknowledges that politics is an integral and important part of local government decision-making and that tensions are inevitable given the differing policy objectives of political parties and individuals. The best performing councils are able to identify when to set aside political differences and work on a constructive basis to support the council as a whole. In these councils, councillors from all political groups generally agree on the overall priorities for the area, with debate focusing on how best to deliver them.

70. There is increasing evidence of political tensions and instability which is leading to strained working relationships or where working relationships have broken down and present risks to the council's ability to do business effectively and achieve Best Value.

71. For example, in Argyll and Bute Council the auditors concluded that political instability meant that there was a lack of collective strategic leadership by councillors. They also found that the council's political management arrangements were contributing to the problems rather than helping the council do business effectively. Working relationships between councillors and between a few councillors and officers were strained and the challenges facing the council were affecting the capacity of senior managers.

72. While the problems were not yet affecting frontline services, they were beginning to inhibit progress with strategic planning and there was a risk that services may suffer in the future if the difficulties were not addressed. We expressed concerns in our findings and requested a report on progress within six months ([Exhibit 8, page 23](#)).

73. In Falkirk Council auditors reported that not all councillors were participating in new decision-making structures. Some councillors were not attending executive and scrutiny committee meetings and scrutiny and policy development panels because of their concerns about the lack of effective scrutiny. The auditors noted significant risk to the effectiveness of the council's governance arrangements.

74. At Aberdeen City Council the auditors highlighted the importance of setting aside politics to support the constructive working of the council. They had observed political tensions among councillors in several meetings which affected the effectiveness of decision-making. Behaviour in the council chamber was regularly disrespectful and it had been necessary for councillors to be reminded of the requirements of the councillors' Code of Conduct. A number of local issues had been particularly challenging and had added to the political tensions.

75. Helping to improve working relationships can absorb a large amount of councillor and senior manager time when there are already pressures on senior managers to deliver the changes required to address existing service and financial issues.

76. Looking ahead, further pressures and tensions are likely. Locally, the political make-up of councils is closely balanced, with half of councils run by coalitions, and reduced budgets mean that choices and decisions on services are harder. Nationally, the referendum on independence is the main political issue in Scotland in 2014, with heightened political activity for all parties and elected representatives, including councillors.


Exhibit 8

Argyll and Bute Council: extract from the Accounts Commission's findings

'...the Commission is seriously concerned about substantial risks to the council caused by the instability of leadership by elected members since the last council election. The council's ability to set and maintain a clear strategic direction is at risk of being compromised and the Commission is concerned that this will, in time, negatively affect the services that the council provides for the people of Argyll and Bute. We are also concerned about the negative effect that this is having on the council's reputation.

The quality of leadership of the council has been inadequate. We urge the elected members and the corporate management team to work together to provide stronger and effective leadership of the council. Effective working relationships between elected members, and between members and officers, need to be based upon mutual trust, respect and transparency. Elected members need to achieve a more effective balance between focusing on local issues and priorities and the longer term strategic objectives of the council and the best interests of the whole community of Argyll and Bute...'

Source: Accounts Commission's findings, Argyll & Bute Council Statutory report, October 2013

77. Councils are also changing the way services are managed. Management restructuring and significant changes in the role of officers need to be handled carefully to ensure consistency and continuity of leadership and governance. This can provide opportunities to review and develop the senior management arrangements. For example, our report [The City of Edinburgh Council: the Audit of Best Value and Community Planning \(PDF\)](#)  highlighted significant changes at managerial level and that good relationships and strong leadership resulted in a more corporate and strategic approach.

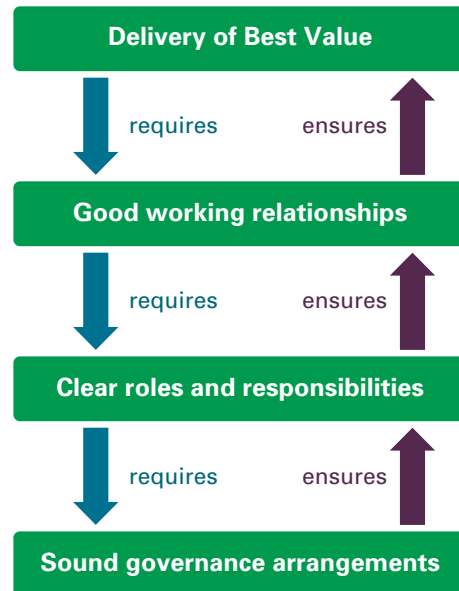
78. Building and maintaining good working relationships are vital to the success of all organisations. In local government, good working relationships are a key component in the conditions necessary to achieve Best Value ([Exhibit 9, page 24](#)).

Decisions on services are becoming increasingly difficult and require strong leadership and governance

79. So far, tighter budgets have been met by reducing staff numbers ([Appendix 1, page 33](#)). Our report [Scotland's public sector workforce \(PDF\)](#)  identified that councils have managed workforce costs and numbers in a number of ways including pay restrictions/freezes, managing vacancies and redeploying staff to new areas of work. All councils have used voluntary departures to reduce staff costs. As part of a wider review across the public sector in Scotland, we considered the use of voluntary departures in local government.⁸ In view of the likelihood of further early departures to reduce costs we took the opportunity to emphasise good practice standards including the need for clear policies, to consider all costs and potential savings, and to check that savings are delivered ([Exhibit 10, page 25](#)).

80. More work is needed to monitor the impact of staff reductions on front-line services but also on the capacity and resilience of support functions, including

Exhibit 9 Governance, working relationships and Best Value



Source: Audit Scotland

finance departments, ICT and people management. This may be apparent from routine performance information but may also require connections to be made with other information, including audit reports. For example, councillors should consider whether delays in performing key, routine accounting controls or delays in receiving up-to-date information on the financial position are indicative of understaffing or reduced skills and capacity in finance departments.

81. More widely, increasing levels of staff overtime may be indicative of pressures in services which in time may affect service performance and diminish the savings anticipated from decisions to reduce the size of the workforce.

82. While councils have relied mainly on staff reductions, this is not sustainable in the longer term and they face having to consider policy options which they may have previously rejected because they are politically unacceptable or unpopular. There is emerging evidence that councils are considering options to reduce or stop services by, for example, removing subsidies for bus services, closing libraries or reducing support for arts development. As indicated earlier, good decision-making requires good-quality information on costs and performance and rigorous options appraisal.

83. Having taken difficult decisions, strong leadership is required to see them through. Councillors need to explain the rationale to local people and to monitor the impact. Officers need to implement the changes agreed by the council and ensure systems are in place to provide information on the consequences of the changes in terms of cost, performance and value for money. Our report [Maintaining Scotland's Roads: An audit update on councils' progress \(PDF\)](#), for example, highlighted the need for councils to continue to monitor the impact of changing levels of maintenance expenditure on the condition of their roads.

Exhibit 10

Early departures – principles of good governance

The Accounts Commission's report on voluntary departures re-emphasised key principles in the governance of early retirements.

Framework for decision-making

- Early retirement policies should be approved by councillors and reviewed regularly.

Informing members

- Councillors should receive a report at least annually that details the number of early retirement decisions, along with information on the associated costs and savings.

Decision-making

- Councils should rigorously appraise individual cases to ensure the expected savings associated with a retirement outweigh the costs.
- To improve accountability and assist in monitoring, the costs of early retirement should be charged to the appropriate service budget.
- Councillors should be involved in approving early retirement decisions for senior staff.

Source: Audit Scotland

Effective governance of finances is more important than ever

84. In the current financial circumstances, the principles of good governance are more important than ever. This means providing clear direction and strong control, regardless of how services are provided, ie by in-house services, through contracts and, as set out in the previous section of this report, through other options including ALEOs.

85. Audit committees provide a focus on financial control and risk and enhance public trust and confidence. We remain strongly of the view that audit committees should be separate from the executive and chaired by someone who is not a member of the political administration. We are pleased to note that this has been achieved in councils where that was previously not the case. Elsewhere, councils need to monitor their approach to ensure transparency and that the actual and perceived independence of the Audit Committee is not compromised.

86. The effectiveness of the Audit Committee depends on the committee members and their approach. They need to know how services and resource management work and be prepared to ask challenging questions. Particular areas for focus include cases where weaknesses in basic accounting systems and controls, under-resourcing of internal audit (generally, and in relation to pension funds) and under-developed risk management are reported to the Audit Committee. If basic financial information is compromised so are decisions based on that information.


87. Councillors need to be firmer in asking what officers are doing to address these problems and to follow through to obtain assurances that effective action is

implemented within acceptable timescales. This in itself requires particular skills, and there is evidence that councillors see the need for more training to support their scrutiny activities.

88. The chief officer for finance (also known as the statutory officer for finance or the section 95 officer) has a crucial role in providing professional advice to colleagues and councillors on all aspects of the council's finances and is central to effective financial governance. CIPFA's guidance⁹ develops the requirements of the role.

89. The focus on finances means that the chief financial officer role is increasingly important. The role carries overall responsibility for financial management and reporting, contributing to the strategic management of resources and advising on the financial aspects of what are often complex options for new ways of delivering services. However, management restructuring and the shift to smaller management teams means that in about half of councils the chief financial officer is not now a member of the senior management team.

90. There is a risk, therefore, that the statutory role is less visible and that financial governance is affected. Where the chief financial officer is not a member of the senior management team, we re-emphasise that councillors need to understand why that is the case and satisfy themselves that the officer has appropriate access and influence to perform this crucial role.

91. Councillors also need to be aware of the important contributions provided by the other statutory officers who, like the proper officer for finance, act independently to promote and enforce good governance. The monitoring officer, for example, is responsible for advising councillors on the legal position on proposals and ensuring that the council follows proper procedures. More details about the statutory officers can be found in our 'how councils work' report [Roles and working relationships: are you getting it right? \(PDF\)](#) .

Reserves have increased but the level of 'free' reserves has fallen, partly because they have been applied to reduce funding gaps

92. Annual audited accounts show a council's financial performance and position and are important in demonstrating the proper stewardship of public money. The accounts should be published as soon as possible after the end of the financial year, along with an opinion from the independent, external auditor stating whether the accounts present a 'true and fair' view. This provides important assurance on financial reporting.

93. For financial year 2012/13, accounts for all councils and other local authority organisations, including the 11 local authority-administered pension funds, were presented for audit on time and signed off by auditors without qualification. We welcome this achievement and the assurance it provides to the public and other stakeholders.

94. Despite the financial pressures that they face, all councils managed to balance finances and most identified underspends at the end of 2012/13. Reduced staff numbers and the corresponding reduction in costs was the main reason for under-spending but the reasons varied. Some councils used 'free' or unearmarked reserves to ease financial pressures.

95. Councils hold cash-backed reserves (useable cash funds as opposed to reserves which are the product of accounting practice) which are available to

finance service expenditure, to ensure stability in cash flow, to build up funds for predicted costs pressures, and as a contingency for unforeseen expenditure. The overall level of reserves increased by £174 million to £1.86 billion at 31 March 2013.

96. Within the overall figure, general fund balances totalled £1.05 billion. Councils earmark these reserves for reasons including devolved school management, workforce change or voluntary redundancy and corporate improvement programmes. Earmarked reserves increased by £170 million to £743 million at 31 March 2013. The remaining reserves are deemed unearmarked or 'free'. The level of 'free' reserves has fallen for the first time in recent years, from £334 million at 31 March 2012 to £312 million at 31 March 2013, a reduction of 6.7 per cent.

97. The amounts in cash-backed reserves are substantial and we remain of the view that more needs to be done to provide more information on why reserves are held, how this fits with the council's overall financial strategy and how they will be used. Councillors in particular need good information about movements in earmarked funds, to assist their full understanding of their council's overall financial position.

98. While the short-term (this year and next) financial position is relatively stable, councils are identifying medium-term funding gaps and need to make substantial savings, at least over the next four years. Few councils have longer-term financial plans, beyond a four-year period, which identify gaps and how these will be addressed, with full explanations of the assumptions and risks underpinning projections.

99. More work is also needed in these longer-term financial plans to show the links between finances, workforce and assets, to build a complete picture of how the overall resource will be applied and the connections between resources.

100. As indicated, there is some evidence that reserves are being used in the short term to narrow funding gaps. However, this is not sustainable because reserves can only be used once and can not support recurring expenditure.

101. In terms of annual budgets, we are encouraged by the extent to which councils are engaging with the public, employees and other key stakeholders, sometimes with the assistance of external researchers. This helps build a better understanding of the council's financial position and the choices that have to be made within available budgets. Particularly, within councils, it helps further reinforce awareness of costs and the need to make the most of available resources.

102. There is also evidence of councils developing a priority-based approach to budgets, which is an alternative to the traditional, incremental approach to budget-setting. It involves a clear understanding of how services contribute to the council's strategic priorities, developing options for services and agreeing options which are prioritised to achieve particular outcomes.

103. Following our previous reports on *Scotland's public finances*¹⁰ we have collected further information on how councils are addressing the financial pressures in budgets. We will summarise key issues in a report later this year, in advance of the next budget cycle. This will include materials for councillors to assist their consideration of 2015/16 budgets.

104. We will continue our focus on other key aspects of councils' finances. In our [previous overview report](#) we noted that councils determine programmes for capital investment in accordance with the prudential code, which supports local authorities' capital investment decisions.

105. In the period since the code was introduced in 2004, the overall level of net indebtedness increased by around 45 per cent, from £9.1 billion to £13.3 billion. Bearing in mind local circumstances, there is wide variation across councils in the change in net indebtedness in the years since the prudential code came into effect. We will review the position, including the use of the code, as part of our audit of council treasury management and borrowing.

Achieving more from partnership working requires strong shared leadership supported by more effective governance

106. Community planning is the process by which councils and other public bodies work together, with local communities, businesses and voluntary groups, to plan and deliver better services and improve the lives of people who live in Scotland. It was given a statutory basis by the Local Government in Scotland Act 2003 (the Act). That Act, and the statutory guidance supporting it, sought to establish community planning as the key means of leading and coordinating partnership working at the regional, local and neighbourhood level.

107. The Scottish Government and COSLA reviewed community planning and Single Outcome Agreements (SOAs) in 2012. They then published a joint Statement of Ambition. This sets out high expectations for community planning and puts the community planning process at the heart of public service reform [Exhibit 11](#). It also emphasises that all partners are collectively accountable for delivering services.

108. The Statement of Ambition is clear that significant changes to improve community planning are needed to respond to the challenges of reducing public finances while demand for services increases. CPPs also need to be equipped to reduce the stark variations in outcomes experienced by different communities.

Exhibit 11


Expectations of community planning:

- taking the lead role in securing integrated public services
- focusing more on potential problems and identifying ways to prevent them happening
- ensuring public bodies continue to improve the ways in which they manage and provide services
- achieving better outcomes for communities, such as better health and lower crime
- providing the foundation for effective partnership working, within which wider reform initiatives will happen.

Source: Audit Scotland

109. There is now a renewed focus on community planning which provides a clear opportunity to deliver a step change in performance. This will require strong and sustained shared leadership from CPP boards.

110. Partnership working is now generally well established and many examples of joint working are making a difference for specific communities and groups across Scotland. But overall, and ten years after community planning was introduced, CPPs are not able to show that they have had a significant impact in delivering improved outcomes across Scotland.

111. [Improving community planning in Scotland \(PDF\)](#)  identified key issues from the CPP audits carried out in 2013. To implement the Statement of Ambition successfully we concluded that CPPs need to:

- focus more clearly on where they can make the greatest difference in meeting the complex challenges facing their communities
- ensure that all partners align their service and financial planning arrangements with community planning priorities
- significantly improve their governance and accountability, and planning and performance management arrangements.

112. Community planning is at a crossroads. This offers a significant opportunity to establish a system of leadership, governance and performance that ensures continuous improvement in community planning ([Exhibit 12, page 30](#)). This will not be easy. Barriers stand in the way, and this virtuous cycle will only be achieved through a level of sustained leadership that is significantly stronger than we have seen to date.

113. Our other national report work supports our key findings. For example, our report [Housing in Scotland \(PDF\)](#)  recognises that planning arrangements are complicated and have many partners. Councils must demonstrate leadership and work to influence partners. Our report [Maintaining Scotland's Roads: An audit update on councils' progress \(PDF\)](#)  recommends that councils need to work with partners to produce a strategy for developing the best service and structural models to deliver roads maintenance.

Partnerships need to identify and make better use of the overall resources available in their area

114. CPPs need to focus more clearly on where they can make the greatest difference in meeting the complex challenges facing their communities. They need to make their SOAs a true plan for the communities that they serve. They need to show how they are directing the significant public money and other resources available to CPP partners to target inequalities and improve outcomes. SOAs need to specify what will improve, how it will be done, by whom, and when.

115. CPPs also need to ensure that partners align their service and financial planning arrangements with community planning priorities. This means ensuring that budget setting and business planning decisions by CPP partners such as councils and NHS boards take full account of community planning priorities and SOA commitments.

116. The national Community Planning Group agreed that it should focus on getting partners to deploy their resources jointly towards partnership objectives.

As a result an Agreement on Joint Working on Community Planning and Resourcing was published in September 2013 ([Exhibit 13, page 31](#)). We will review progress during our CPP audits.

Summary and points for action in 2014

- Maintaining good professional working relationships and providing strong political leadership.
- Getting assurance that governance is sound, including where ALEOs are in place.
- Providing stronger leadership of CPPs and working with partners to make the best use of the overall public resources available in the area.

Exhibit 12

A virtuous cycle of continuous improvement in community planning



Improved outcomes for communities and demonstrable impact of community planning

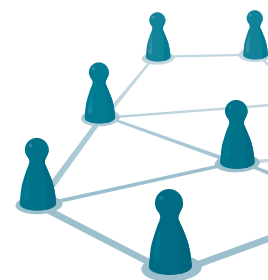
Exhibit 13**Resourcing CPPs – Agreement on joint working**




Individually and collectively the relevant partners in each CPP will:

- ensure the SOA is the focal point for the planning and deployment of resources locally
- share budget, investment and resource planning information through the CPP, at an early stage in the decision-making process, including setting out the broad financial parameters they are working to, key milestones, and how resources are already utilised and can further support SOA delivery
- agree how total resources can most effectively be deployed and aligned between partners to achieve the outcomes set out in the agreed SOA and ensure that deployment and alignment in practice
- demonstrate commitment and adherence to this agreement through their engagement with CPPs and in relevant governance and budget-making processes, including final budget documents, delivery plans and subsequent accountability arrangements.

Source: National Community Planning Group

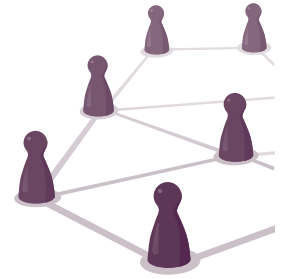
Endnotes



-
- ◀ 1 *Early Impacts of Welfare Reform on Rent Arrears - Research Report*, Scottish Housing Regulator, October 2013.
 - ◀ 2 *Housing Impacts of Welfare Reform - Survey of Councils*, COSLA, July 2013.
 - ◀ 3 Community Empowerment (Scotland) Bill, November 2013.
 - ◀ 4 *Scotland's Councillors 2013, Research Report*, Improvement Service, December 2013.
 - ◀ 5 *2014 Scottish Local Government Benchmarking Overview report*, Improvement Service, March 2014.
 - ◀ 6 *Making Choices: Volume 2: A Practice Guide to Best Value, Procurement and Competitiveness*, Scottish Government, December 2001.
 - ◀ 7 *Code of Guidance on Funding External Bodies and Following the Public Pound*, Accounts Commission/COSLA, 1996.
 - ◀ 8 [Managing early departures from the Scottish public sector \(PDF\)](#)  Audit Scotland, May 2013.
 - ◀ 9 CIPFA statement on the role of the chief finance officer, CIPFA.
 - ◀ 10 [Scotland's public finances: Preparing for the future \(PDF\)](#)  Audit Scotland, November 2009 and [Scotland's public finances: Addressing the challenges \(PDF\)](#)  Audit Scotland, August 2011.

Appendix 1

Resource use in 2013 – summary

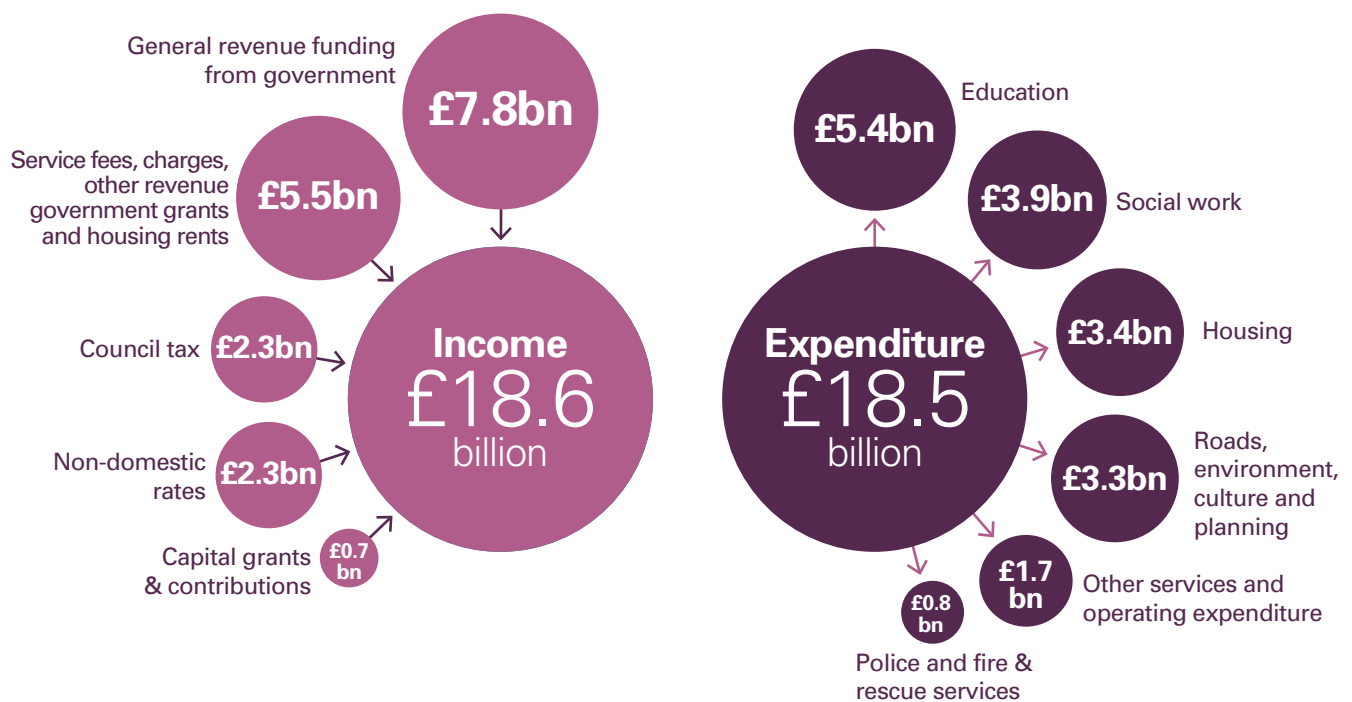


Finance

- Total income was £18.6 billion ([Exhibit 14](#)), the same as in 2011/12. The Scottish Government provided around 80 per cent of total income through revenue and capital funding and the redistribution of non-domestic rates.
- Councils spent £20.8 billion, £18.5 billion on services and £2.3 billion on capital.
- Spending on services was £18.5 billion ([Exhibit 14](#)), a one per cent reduction on 2011/12 (£18.7 billion). The proportion of spend on individual services was broadly the same as 2011/12.

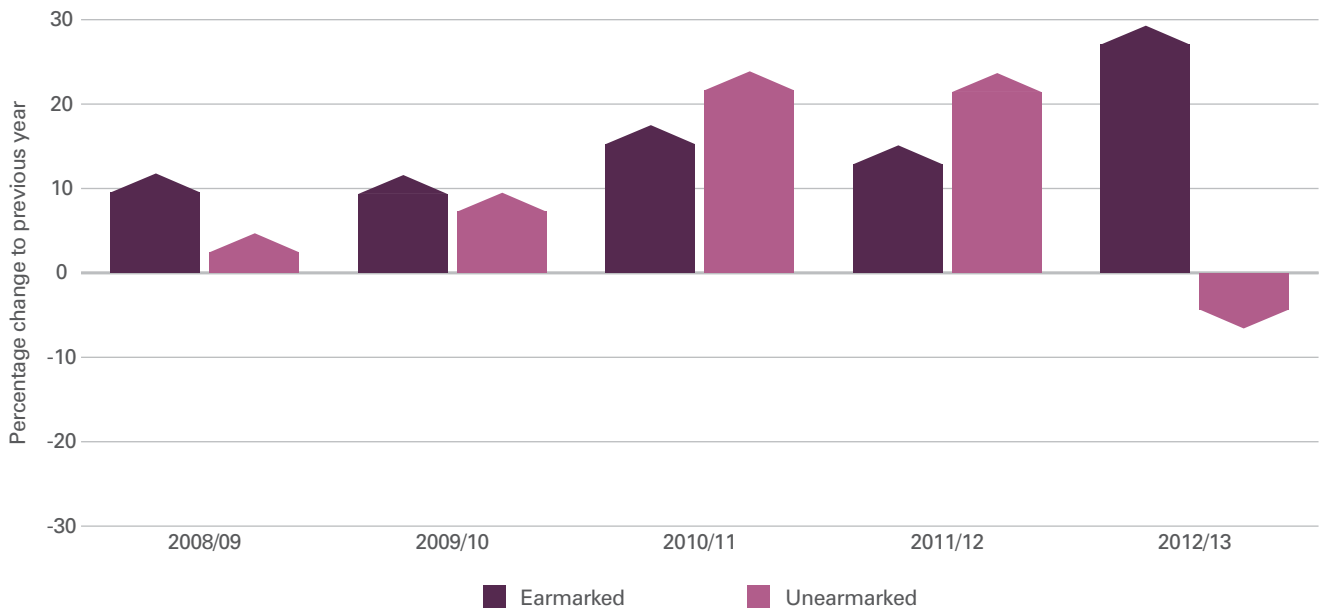
Exhibit 14

Council income and expenditure 2012/13



- Spending on capital assets was around £2.3 billion, three per cent less than 2011/12 (£2.4 billion) and around ten per cent less than planned (£2.6 billion). Three-quarters of councils spent less than they planned.
- Useable cash-backed reserves increased by £174 million (over ten per cent), they totalled £1.86 billion at 31 March 2013. Within that General Fund balances increased by £147 million to £1.05 billion at 31 March 2013. The amounts earmarked for specific purposes increased significantly by £170 million to £743 million at 31 March 2013.
- The unearmarked portion of council General Fund balances reduced by £22 million, around seven per cent, to £312 million (Exhibit 15). This is the first time in recent years that there has been a reduction in unearmarked balances.
- Net indebtedness has increased. From a level of £9.1 billion in 2003/04 net indebtedness has increased by around 45 per cent to £13.3 billion at 31 March 2013 (£12.9 billion at 31 March 2012).

Exhibit 15
Earmarked and unearmarked General Fund balances
Percentage increase or decrease on previous year



Source: Audit Scotland

Assets

- **Councils held assets worth £38 billion at 31 March 2013.** This is a slight increase in the balance sheet value of assets of £37.4 billion at 31 March 2012 and reflects changes in valuation and accounting adjustments, in addition to spend on assets.
- **Major capital projects generally cost significantly more than councils estimate.** An audit of major capital projects reported that only two-fifths of projects were completed within initial cost estimates. Estimating improved significantly as projects advanced, plans became clearer and contracts were awarded.

Procurement

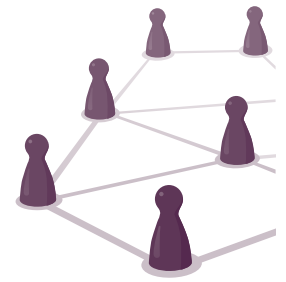
- **Councils spend over £5 billion annually in procuring goods** to deliver public services, around half of the total for the whole Scottish public sector.
- **Most spending is on social care (23 per cent) and construction/ construction materials (30 per cent),** spending on goods and services is diverse.
- **Four councils have still to achieve the 50 per cent target level of procurement capability** that the Public Procurement Reform Board set for all public bodies. This is based on the results of the 2013 Procurement Capability Assessment.

Workforce

- **Workforce numbers are falling.** In March 2013 there were 204,500 whole-time equivalent staff employed by councils. In 2009 there were 228,300 whole-time equivalent staff but numbers have fallen by an average of 2.6 per cent each year. This is in part due to the transfer of staff to ALEOs. In the four year period since March 2009, around 9,000 staff transferred to ALEOs. Councils forecast that numbers will continue to fall over the next two years.
- **Staff costs are at least £6 billion,** one-third of the £18.5 billion spent on providing services.
- **Councils paid out £32 million on equal pay claims** in 2012/13. Council balance sheets identify future payments of £73.2 million. Twenty-three from 32 councils have identified the need for potential future payments but their uncertainty means they can not yet be quantified.
- **Sickness absence increased in over two-thirds of councils** in 2012/13. Overall sickness absence rates were 6.6 days for teachers (6.2 the previous year) and 10.9 days for other council staff (10.4 the previous year). These increases go against the trend of recent years.

Appendix 2

Checklist and resources



Checklist to support the local government overview report

Do I have a good understanding of the changing context in my council around:			
<ul style="list-style-type: none"> financial and service pressures? 	Y	N	
<ul style="list-style-type: none"> the impact of police and fire reforms? 	Y	N	
<ul style="list-style-type: none"> the impact of welfare reform? 	Y	N	
<ul style="list-style-type: none"> the integration of health and social care? 	Y	N	
Do I understand my role and responsibilities and those of officers?	Y	N	
Am I supported in my role?	Y	N	
Do I have access to, and take up, appropriate development opportunities?	Y	N	
Do officers provide me with performance information which is clear and concise and enables me to judge how well we are doing?	Y	N	
Does the information I receive cover:			
<ul style="list-style-type: none"> service performance? 	Y	N	
<ul style="list-style-type: none"> service costs? 	Y	N	
<ul style="list-style-type: none"> customer satisfaction? 	Y	N	
<ul style="list-style-type: none"> trend data? 	Y	N	
<ul style="list-style-type: none"> benchmarking data? 	Y	N	
<ul style="list-style-type: none"> targets and outcomes? 	Y	N	

Question	Assessment	
Do I have good understanding of performance and value for money across the council?	Y	N
Do we, as a council, provide clear information to the public on our performance?	Y	N
Am I provided with options and supporting information to support the decisions on services and capital projects that I have to take?	Y	N
Do I receive cost information that helps me make decisions?	Y	N
Does the way our services are designed and delivered meet people's needs?	Y	N
Am I clear on our objectives, purpose and role when involved with ALEOs?	Y	N
Do I give direction over aims and priorities for charges (in areas where the council has discretion)?	Y	N
Do I understand the non-financial contribution of charges, eg to behaviours and service uptake?	Y	N
Providing strong leadership and governance to support change (paragraphs 65 – 116)		
Is my relationship with other councillors, and with officers, professional and constructive?	Y	N
How effective am I in contributing to constructive challenge and debate at meetings?		
How well do we work together as councillors, and with officers, to deliver the best outcomes for our communities?		
Do I receive information on early retirements along with associated costs and savings?	Y	N
How effective is the Audit Committee (or equivalent)? Is it challenging to officers?		
Do I know who the council's statutory officers are and what they do?	Y	N
How well is the council working with the leaders of community planning partners to deliver better outcomes for communities?		
Are we working with community planning partners to deploy resources jointly in our partnership objectives?	Y	N

Useful resources

Councillors may find the following publications in our 'how councils work' series, along with their checklists useful. These publications explore some of the issues highlighted throughout this report in more detail.


[*Roles and working relationships: are you getting it right?*](#) (PDF) 

[*Arm's-length external organisations \(ALEOs\): are you getting it right?*](#) (PDF) 

[*Using cost information to improve performance: are you getting it right?*](#) (PDF) 

[*Managing performance: are you getting it right?*](#) (PDF) 

[*Major capital investment in councils: good practice guide*](#) (PDF) 

[*Charging for services: are you getting it right?*](#) (PDF) 

[*Options appraisal: are you getting it right?*](#) (PDF) 

An overview of local government in Scotland 2014

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

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Appendix 2

Issue	Action	Lead	When By
Standardising the Council's approach to Options Appraisal	(a) Recent Audit Scotland report on options appraisal to be reported to Policy & Resources in May	Andrew Gerrard	May 2014
	(b) Performance CIG to develop template for Corporate approach to options appraisal	Patricia Cassidy	September 2014
Charging for Services	Charging workstream savings target of £470,000 agreed. Report due to go to Policy & Resources by November 2014	Alan Puckrin	November 2014
Improving the quality of cost and performance information	Performance CIG to examine how improvements can be made and feed this into the 2015/2018 budget process	Patricia Cassidy	October 2014
Improving understanding of SOLACE Benchmarking	All Member Briefing to be given on 2012/2013 SOLACE Benchmarking information and associated actions	Miriam McKenna / Jan Buchanan	May 2014
Working with Partners to make best use of overall resources	Progress previously agreed SOA Board commitment to develop pilots around overall partner resource allocation	Miriam McKenna	November 2014

Report To:	Policy & Resources Committee	Date:	20 May 2014
Report By:	Acting Corporate Director Environmental Regeneration & Resources	Report No:	2014/P&R/08/AP
Contact Officer:	Alan Puckrin	Contact No:	01475 712764
Subject:	2015/2016 Revenue Grant Settlement – Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to update Committee in respect of the 2015/2016 Government Grant Settlement following further debate and decisions at COLSA.

2.0 SUMMARY

- 2.1 When preparing the 2013/2016 Revenue Budget it was assumed that the Council's General Revenue Grant for 2015/2016 would see a reduction of £1.1 million on a like for like basis from the grant received in 2014/2015. This assumption was based on previous years' trends.
- 2.2 In September 2013 COLSA Leaders agreed that the 2015/2016 Revenue Grant Settlement should be on a flat cash basis which meant that Inverclyde Council would be £1.1 million better off than included in the 2013/2016 Revenue Budget.
- 2.3 When agreeing the 2013/2016 Revenue Budget the Council agreed to maintain the prudent assumption that the Council would lose £1.1 million of revenue grant in 2014/2015 but also agreed that in the event that a flat cash settlement was awarded then the extra £1.1 million would be allocated to the Schools Estate Management Programme with a specific remit to provide MUGAs at the 11 remaining primary schools which do not have such a facility.
- 2.4 Subsequent to the approval of the budget, the Scottish Government issued figures showing a comparison between the flat cash settlement and what is referred to as a 'needs based assessment' which is the usual format for calculating grant distribution amongst Scottish local authorities. Surprisingly, this showed that Inverclyde Council would be due to get an increase in grant rather than a reduction in grant in 2015/2016 which is almost entirely related to the Council's better than expected population figures which is a subject of a report elsewhere on the agenda.
- 2.5 The matter was discussed and debated by the COSLA Leaders on 25 April who decided to use the updated needs based indicators as the basis for the 2015/16 settlement.
- 2.6 Whilst the Scottish Government are considering the implications of this COSLA Leaders' decision, it is proposed that the Policy & Resources Committee confirm the decision taken by the Council that as the Council is due to receive at least £1.1 million more than budgeted in 2015/2016, this funding should be allocated to the SEMP.
- 2.7 Given the extremely challenging financial position which the Council faces for the next 3-year budget covering 2015/2018, it is recommended by the CMT that no decision is taken, at this point in time, regarding the use of any other surplus grant that the Council may receive once the Scottish Government confirms the Council's funding for 2015/2016.
- 2.8 Committee is asked to note that this welcome increase in the Council's share of overall Scottish

Revenue Grant should be viewed as a one-off as the Council's trend of reducing population and reducing share of the overall Scottish grant pot will continue from 2016/2017 onwards albeit at a slower rate than previously forecast.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- (a) note the contents of this report and that a final decision on the Council's 2015/2016 Revenue Grant is awaited from the Scottish Government
- (b) confirm the decision taken at the February 2014 Inverclyde Council that £1.1 million of the 2015/2016 Revenue Grant be allocated to the Schools Estate Management Plan
- (c) confirm that any decision on potential increased grant in 2015/2016 over and above the £1.1 million is considered as part of the overall 2015/2018 revenue budget.

Alan Puckrin
Acting Corporate Director
Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 In February 2013, the Council agreed a three year Revenue Budget based on the figures available from the Scottish Government at that time.
- 4.2 Based on the Scottish Government assumption of a flat cash settlement at a national level, then Inverclyde Council's 2015/16 Revenue Budget was based on a further reduction in Revenue Grant of £1.1million.
- 4.3 In September 2013, COSLA leaders agreed that the 2015/16 Revenue Budget should be distributed on the basis of a flat cash settlement for all 32 Councils, ie. Councils received the same money in 2015/16 as they did in 2014/15. As the Scottish Government were considering the implications of this decision in February 2014 then the Council took the prudent approach of reconfirming the assumption of a £1.1million grant reduction in 2015/16 when setting the 2014/16 Revenue Budget.
- 4.4 In the event that the Grant Settlement for 2015/16 was flat cash, then the Council agreed that £1.1million of one-off Revenue Grant would be allocated to the School Estates Management Programme to be used to provide MUGAs for the eleven remaining primary schools that do not have such a facility.

5.0 CURRENT POSITION

- 5.1 The day after the Council set its Revenue Budget for 2014/16, the Scottish Government issued illustrative figures showing the impact on a Council by Council basis of a flat cash settlement in 2015/16 compared to the "needs based assessment" which is the usual methodology for allocating Revenue Grant.
- 5.2 The needs based assessment was based on the latest available statistics including updated population statistics. Surprisingly, this showed that Inverclyde would in fact be due an increase in Grant in 2015/16 compared to 2014/15. This welcome news runs counter to what the Council's actual experience has been for the last number of years and is almost entirely due to an increase in the Council's population against previous estimates. This is the subject of a report elsewhere on the agenda.
- 5.3 The Government figures have caused a great deal of discussion and some concern amongst local authorities with winners and losers clearly identifiable depending on the 2015/16 option ultimately chosen. From Inverclyde Council's perspective, whilst the flat cash settlement will result in an increase in Revenue Grant of £1.1million compared to 2014/15, the needs based assessment would result in an increase of £2.087million, ie, a further £987,000 compared to the flat cash settlement.
- 5.4 On 25 April 2014, COSLA leaders discussed the September 2013 decision again and it was agreed that the updated needs based indicators be used for the 2015/16 Grant Settlement. COSLA will intimate this decision to the Scottish Government who are expected to take a final view on the 2015/16 General Revenue Grant distribution in the near future.

6.0 PROPOSALS

- 6.1 On the basis that both the flat cash settlement and the needs based assessment settlement provide Inverclyde Council with at least £1.1million more resources in 2015/16 than budgeted for, it is proposed that the Policy & Resources Committee confirm that the £1.1million provisionally allocated to the School Estate Management Plan be confirmed.
- 6.2 Whilst it is very welcome news that the Council's population is not as low as previously thought and that this has resulted in an increase in Revenue Grant in 2015/16, it should be noted that the Council's population is still projected to reduce and as such any increase in Grant must be viewed as one-off. In light of this and the extremely challenging Revenue Budget position the

Council faces when setting the 2015/16 budget, the Corporate Management Team's advice to Members is to defer any decision on utilising any further surplus grant in 2015/16 until it can be considered as part of the overall 2015/18 Revenue Budget.

7.0 IMPLICATIONS

Finance

7.1 Financial Implications: One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Policy & Resources	General Revenue Grant	2015/16	£(1,100)		Increased Grant arising from Flat Cash Settlement
Policy & Resources	General Revenue Grant	2015/16	£(987)		Potential further increase in grant if needs based approach is agreed
EMR	SEMP	2015/17	£1,100		For the provision of 11 MUGAs

Annually Recurring Costs/ (Savings)

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

Recent events show how closely aligned the Council's Grant Settlement is to levels of population. It needs to be borne in mind, however, that the area's population continues to decline and that significant savings will be required over the next budget period to mitigate the impact of reducing grant, increase in demands and lack of funding from the Government for inflationary pressures.

Legal Implications

7.2 There are no specific Legal implications arising from this report.

HR Implications

7.3 There are no specific HR implications arising from this report.

Equalities

7.4 There are no specific Equality implications arising from this report.

Repopulation

7.5 The matters raised in this report show the crucial importance of the Council's drive to stabilise its population and the impact that population has on the sustainability of Inverclyde as an area.

8.0 CONSULTATION

8.1 This report has been reviewed and approved by the Corporate Management Team.

Report To:	Policy & Resources Committee	Date:	20 May 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources	Report No:	2014/P&R/06/AP
Contact Officer:	Alan Puckrin	Contact No:	712764
Subject:	NRS Population Estimates and Migration Assumptions – Implications for Inverclyde		

1.0 PURPOSE

- 1.1 The purpose of this report is to inform Committee of recent correspondence with National Registers of Scotland (NRS) on the publication of mid-year population estimates and migration assumptions for Inverclyde, post 2011 Census, and outline some implications for the Council's Grant settlement and the current review of the Glasgow and the Clyde Valley Housing Need and Demand Assessment

2.0 SUMMARY

- 2.1 The census and associated population measures have a significant bearing on a number of strategic issues for the Council most notably Government Funding and Housing / Planning Policy Development.
- 2.2 Following publication of the 2011 Census information and the latest 2012 mid-year estimates it is clear that Inverclyde's population has been understated for a considerable period and that the annual net migration assumptions made by NRS are unduly pessimistic.
- 2.3 Appendix 3 shows the extent of the movement in population figures used.
- 2.4 The implications of this are outlined in the body of the report, as are the actions being taken with the support of the GCV SDPA Core Team and Glasgow City Council.
- 2.5 The Council, in line with many other smaller authorities, has not had a dedicated demographer / statistician for at least 15 years and is therefore reliant on others to keep abreast of developments and scrutinise NRS decisions.
- 2.6 The CMT have agreed that a reporting and senior officer oversight structure is needed to raise awareness and monitor developments and this will be taken forward via the Performance CIG chaired by the Corporate Director Education, Communities & Organisational Development. The clear links with the SOA outcomes would make the SOA Board a logical body for strategic oversight.

3.0 RECOMMENDATIONS

- 3.1 That Committee:
- a) note the revised, re-based NRS 2011 and 2012 mid-year estimates for Inverclyde, which better reflect the 2011 Census result, and the implications this has had specifically in relation to the 2015/16 Needs Based Grant settlement.

- b) note that Officers will report back on the NRS response to the over-pessimistic view of the 2012-based net migration assumptions.
- c) note and welcome the assistance of the GCV SDPA Core Team and Glasgow City Council on the population and household evidence base for Inverclyde, and joint-working currently being undertaken by the GCV Housing Market Partnership on the GCV Housing Need and Demand Assessment (GCV HNDA2).
- d) note that these matters will be monitored via the Performance CIG and be reported to the SOA Programme Board, and where appropriate, the Policy & Resources Committee.

Alan Puckrin
Acting Corporate Director Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 National Registers of Scotland (NRS) is the responsible agency of the Scottish Government that handle all matters relating to population and household statistics, including the Census, mid year estimates and all the background methodology and assumptions that lie behind these demographic statistics.
- 4.2 NRS are responsible for producing annual mid-year estimates of population and households and biennial population and household projections. As migration plays such a large part in population change, an established procedure of consultation is undertaken every 2 years on among other statistics, the assumptions around sub-national (local authority) migration assumptions for input to these projections. NRS migration assumptions are therefore of extreme importance.
- 4.3 Once migration assumptions are established, the population projections can be generated, and thereafter, through further established methodologies, Grant settlements and household projections, disaggregated to council-area level.
- 4.4 It should be noted that for some time Inverclyde Council has not had a dedicated demographer/statistician to deal with these matters. In terms of having an officer to scrutinise NRS outputs, the Council relies heavily on the decisions of NRS and in some cases, other local authorities to keep abreast of developments and publications in this field. Inverclyde is fortunate in being one of eight member authorities of the Glasgow and the Clyde Valley Strategic Development Planning Authority (GCV SDPA), who together with officer support from Glasgow City Council, have this resource and so can benefit from this partnership working on population and household matters.
- 4.5 Since 2008 through the work of the GCV Housing Market Partnership's *Housing Need and Demand Assessment* (HNDA), Inverclyde Council has direct access and influence over these joint matters: indeed, the Planning Policy & Property Manager of the Council is the chair of the GCV HMP. Currently the Council are involved with the GCV HMP in the review of the first GCV HNDA (published in 2011), a particularly significant piece of work as it will form the main evidence base to support the forthcoming GCV Strategic Development Plan: Main Issues Report (due early 2015) and the next round of Local Authority Local Housing Strategies (LHSs) and Local Development Plans (LDPs).
- 4.6 It is essential that this joint working is maintained and supported since the basis of good planning rests on a sound evidence base. For Inverclyde this rests on the GCV strategic partnerships of the SDPA and HMP and in particular, for the rapidly changing housing environment, the building blocks of population and household estimates and projections across the City Region. These are a vital input to an understanding of the changes the Council can expect over the next resource settlement period and development plan / local housing strategy cycle, and beyond.

5.0 CURRENT POSITION

- 5.1 Current concerns relate to the 2001 and 2011 censuses and the mid-year estimates published each year between these dates, and the latest 2012 mid-year estimate. Population counts are considered in terms of *components of change*, which comprise natural change (births and deaths) and net migration (international and internal (national)), the latter clearly being less accurate than the former as migration is based mainly on estimates rather than actual counts for births and deaths.
- 5.2 The main conclusions reached and the concerns and issues they give rise to in Inverclyde, are:
 - The difference between the 2011 Census (81,460) and the previous NRS 2011 mid year estimate (79,220), has been revised (nationally), bringing the mid year estimate more into line with the more favourable, improved position indicated by

the Census (i.e. 81,220).

- The recent 2012 mid year estimate of 80,680 is aligned better with this *revised* 2011 mid year estimate, with a decline of 540 persons being more consistent with recent trends in natural change and net migration, i.e. an improvement on previous concerns.
- While the 2011-12 estimated change is more understandable, i.e. a similar net out-migration as 2010-11 (over 300 persons) and a continuing 200 (+) decline through natural change, NRS is still estimating higher net out-migration than trend data shows for last 5 and 10 years.
- This has been confirmed since with the publication of 2012-based sub-national migration assumptions for consultation which show the NRS view of net migration for Inverclyde being above the annual trend rate (- 350 compared to - 300 for the short term to 2017/18; and – 300 compared to our expectation for the longer term, beyond 2018/19, of – 250).
- Officers' response to the consultation requests that the above adjustments are made for both the short and longer term projection periods, this response having been backed by the joint response made on behalf of the Glasgow and the Clyde Valley SDPA and HMP by the SDPA team, with support from Glasgow City Council (Appendix 1).
- Despite the undercounting of the base population that has been revealed through this communication with NRS, which has affected all Councils from the 2001 Census to the present day, NRS continues with its over-pessimistic view of net migration for Inverclyde. This is of vital importance because these assumptions feed into the forthcoming 2012-based population projections (due Spring 2014).

5.3 Appendix 2 provides more commentary and analysis on the concerns summarised in 5.2.

6.0 PROPOSALS

- 6.1 The Council, in line with many other smaller authorities, has not had a dedicated demographer / statistician for at least 15 years and is therefore reliant on others to keep abreast of developments and scrutinise NRS decisions.
- 6.2 In addition, it should be noted that the officer who has co-ordinated the issues raised in this report on behalf of the Council is due to retire in March 2015 and the CMT recognise the need for appropriate succession planning arrangements to ensure that this work can be continued and enhanced.
- 6.3 There is a need to raise the profile of this and associated demographic issues within the Council and to develop a work programme of key tasks and outputs. The CMT have agreed that a senior officer oversight structure is needed to raise awareness and monitor developments.
- 6.4 It is proposed therefore that progress in this area is monitored by the Performance CIG chaired by the Corporate Director Education, Communities & Organisational Development and reports on this matter go to the SOA Programme Board and where appropriate, this Committee.

7.0 IMPLICATIONS

Finance

- 7.1 The debate over the 2015/16 Grant settlement and the fact that Inverclyde's Needs Based grant showed a significant increase after many years of consistent decline is closely related to

the issues highlighted above.

- 7.2 Had it not been for the “Floor Adjustments” the Council would have received an approximate £1.6million increase in Grant between 2014/15 and 2015/16 rather than the previously expected £1.1million reduction.
- 7.3 Appendix 3 shows the movements of the Council’s population and the various sources to which they relate. The key figures for the Council’s Grant are the 2014/15 Green Book population of 78,922 and the GROS 2012 Mid-Year Estimate of 80,680 which was used for the 2015/16 Grant settlement. Had the 2015/16 Green Book simply reflected the last few years trend then a population of approximately 78,500 would have been used in the 2015/16 Grant Settlement (2180 less than actually used). The appendix also shows the revised retrospective mid-year figures produced by the Government which show how the gap has developed.
- 7.4 Given the scale of the funding reductions anticipated by the Council over 2015/19 it should be noted that the improved population figures / grant settlement are extremely welcome, however, the Council will still require to implement an unprecedented level of budget cuts from 2016 onwards.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

- 7.5 There are no direct legal implications.

Human Resources

- 7.6 There are no direct HR implications.

Equalities

- 7.7 There are no direct equalities implications.

Repopulation

- 7.8 The above report highlights the vital importance of the Council and its partners arresting and reversing its population decline and also the need to have the impact of the Council’s positive action reflected in Government figures.

8.0 CONSULTATIONS

- 8.1 The report has been prepared in consultation with CMT who are concerned at the implication

for strategic and service planning if the Council's population is understated especially in the areas of Development Planning, Housing, School and CHCP Planning.

9.0 LIST OF BACKGROUND PAPERS

9.1 None.

GCV SDPA RESPONSE TO NRS

From: Angela Adams
Sent: 20 January 2014 17:39
To: Ronan.O'Kelly@gro-scotland.gsi.gov.uk

Subject: Response to consultation 2012-BASED SUB-NATIONAL POPULATION PROJECTIONS:
MIGRATION ASSUMPTIONS

Dear Ronan,

Thank you for the opportunity to comment on the proposed migration assumptions of the NRS 2012-base sub-national population projections.

As you will know, the NRS projections of population and households are a major input to the Housing Need and Demand Assessment that we are currently carrying out for the eight councils in the Glasgow and the Clyde Valley area (GCV area).

Three councils in the GCV area have serious concerns about the proposed migration assumptions, i.e. Inverclyde, North Lanarkshire and West Dunbartonshire. For all three Councils the proposed migration assumptions are seen to be too pessimistic. An important consideration is also that Inverclyde and North Lanarkshire have seen a substantial positive adjustment to their population estimates, as a result of the 2011 Census. We accept that this population adjustment may not all be due to migration estimates that were too low in the last 10 years. At the same time it is hard to understand, and to explain to politicians!!!, how a sizable upward adjustment to the population estimates can be reconciled with no improvement in the migration assumptions for Inverclyde (continuing with a long term migration assumption of -300 per year) and a worsening of the migration assumptions for North Lanarkshire (a change in the long term migration assumption from -100 to -200 per year).

We recognise that NRS has to work with an agreed migration assumption for Scotland as a whole. An upward adjustment in the migration for one council area must therefore result in a downward adjustment in the migration for another council area. We have also noted that NRS plan to do further work on within UK migration flows. That may result in adjustments to the migration estimates in the future.

However, given the serious concerns of the three councils mentioned, we would ask you to have another look at the migration assumptions for these council areas with a view to a possible upward adjustment to these assumptions.

On another matter the email address you had for me on the PAMS consultation list was an old one. I would be grateful if you could update it. Thank you.

Kind regards

Angela

Angela Adams
Strategic Planner

t: 0141 229 7737

e: Angela.Adams@gcvsdpa.gov.uk

w: www.gcvsdpa.gov.uk

a: Glasgow and the Clyde Valley Strategic Development Planning Authority (GCVSDPA), Lower Ground Floor, 125 West Regent Street, Glasgow G2 2SA

The GCVSPDA is a Local Government Joint Committee comprising eight separate Local Authorities (East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire, West Dunbartonshire) (each incorporated under The Local Government etc. (Scotland) Act 1994) in the Glasgow metropolitan area working together on strategic development planning matters as required by the Planning etc. (Scotland) Act 2006.

POPULATION ESTIMATES – CURRENT CONCERNS

(1) Prior to the 2011 Census, the base year for successive mid-year estimates of population (and households) was the 2001 Census. These mid year estimates included a 2011 mid year estimate released prior to the publication of the 2011 Census. The mid year estimate for 2011 (based on a 2001 Census figure, 84,203) was **79,570**, adjusted subsequently to **79,220**. [*Note: detailed technical background work is available on request*].

(2) The 2011 Census count is **81,459** (therefore, a mid year estimate ‘undercount’ of between 1,890 and 2,240), demonstrating that the mid year estimates had been unduly over-pessimistic, something we had been informing NRS for some years.

(3) In August, the NRS published 2012 mid year estimates, with an Inverclyde figure of **80,680**. This surprising result prompted an enquiry to NRS. They responded by informing us that they had not taken into account the 2011 Census, but based this estimate on (1) stock-based Council Tax returns with little apparent adjustment made for vacancies in the stock (*source: NRS email 18 Oct. 2013*). This was followed by (2) a revised trend-based estimate, going back to 2001 (*source: NRS email 22 Nov. 2013*). The latter appears to include a revision to the 2001 base year figure: the one highlighted by NRS being the mid-year estimate, not the Census.

(4) As a result, this latter re-based estimate (taking into account both the 2001 – 2011 Census interval and the 2011 Census itself), has led to a revised 2011 mid year estimate of **81,220**. This estimate is now not that different to the 2011 Census figure of 81,459 noted above.

(5) It is on this basis that the 2012 mid year estimate of 80,680 has been calculated, with further information provided which claims it is based on ‘an accurate natural change 2011-12 of 221’ (10 year average, 207) and estimated net migration of 315 (10 year and 5 year average, 290).

(6) What is still unclear is why the net migration estimate is still above 300. The additional information provided by NRS appears to relate to what they accept are the particular circumstances around student migration at the time of year between the Census and mid year, which one would expect would be adjusted accordingly.

(7) The sequence of mid year estimates, 2001 – 2011, on NRS’s revised view, were based apparently on an Inverclyde figure that was too low from the start (i.e. an undercount in the 2001 Census figure).

(8) Overall therefore, from what was published by NRS in August 2013 and our alarm then at a c. 2,000 population ‘undercount’ is now reduced to only 240, if one takes the Census as a more accurate population record. But note the caveat around the Census being *uncertain* as well and only an *estimate*, subject to review with in ‘statistician-speak’, confidence intervals to be taken into account.

2012-based Migration Assumptions for Inverclyde

(9) Looking forward, NRS has concluded consultation on the 2012-based sub-national migration assumptions that will inform the 2012-based population and household projections, with responses requested by 20th January 2014. These household projections will form the base year for the GCV HND A2, supporting the next round of GCV SDP and Inverclyde’s LHS and LDP.

(10) Despite the improved mid-year estimate for 2012 and continuing improvement in net migration in Inverclyde (average annual net migration of – 278 for past five years), the 2012-based assumption continues the NRSs more pessimistic view of Inverclyde. The short term assumption (to 2017/18), remains at a higher rate of – 350 per annum and the longer term assumption (2018/19 and beyond), is - 300 per annum.’

(11) This set of assumptions is similar to previous years when we consistently responded to what we considered to be over-pessimistic NRS migration assumptions. On the evidence of the past 5 and 10-year trend information and the ‘correction’ provided by the 2011 Census, it appears from the latest NRS explanation provided to us on these assumptions that they have other information that has informed their methodology to justify their view of likely net migration from Inverclyde.

(12) Despite this provisional response we have submitted a formal response through the auspices of the GCV SDPA/HMP, requesting that our case be presented in the context of the GCV as a whole, and that the

justification for our recommended change be made in this wider City Region context. The changes we have recommended are: **a reduction in the migration assumption for the short term to – 300 per annum, and for the longer term, - 250 per annum.** This GCV SDPA response was sent on 20th January and is attached as **Appendix 1.**

Potential Future Implications for Household Estimates/Projections

(13) In addition to the GCV SDPA response, Jan Freeke of Glasgow City Council, also under the auspices of the GCV SDPA and GCV HMP, has undertaken additional analysis in support of the GCV HNDA2, outlining some implications for future household changes implied by these assumptions, and anticipating the impact upon the next round of household projections. The potential implications for Inverclyde do not make comfortable reading, suggesting that a combination of an increasingly elderly population and younger age profile of negative net out migration will combine to depress household formation rate even more, resulting in a decline in households beyond 2020. As a result of this potential outcome, this paper will be made available to the R&I Sub Group of the Performance CIG for its consideration.

(14) Clearly, the position of the NRS continues to be unhelpful, but to counter their view, work on the GCV HNDA2 and the above paper suggests that the GCV HMP should take a view on incorporating a choice of assumptions to build into the HNDA Tool methodology. The NRS / Scottish Government projections will include a *variant high migration assumption*, which will enable a *trend-based* and a *growth-based* projection to be run. This however will be constrained to work within a GCV control total if the NRS do not make beneficial changes to the 2012-based migration assumptions, and therefore would require a corresponding reduction to be made in the other local authorities that comprise the GCV SDP city region.

(15) It is important that officers maintain a ‘watching brief’ alongside our colleagues in the GCV HMP working on the review of the GCV HNDA (HNDA2), since if NRS continue with their more pessimistic view on net out-migration from Inverclyde, there are implications too for our GAE and the provision of services at local government level. This could in turn lead to further downgrading of services within Inverclyde with implications for the Council and our citizens.

Conclusions and Next Steps

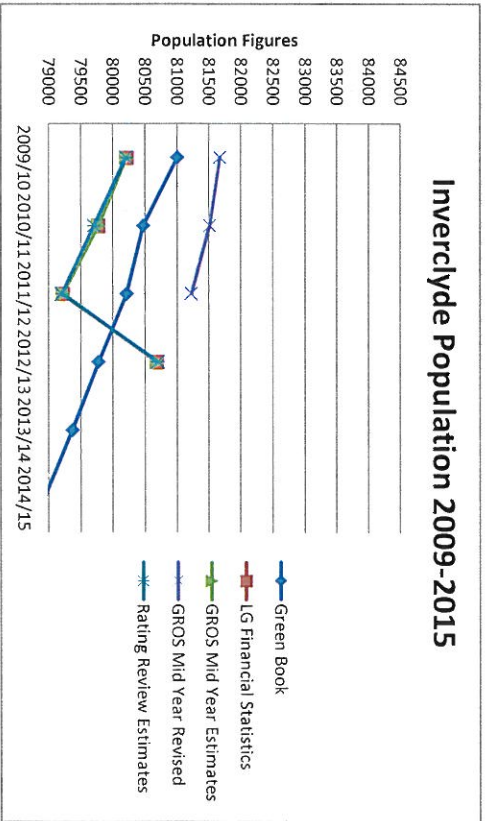
(16) As indicated above, the initial analysis undertaken in September drew attention to the prospect of the new mid year estimates indicating a decline in households, contrary to the evidence from our own housing stock-based estimates. This prospect is however still a possibility given the work that has been done since for the GCV HMP on the review of the HNDA by Jan Freeke. Jan’s paper clearly expresses the difficulties we may have in operating the HNDA Tool, with a projected decrease in households, and not least the serious implications this would raise for the GCV Housing Market Partnership justifying a different position for the GCV HNDA2.

(17) The above revisions relating to population and the analysis undertaken by Planning Policy to supplement the earlier analysis by the Housing Team, to support this briefing report in relation to population estimates for Inverclyde, appeared at the outset to make this adverse outcome for future household change less likely, but that may not be the case.

(18) It will be important for an appropriate Group of officers to maintain an oversight of future publications of NRS estimates and projections, in addition to the support we can expect through our joint membership of the GCV SDPA and GCV HMP. The GCV HMP will be looking at all of these matters very closely over the coming months and hopefully their request to NRS in Appendix 1 will have an influence on the forthcoming round of net migration assumptions that feed-into the next set of 2012 based population and household projections, the latter expected in July 2014.

Population Information - 2009-2015

Source	Population Figures					
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Green Book	81002	80469	80210	79770	79367	78922
LG Financial Statistics	80210	79770	79220	80680	N/A	N/A
GROS Mid Year Estimates	80210	79770	79220	80680	N/A	N/A
GROS Mid Year Revised	81670	81510	81220	N/A	N/A	N/A
Rating Review Estimates	80200	79700	79200	80700	N/A	N/A



Notes:

Green Book 2012/15 per NRS mid year estimate 2010
 2013/14 rebased = 2010 mid year estimate + (2008 based projection for 2011 - 2008 based projection for 2010)
 2014/15 rebased = 2010 mid year estimate + (2008 based projection for 2012 - 2008 based projection for 2010)
 Population figures used in GAE calculations

Green Book 2011/12 2009 per GROS mid year estimate 2009

Green Book 2008/11 2008 per GROS mid year estimate 2006
 2009/10 rebased = 2006 mid year estimate + (2004 based projection for 2007 - 2004 based projections for 2006)
 2010/11 rebased = 2006 mid year estimate + (2004 based projection for 2008 - 2004 based projections for 2006)
 Population figures used in GAE calculations.

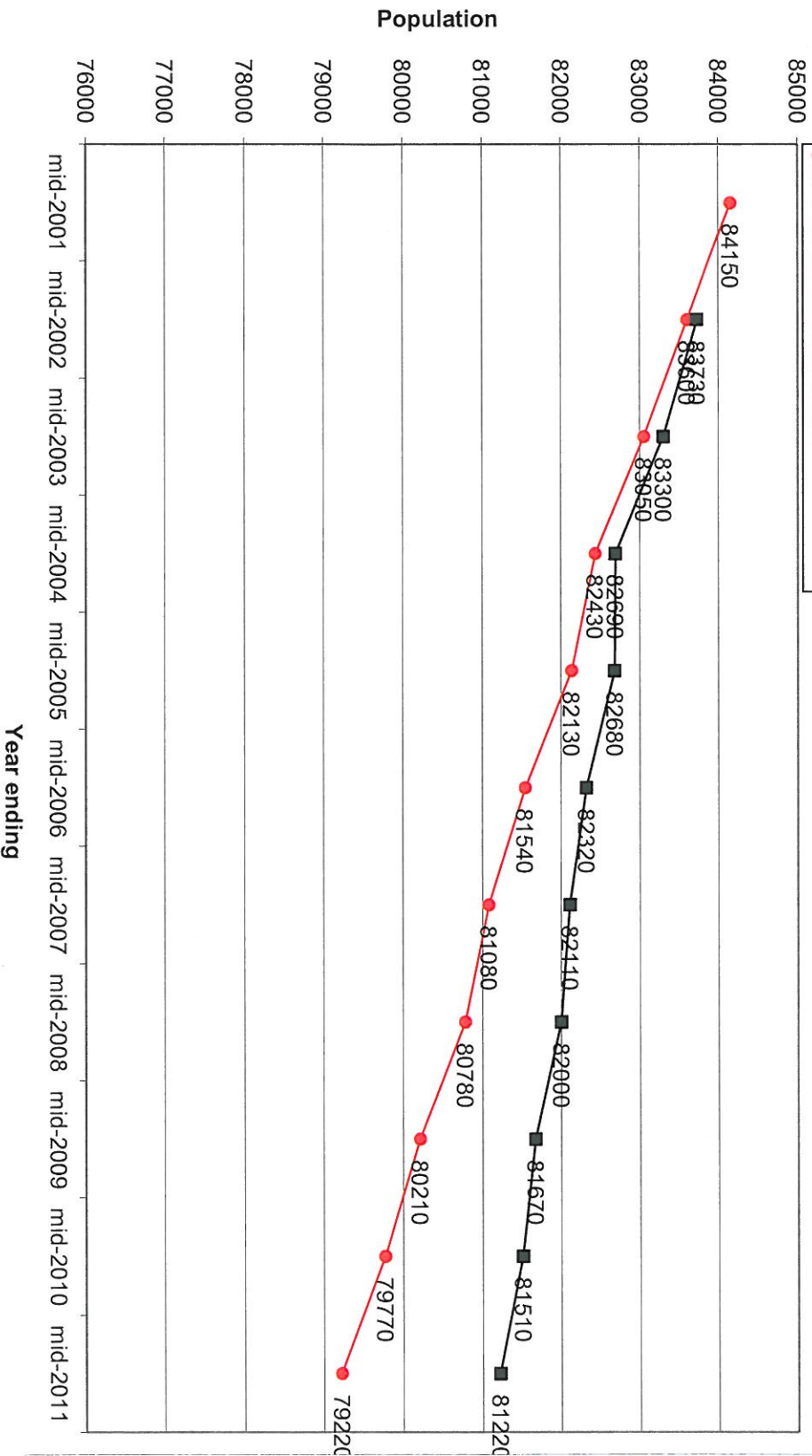
GROS Mid Year Estimates 2002 to 2010 original figures (prior to 2011 census adjustments)
 GROS Mid Year Revised Revised figures after 2011 Census.

Census 2011 Figures is 81,485 compared to 84,203 in 2001

Population time series for Scotland and its Council areas, mid-2001 to mid-2011

Council area: Inverclyde

Warning: the vertical scale is not the same for all Council areas.



—●— Previous MYEs —■— Revised MYEs

Click on the Council area of interest below to switch between Council areas.

Report To:	Policy & Resources Committee	Date:	20 May 2014
Report By:	Corporate Director Education Communities and Organisational Development	Report No:	PR/110/14/PC/MM
Contact Officer:	Martin McNab	Contact No:	01475 714246
Subject:	Queen's Baton Relay & Race to the Games		

1.0 PURPOSE

- 1.1 To seek approval from Committee for funding for the Queen's Baton Relay in Inverclyde and Clyde Muirshiel's "Race to the Games".

2.0 SUMMARY

- 2.1 Members will be aware that the Queen's Baton Relay visits Inverclyde on Monday 14 July 2014, just ten days before the 2014 Commonwealth Games opens in Glasgow. The Baton Relay is visiting every Local Authority in Scotland as the final stage of its journey to the games.
- 2.2 There are various costs arising from the relay and the events surrounding it. Wherever possible external funding bids have been made to cover the costs or these have been contained in service budgets. There are certain unavoidable costs arising, in the main from road restrictions, barriering & closures which need budgetary provision.
- 2.3 Clyde Muirshiel Regional Park is organising a Sailability "Race to the Games" on Wednesday 02 July 2014. The race will be run from James Watt Dock in Greenock, finishing at the Glasgow Science Centre. As part of the funding package for the event Clyde Muirshiel is requesting sponsorship from Inverclyde Council.

3.0 RECOMMENDATION

- 3.1 It is recommended that members:-

1. Approve the provision of budget for the Queen's Baton Relay
2. Approve the sponsorship of "Race 2 the Games" by Inverclyde Council up to £10,000 subject to the conditions set out in para 5.4 of the report.

Patricia Cassidy
Corporate Director
Education, Communities & Organisational Development

4.0 BACKGROUND - QBR

- 4.1 The Queen's Baton Relay comes to Inverclyde on 14 July 2014. Planning for this event is ongoing but the route is now finalised together with the outline of a number of events at the various photo opportunities during the day.
- 4.2 As part of the planning various external funding opportunities have either been granted or are pending approval for events during the day. These include:
- £10K from Event Scotland for the end of day celebration event in Battery Park (confirmed)
 - £10K from the "Celebrate" fund for "Let the Games Begin" a partial performance of which will feature in the end of day event (confirmed)
 - £10K from the "Celebrate" fund for a full programme of cultural events around the QBR (application by the Beacon, pending approval)

As well as the above a number of other events are being supported by Inverclyde Council and partners during the QBR, including events at Gourrock Outdoor Pool, Ravenscraig and Parklea. Costs arising from these events will largely be officer time and will be contained in service budgets.

- 4.3 There are, however, costs arising from road closures, barriering and stewarding that cannot be contained. As such a total of £13,900 is required to support services.

5.0 Race to the Games

- 5.1 Clyde Muirshiel Regional Park, in which Inverclyde Council is a partner, has a Royal Yachting Association Centre of Excellence for sailability. Pupils from Craigmarnock School have attended the centre and named one of the Access 303 Class dinghies.
- 5.2 Clyde Muirshiel intends to run a sailability "Race to the Games" on 02 July 2014. This will involve sailability dinghies sailing from James Watt Dock to the Glasgow Science Centre. Young people from Craigmarnock School will be involved in the event. A flyer for the event is attached as Appendix 1.
- 5.3 Clyde Muirshiel has approached Inverclyde Council for sponsorship of this event, which will undoubtedly be a high profile event in the run up to the games. The event also starts in Inverclyde and will be an ideal opportunity to promote the area.
- 5.4 Clyde Muirshiel Park have requested £10,000 sponsorship. Officers are in discussions regarding the financial detail and delegated authority is requested to finalise this sum on the basis it does not exceed £10,000.

6.0 PROPOSALS

- 6.1 That Committee approves the additional funding required for the Queen's Baton Relay.
- 6.2 That Committee agrees to Inverclyde Council being a sponsor of the Race to the Games event.

7.0 IMPLICATIONS

7.1 Financial Implications

Financial Implications – One off Costs

Route Estimates

Cost Centre	Budget Heading	Budget Year	Proposed Spend	Virement From	Other Comments
Earmarked Reserves	Revenue Contingency (Queens Baton Relay – Roads)	2014/15	£13900	N/A	Coning various stretches of road. Crowd Barriers at Cathcart Street and Kilmacolm. Hire of Vehicle Transporter. Route dressing at key points, post event clean up and additional stewarding.

Race 2 The Games

Cost Centre	Budget Heading	Budget Year	Proposed Spend	Virement From	Other Comments
Earmarked Reserves	Revenue Contingency (Race 2 The Games)	2014/15	Up to £10000	N/A	Event sponsorship amount to be finalised following discussions with CMP.

7.2 Legal Implications

None

7.3 Human Resources Implications

None

7.4 Equalities Implications

None

7.5 Repopulation Implications

A successful Queen's Baton Relay should have a positive impact on the image of Inverclyde.

8.0 CONSULTATIONS

8.1 As part of the planning process for the Queen's Baton Relay consultations have taken place with a number of services within Inverclyde Council including Environmental & Commercial Services, Finance and Legal and Property Services. External partners consulted include Glasgow 2014, Police Scotland and Inverclyde Leisure.

7.0 LIST OF BACKGROUND PAPERS

7.1 Glasgow 2014 Queen's Baton Relay & Legacy Plan –
Education & Communities Committee November 2013

Clyde Muirshiel Sailability: 'Race 2 the Games'

Wednesday 2 July 2014



The Race: As part of the celebrations in the run up to the Glasgow 2014 Commonwealth Games, Clyde Muirshiel Regional Park (CMRP) is organising a Sailability 'Race to the Games'. This challenging race for people with disabilities covers 33km from the open waters of the Firth of Clyde through the narrow channel of the River Clyde into central Glasgow.

The Route: The race, in Access 303 sailing dinghies, will start at James Watt Dock, Greenock and finish at the Glasgow Science Centre. A film crew will be covering the event. There will be opportunities for partners and sponsors to follow the race from the water on a large motor cruiser, high powered RIBs or a variety of smaller support boats.



The Reception: At the finish line Clyde Muirshiel Regional Park will be hosting a 'Taste of Scotland' reception for competitors, partners and sponsors.



The Legacy: Sponsorship raised from the event will generate legacy funds for the further development of accessible tourism activities at the Regional Park and disability sport at CMRP's Sailability Centre for Excellence. Specialist equipment and training opportunities will be provided in sailing, kayaking and cycling for those with additional support needs.

The Details: Follow the action on twitter & facebook/race2thegames. For further information about the event contact David Hill on 01505 842 882 ex 21 or david.hill@clydemuirshiel.co.uk

Report To:	Policy and Resources Committee	Date:	20 May 2014
Report By:	Brian Moore, Corporate Director Inverclyde Community Health & Care Partnership	Report No:	CHCP/29/2014/HW
Contact Officer:	Helen Watson Head of Planning, Health Improvement & Commissioning	Contact No:	01475 715369
Subject:	Active Living Strategy		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek formal endorsement of the Inverclyde Active Living Strategy (attached at appendix one).

2.0 SUMMARY

- 2.1 The Inverclyde Active Living Strategy strives to encourage more individuals and families across Inverclyde to increase their physical activity through sustained positive changes to both their lifestyle and natural environment.
- 2.2 The strategy which has undergone significant development, builds upon a prolonged partnership approach encompassing relevant research, best practice and local need. Led by Inverclyde Alliance, it was approved by the Alliance Board in March 2013. The Council is the lead Community Planning agency, so it seems logical that having led the development, the Council should consider formally endorsing it as policy. The strategy seeks a culture shift in how partners promote, develop and implement initiatives designed to encourage the local population to become more physically active.
- 2.3 Furthermore, the Strategy outlines objectives designed to facilitate positive lifestyle changes across the next ten years, the vision therefore seeks to promote Inverclyde as the most active Local Authority within Scotland. In order to achieve this, eight thematic long term outcomes form the foundation of the document, each with a designated partnership lead responsible for delivery.
- 2.4 Recent guidance provided by the Scottish Government indicates the significance of localities promoting physical activity through a shared outcomes focus. This Strategy therefore goes beyond such direction promoting positive efforts to reduce health inequalities and develop a step change regarding the health and wellbeing benefits of regular physical activity.
- 2.5 The Inverclyde Active Living Strategy will be implemented by the associated Steering Group, whose membership includes relevant lead officers and Community Planning Partners. Progress will be reported within a 4 month period and will utilise Inverclyde Performs (the Inverclyde Council Performance Management System).

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee

- a. Note the content of this Report
- b. Formally endorse the Inverclyde Active Living Strategy

Brian Moore
Corporate Director
Inverclyde Community Health & Care
Partnership

4.0 BACKGROUND

- 4.1 The majority of individuals living and working within Inverclyde are not physically active enough to benefit their health. This reduction in activity levels has taken place over a number of years and can be attributed to various factors ranging from increased car use to the very design of our local communities.
- 4.2 Four in ten (39%) adults met the current physical activity recommendations with men more likely to meet recommended levels than women (45% compared with 33%). Lack of physical activity has a high correlation to overweight and obesity among the population. Across Scotland, 28% of adults and more than 14% of children were obese. More than 65% of adults and nearly 30% of children were overweight and obese combined.
- 4.3 Strong scientific evidence supports the need for everyone to be physically active in order to protect against many of Scotland's leading chronic diseases (e.g. coronary heart disease, certain cancers, obesity, diabetes, and hypertension). In addition, being regularly active is also associated with positive mental health and wellbeing. Physical inactivity coupled with the high profile rise in obesity, accounts for 11% of all global premature mortality.
- 4.4 The cost of treating both obesity and the chronic conditions associated with sedentary lifestyles is putting the health and social care system under increasing pressure, where more and more mainstream funding is having to be diverted from other budgets to accommodate this increase spend in healthcare. This trend is unsustainable and needs to be reversed within the next generation in order to manage the associated costs.

5.0 PROPOSALS

- 5.1 The development of this strategy has been from the outset a progressive partnership approach. Within Inverclyde it is recognised that a wealth of individuals and organisations have a responsibility for increasing physical activity across the local community. A steering group was initiated to oversee the development of this document and then assume subsequent delivery responsibility.
- 5.2 The Active Living Strategy has been compiled through intensive partnership working, with each partner accepting responsibility for delivering change within their service area. It is important to note that increasing physical activity levels have been a national challenge for many years. In order for this strategy to be effective adequate time must be invested to allow the outcomes to mature and develop.
- 5.3 The overarching vision of the document is described as:
“Inverclyde will have the most active population in Scotland by 2022”
- 5.4 This ambitious vision reflects the level of commitment which the strategy brings both from its partners and wider organisational supporters. The decline in physical activity rates has been a progressive lengthy trend spanning over 50 years and the solution to this must be equally progressive and hence requires time investment.
- 5.5 This strategy will look towards whole population increases in physical activity, as well as focus within specific populations who are among the least active. This will ensure that reducing health inequalities becomes an integral component of future working in order to address and subsequently reduce the inequality gap. This will allow communities, groups and individuals to be targeted in a way which promotes fairness, achieves access for all, and finally, ensures a high level of success.
- 5.6 Work will correlate across a number of key areas. Eight strategic themes have been identified which aim to link the short, medium and long term outcomes with the need to target specific populations.

These are described as; Workplaces, Greenspace, Sport and Leisure, Education, Health Improvement, Built Environment, Communication and finally Community Engagement and Capacity Building. The above strategic design bears very similar resemblance to the draft structure of the Scottish Government's Physical Activity Implementation plan due in early Spring 2014.

- 5.7 The working group responsible for the development of this document will direct efforts towards a parallel implementation plan to deliver upon the associated outcomes necessary for its success. This will also therefore note the key delivery actions against which progress will be measured.
- 5.8 The working group will report directly to the Health Inequality and Environment Single Outcome Agreement Delivery Groups as well as to the Inverclyde Alliance Board when necessary. Progress will be reported on a 4 monthly basis with a fuller performance appraisal concluded annually.
- 5.9 In order to accurately inform the above, all actions will note current baseline data to allow performance measures to be attributed. Moreover, partners recognise that new mechanisms will be developed or established to allow local activity levels to be recorded across the eight strategic themes.
- 5.10 Each strategic theme relates to a core remit within the working group and therefore a lead organisation will be assigned to each of the eight areas. The respective lead will be responsible for the long term delivery of that area. This will aid in the sustained drive of the strategy as well as document each partner's continued commitment.
- 5.11 This strategy provides tangible evidence of efforts to increase physical activity and reduce subsequent health inequalities. Moreover it ensures sustained commitment to delivering firm commitments as set within the Single Outcome Agreement.

6.0 IMPLICATIONS

Finance

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if applicable)	Other Comments
NHS: G64222	Health Improvement and Commissioning – Eat Up	Jan 2014	£30,000 – current CHCP Physical Activity budget (non recurring)		Some resource investment will be required across the timeline of the strategy in terms of staff time. It is anticipated that financial support will be sought from additional external sources as well as possible dedicated CHCP non recurring funding streams if these are available.

Legal

7.2 None

Human Resources

7.3 None

Equalities

7.4 EQIA completed.

Repopulation

7.5 Builds upon positive local image.

8.0 CONSULTATIONS

8.1 N/A

9.0 BACKGROUND PAPERS

9.1 None

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Background:

The majority of individuals living and working within Inverclyde are not physically active enough to benefit their health. This reduction in activity levels has taken place over a number of years and can be attributed to various factors ranging from increased car use to the very design of our local communities.

The *Inverclyde Active Living Strategy* seeks to respond to this negative health trend through sustained investment and effort over the course of the next ten years. In order to achieve this it is necessary to track a holistic approach which influences a range of opportunities, encouraging the population of Inverclyde to be more active more often throughout their daily lives.

Such an approach will begin from early years and focus on those within the local area who are in greatest need. Achievement of this requires the strategy to group long term outcomes within defined areas which not only link to the vision of this document, but more importantly associate with the corporate objectives of Inverclyde Council, Community Health Care Partnership (CHCP) and Inverclyde Alliance partners.

Never has the need been greater to encourage individuals to be more regularly active. It is of little coincidence that the epidemical rise in obesity witnessed across the westernised world, coincides with a significant reduction in physical activity levels.

Operational partnerships within the community of Inverclyde are a strong local resource which this strategy aims to develop and widen. The Inverclyde Alliance (CPP) Single Outcome Agreement has adopted a Nurturing Inverclyde approach and its vision, agreed and signed up to by all the partners is to focus on:

'Getting it Right for Every Child, Citizen and Community'.

The organisations who make up the partnership are committed to ensuring that all our children, citizens and communities are safe, healthy, achieving, nurtured, active, respected, responsible and included. This Active Living Strategy supports the delivery of all of these wellbeing outcomes, with a particular emphasis on healthy and active.

In order to maximise such positive components, the *Inverclyde Active Living Strategy* also associates with four Strategic Outcomes of the Inverclyde Alliance Single Outcome Agreement¹:

The health of local people is improved, combating health inequality and promoting healthy lifestyles

All our young people have the best start in life

Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations

The area's economic regeneration is secured, economic activity in Inverclyde is increased and skills development enables both those in work and those furthest from the labour market to realise their full potential

As previously indicated, the need for this strategy is evident however, the opportunity for success has also never been more apparent. Successful implementation of this document within Inverclyde will not only set a leading trend nationally, but also and more importantly, significantly increase the health and wellbeing of the local population through gradual lifestyle adaptations.

Setting the Scene:

Scotland as a nation is physically inactive, unfit and increasingly overweight or obese². Two thirds of the Scottish population are putting their wellbeing at risk because they are not sufficiently active enough in order to benefit their health³.

Strong scientific evidence supports the need for everyone to be physically active in order to protect against many of Scotland's leading chronic diseases (e.g. coronary heart disease, some cancers, obesity, diabetes, and hypertension)². In addition being regularly active is also associated with positive mental health and wellbeing⁴.

Physical inactivity coupled with the high profile rise in obesity, accounts for 11% of all global mortality⁵.

These two risk factors have become more widespread in recent years due to the prevalence of high car use merged with environments which support so called "convenience lifestyles". Architectural and urban design often inadvertently supports unhealthy environments⁶ (see figure 1).

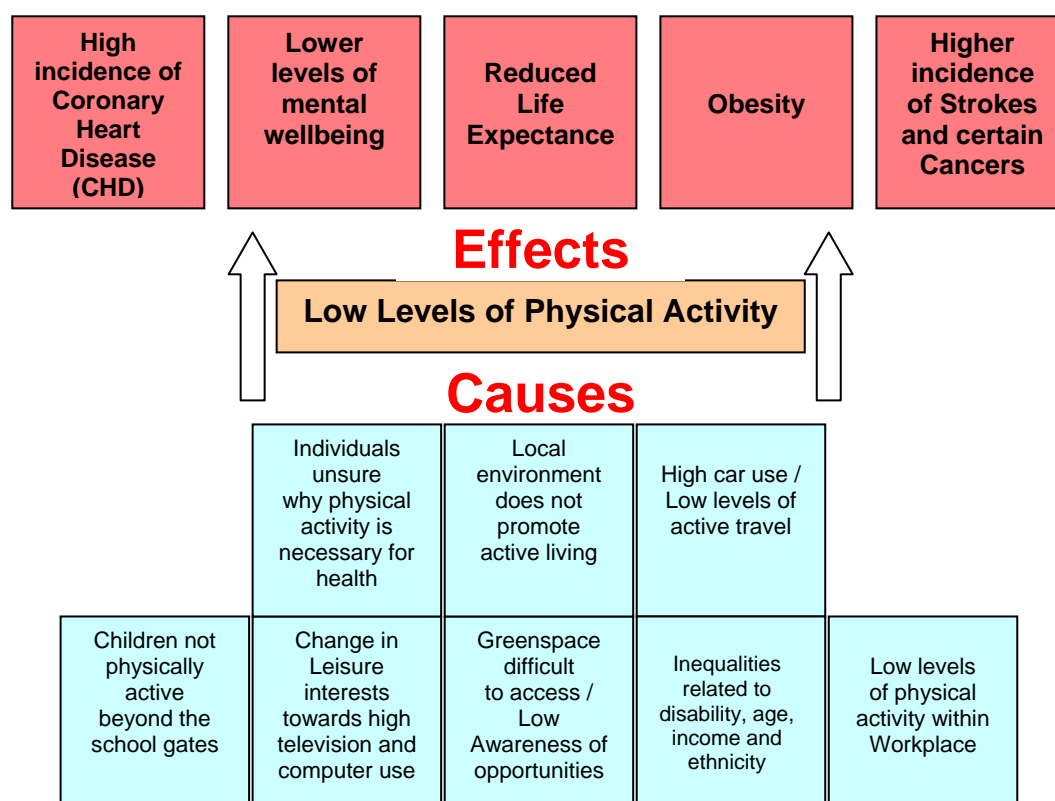


Figure 1 – Cause and Effect Model: Physical Activity

This *Active Living Strategy* aims to tackle the declining rates of physical activity as well as support partner organisations to make sustainable long term changes that will reverse the trend. In order to achieve this, the strategy will focus on a number of key areas which not only raise awareness of the

problems faced, but challenge the day to day routines of those living within Inverclyde.

There is no single component which will fundamentally lead to an increase in physical activity, nor does the responsibility lie with a single organisation or agency. The priority is to promote ease of access to allow individuals to become active in a convenient and appropriate environment.

The *Active Living Strategy* has been compiled through intensive partnership working, each responsible for delivering change within their service area. It is important to note that increasing physical activity levels has been a national challenge for many years. In order for this strategy to be effective therefore, adequate time must be invested to allow the outcomes to mature and develop.

The rationale is not to offer short term solutions to the above concerns. Nor is it to introduce radical ideas with limited evidence base which will fade in the years to come.

We propose, over time, to invest in the local environment which will see a gradual shift away from inactive lifestyles in order that those who work and live within Inverclyde are encouraged to be physically active throughout their everyday lives.

This document is therefore composed in two parts. The first indicates the need for such an approach and details the following:

- **Physical Activity Recommendations** – Highlights current national guidance regarding population and age classification
- **Current Levels of Physical Activity** – Details the size and scale of the problem faced both nationally and locally
- **Overweight and Obesity** – Identifies the link between low levels of physical activity and the rise in obesity
- **Benefits of Physical Activity** – Identifies the opportunities this strategy presents through an understanding of the importance of regular activity
- **Active Living** – Defines the term and its value within this strategy

The second aspect expands the development process behind the strategy while indicating its strategic relevance and direction:

- **Strategy Infrastructure** – Indicates the growth and evolution of the strategy indicating key partners and resources
- **Strategic Objectives** – Defines the overarching vision of the document as well as its strategic priorities
- **Implementation** – Outlines the manner in which the long term outcomes will be taken forward and monitored through a performance management framework

Physical Activity Recommendations:

Physical activity is a broad term to describe movement of the body that uses energy. It can be as simple as walking, cycling or doing housework. Some people think about getting active as getting fit, and assume that it means vigorous physical activity. It doesn't⁷.

The amount of physical activity we should be doing can be defined as⁸:

- For children under 5, physical activity should be encouraged from birth, particularly through floor-based play and water-based activities in safe environments. All under 5s should minimise the amount of time spent being sedentary (being restrained or sitting) for extended periods (except time spent sleeping).
- Children and Young People (5-18 Years) should engage in moderate to vigorous intensity physical activity for at least 60 minutes and up to several hours per day
- Adults (19-64 Years) should undertake at least 30 minutes of moderate physical activity on at least 5 days of the week. 3 x activities per week of strength and balance exercises is also recommended.
- Older Adults (65+ Years) should undertake at least 30 minutes of moderate physical activity on at least 5 days of the week. Older adults should also undertake physical activity to improve muscle strength on at least two days a week.

Evidence suggests that the proportion of adults who have a complete knowledge of the above recommendations can be classed as low⁹. A higher proportion of adults however are able to identify the duration (30 minutes accumulated) and frequency (at least 5 days per week) components separately.

Moderate physical activity is defined as that which⁸:

**Increases heart rate,
May result in some sweating and
Encourages an individual to take deeper breaths**

The important indicator however is that individuals should still be able to hold a conversation.

Generally activity can be classified into four types:

Stamina	Flexibility	Strength	Balance
Brisk walking, gardening or swimming will keep lungs, heart and circulation in good shape	Vacuuming, yoga or DIY will keep you supple	Climbing stairs, digging in the garden or carrying shopping helps keep muscles and bones strong	Dancing, t'ai chi or keep fit classes

Figure 2 – The Four Types of Physical Activity
NHS Health Scotland (2008)
Energising Lives – A guide to promoting physical activity in primary care

Current Levels of Physical Activity:

National

The Scottish Health Survey (SHeS)³ indicated the following:

Four in ten (39%) of adults met the current physical activity recommendations with men more likely to meet recommended levels than women (45% compared with 33%). The proportions of men and women meeting recommended activity levels varied significantly with age as seen in figure 3.

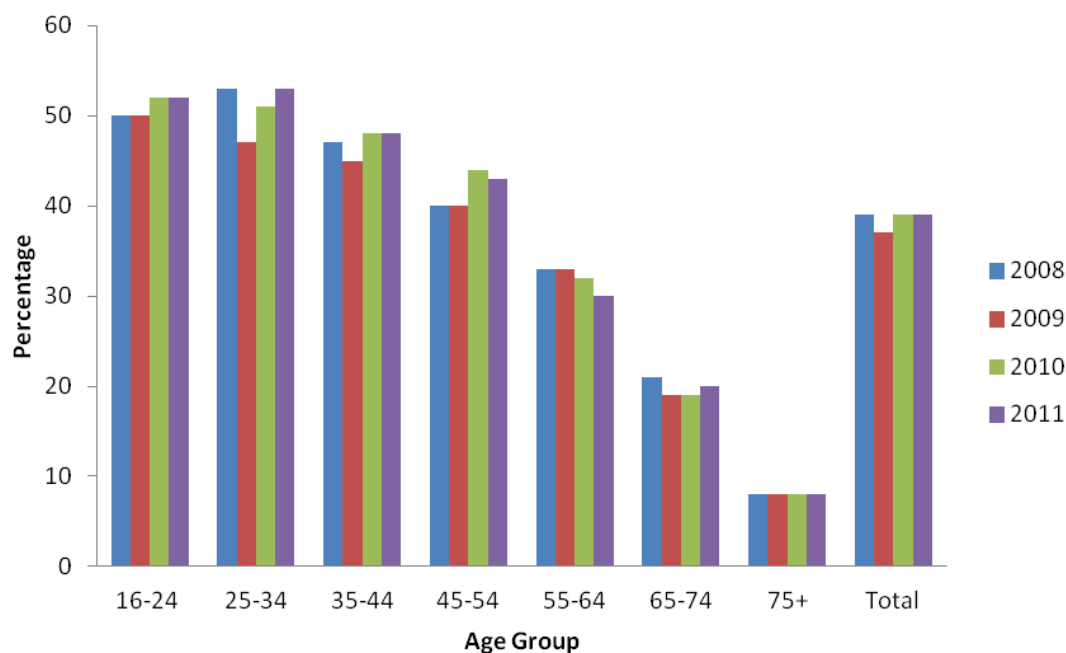


Figure 3 – Percentage of adults aged 16–74 meeting the recommendations by age

Among men, the proportions meeting recommendations fell from 63% of those aged 16-24 to 11% of those aged 75 and over. Among women those aged 25-34 were most likely to meet the recommendation (45%), the proportion meeting the recommendation then declined by age to 6% for those aged 75 and over.

Among children the levels of physical activity increased gradually until a recent plateau. In 1998, 65% of children aged 2-15 were physically active at the recommended level (excluding school-based activity, which was not measured prior to 2008). This increased to 69% in 2003, but has been 64%-65% from 2008 onwards.

In 2011, 73% of children (76% of boys and 70% of girls) met the physical activity recommendations *including* school-based activity. Although there was little change for boys between 2008 and 2011, the proportion of girls meeting the recommendations appears to have increased from 64% in 2008.

Local

Data shows that 51% of adults meet recommended activity levels within Greater Glasgow and Clyde¹⁰. Men at 45% were more likely to meet the recommendation than women at 28%.

Local data for Inverclyde¹⁰ presented a more positive response indicating 56% of adults met the recommended levels of physical activity.

The proportion of respondents who met the target for physical activity tended to decrease with age – from 67% of those aged 16-44 to 28% of those aged 65 and over.

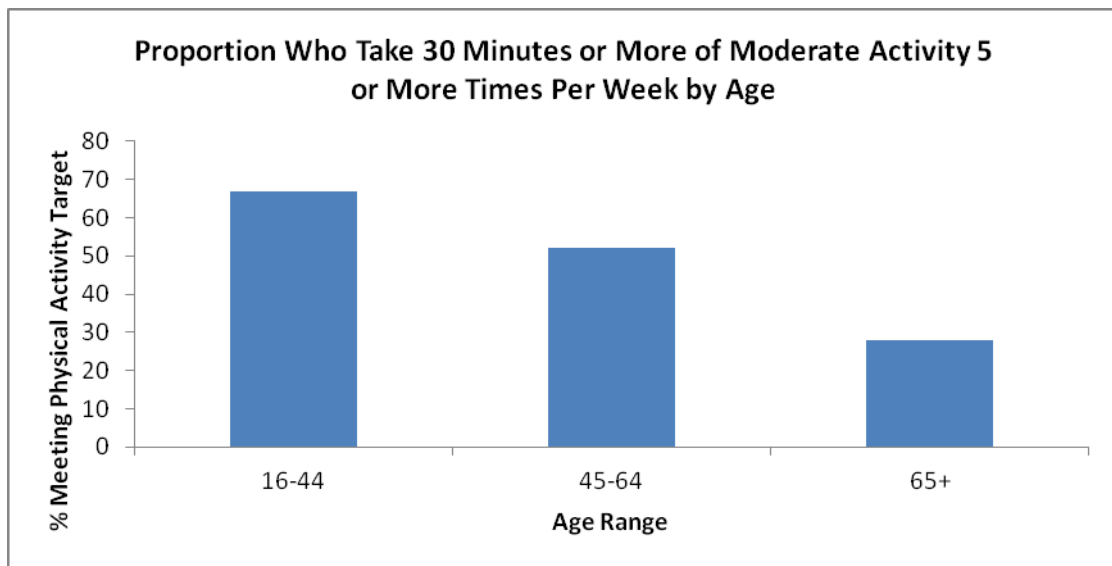


Figure 4 – Percentage of adults aged 16–75+ meeting physical activity targets by age within Inverclyde

Overweight and Obesity:

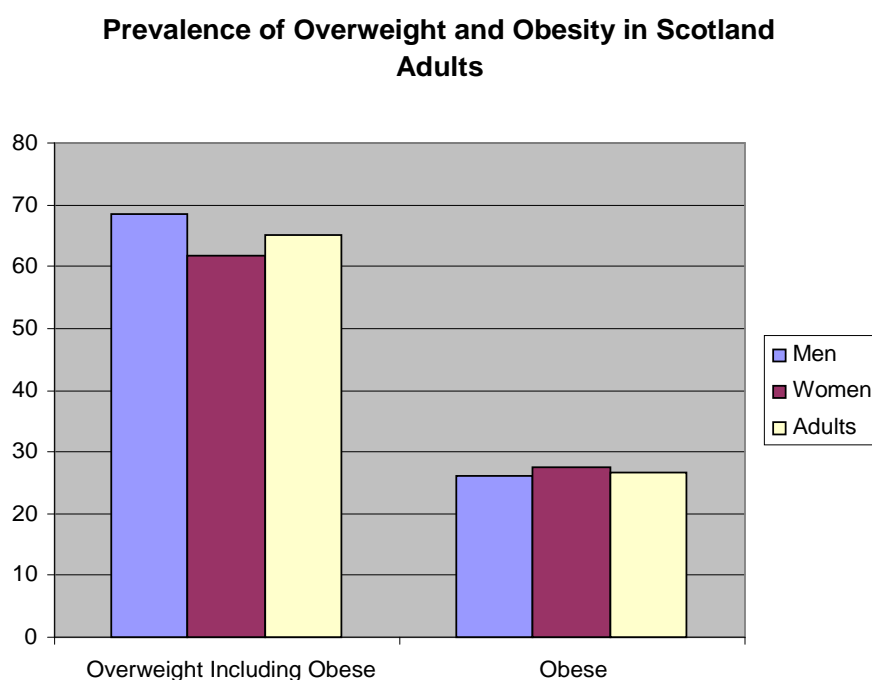
Scotland has one of the highest levels of obesity in the OECD countries; only the USA and Mexico having greater levels¹¹. Population-wide obesity levels in Scotland are measured by the Scottish Health Survey.

Across Scotland, 28% of adults and more than 14% of children were obese. More than 65% of adults and nearly 30% of children were overweight and obese combined.

Therefore an **adult of healthy weight** living in Scotland today is in the **minority**.

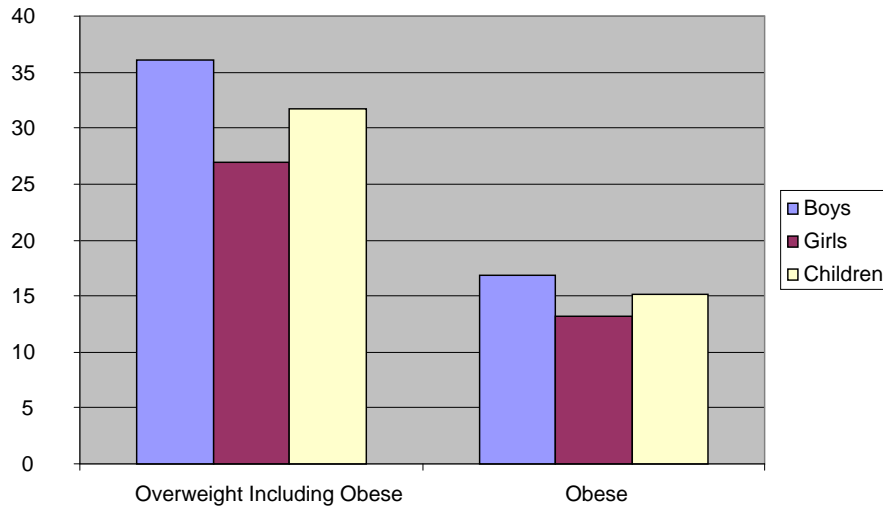
There is a clear linear pattern of increasing obesity with increasing deprivation in adult women in Scotland. It is predicted that such a correlation between deprivation and obesity may soon become apparent for adult men and children¹¹.

Occurring at the same time as the decline of physical activity, there has been an increase in the number of high calorie, high fat foods consumed by the population¹².



**Figure 5 – Prevalence of Overweight and Obesity in Scotland
Preventing Overweight and Obesity in Scotland
A Route-map Towards Healthy Weight (2010)**

**Prevalence of Overweight and Obesity in Scotland
Children Aged 2 - 15**



**Figure 6 – Prevalence of Overweight and Obesity in Scotland (Children)
Preventing Overweight and Obesity in Scotland
A Route-map Towards Healthy Weight (2010)**

Like physical activity where individuals overestimate how active they are, a similar behaviour is noticed when individuals are asked about their weight. A recent publication indicated that people who are overweight will often state that they think they are of normal weight, while in the same study, 78% of parents with overweight or obese children thought their child's weight was normal¹³.

The cost of treating both obesity and the chronic conditions associated with sedentary lifestyles is putting the health and social care system under increasing pressure, where more and more mainstream funding is having to be diverted from other budgets to accommodate this increase spend in healthcare.

Put simply, the associated long term costs of obesity and sedentary lifestyles will put health and social care spending at a point which is unsustainable.

Benefits of Physical Activity:

Being physically active is essential for good health and constitutes an effective intervention for many conditions. The strongest effects however are seen in prevention with regular activity decreasing the risk of:

Cardiovascular Disease (CVD)

Despite falling death rates spanning the last 20 years, CVD continues to be a major cause of mortality and morbidity in Scotland. Inactive people have almost double the risk of having a heart attack than their active counterparts¹⁴. Studies have shown that 37% of CHD deaths can be attributed to physical inactivity, which compares with 19% of CHD deaths attributable to smoking¹⁵.

Type 2 Diabetes

Individuals who are physically active are 33-50% less likely to develop type 2 diabetes than inactive people. The greater the amount of activity taken the lower the risk of developing the disorder¹⁶.

Mild Anxiety and Depression

Physical activity has the capacity not only to add years to life, but also to increase quality life years through reduced risk of mental disorders, improved quality of life and psychological wellbeing¹⁷.

Additional benefits of physical activity are summarised as:

- *perception of mental wellbeing*: physical activity (particularly moderate activity like walking) is linked with improved self perception of mental wellbeing;
- *self esteem*: physical activity is linked to positive effects on self esteem and self perceptions;
- *cognitive function*: there is some evidence that physical activity can promote some aspects of cognitive functioning such as memory, reasoning, problem solving and spatial awareness – this work has particularly emphasised the potential for physical activity to contribute to educational attainment within young people and to maintain good cognitive functioning in older people;
- *sleep*: those who are active tend to fall asleep faster and sleep longer and deeper than those who are inactive – the likelihood of having sleep disorders is lower amongst those who are active;
- *stress & anxiety reduction*: those who are active tend to have reduced levels of stress and anxiety.

There is also evidence that physical activity can be effective in alleviating some symptoms in those individuals with clinically defined mental health problems: for example, as an effective treatment for mild, moderate and potentially severe clinical depression; helping people with other mental health

problems, such as improving the mental wellbeing of people with a diagnosis of schizophrenia and, supporting recovery from alcohol & drug misuse¹⁸.

The evidence base supporting the benefits of moderate physical activity is robust and convincing. Individuals who are physically active enjoy increased life expectancy, reduced risk of chronic illness (including CHD, Stroke and type 2 Diabetes) and increased mental wellbeing.

Table 1 - The relationship between physical activity and health outcomes

Health outcome	Nature of association with physical activity	Effect size	Strength of evidence
All-cause mortality	Clear inverse relationship between physical activity and all-cause mortality.	There is an approximately 30% risk reduction across all studies, when comparing the most active with the least active.	Strong
Cardiorespiratory health	Clear inverse relationship between physical activity and cardiorespiratory risk.	There is a 20% to 35% lower risk of CVD, CHD and stroke.	Strong
Metabolic health	Clear inverse relationship between physical activity and risk of type 2 diabetes and metabolic syndrome.	There is a 30% to 40% lower risk of metabolic syndrome , and a 35% to 50%* lower risk of type 2 diabetes in at least moderately active people compared with those who are sedentary.	Strong
Energy balance	There is a favourable and consistent effect of aerobic physical activity on achieving weight maintenance.	Aerobic physical activity has a consistent effect on achieving weight maintenance (less than 3% change in weight). Physical activity alone has no effect on achieving 5% weight loss, except for exceptionally large volumes of physical activity, or when an isocaloric diet is maintained throughout the physical activity intervention. Following weight loss, aerobic physical activity has a reasonably consistent effect on weight maintenance.	Strong Strong Moderate
Musculoskeletal health	Bone: There is an inverse association of physical activity with relative risk of hip fracture and vertebral fracture. Increases in exercise and training can increase spine and hip bone marrow density (and can also minimise reduction in spine and hip bone density).	Bone: Risk reduction of hip fracture is 36% to 68% at the highest level of physical activity. The magnitude of the effect of physical activity on bone mineral density is 1% to 2%.	Moderate (weak for vertebral fracture)
	Joint: In the absence of a major joint injury, there is no evidence that regular moderate physical activity promotes the development of osteoarthritis. Participation in moderate intensity, low-impact physical activity has disease-specific benefits in terms of pain, function, quality of life and mental health for people with osteoarthritis, rheumatoid arthritis and fibromyalgia.	Joint: Risk reduction of incident osteoarthritis for various measures of walking ranges from 22% to 83% . Among adults with osteoarthritis, pooled effect sizes (ES) for pain relief are small to moderate, i.e. 0.25 to 0.52. Function and disability effect sizes are small: function ES = 0.14 to 0.49 and disability ES = 0.32 to 0.46.	Weak Strong
	Muscular: Increases in exercise training enhance skeletal muscle mass, strength, power, and intrinsic neuromuscular activation.	Muscular: The effect of resistance types of physical activity on muscle mass and function is highly variable and dose-dependent.	Strong
Functional health	There is observational evidence that mid-life and older adults who participate in regular physical activity have reduced risk of moderate/severe functional limitations and role limitations.	There is an approximately 30% risk reduction in terms of the prevention or delay in function and/or role limitations with physical activity.	Moderate to strong
Cancer	There is an inverse association between physical activity and risk of breast and colon cancer.	There is an approximately 30% to 50%* lower risk of colon cancer and approximately 20% lower risk of breast cancer.	Strong

Source: Adapted from Department of Health and Human Services (2008) *Physical Activity Guidelines Advisory Committee Report*, Washington, DC: US Department of Health and Human Services.

Active Living:

Leisure time pursuits have been relatively stable or may have increased slightly in recent years within westernised countries, however physical activity at work, at home, and from commuting has decreased¹⁹. Physical activity which was once part of our daily lives has been designed out of our normal routines. Examples of this include:

- sedentary jobs taking the place of manual labour
- car usage replacing walking and cycling,
- elevators and escalators have significantly reduced stair use
- television and video consoles have displaced active leisure opportunities

Furthermore the design of our streets, buildings and neighbourhoods make physical activity unnatural and difficult to accomplish. There is also evidence to suggest that individuals who have a physical or mental disability may have unequal access to physical activity opportunities²⁰.

Health professionals must therefore work with urban designers, architects and planners to reverse the design trends that have contributed to declining physical activity¹⁹. Creating opportunities where individuals can be physically active may help reduce many prominent chronic illnesses as well as contribute to long term environmental regeneration.

Neighbourhood design can impact upon physical activity and health in a number of ways. Features such as shared site ownership between walkers, cyclists and car users, access to greenspace and clutter free environments all contribute to this agenda.

This document looks to build upon best practice not only within the UK but beyond in order to foster physical activity by designing spaces, streets and communities that encourage walking, cycling and other forms of active transportation. Active Living is deemed an essential component for the next generation in order to improve health and reduce associated inequalities.

Our aim with this strategy is to lead the way in Scotland and promote a vibrant environment which encourages individuals to enjoy their surroundings while changing their behaviour and developing an active way of life.

Strategy Infrastructure:

The development of this strategy has been from the outset a progressive partnership approach. Within Inverclyde it is recognised that a wealth of individuals and organisations have a responsibility for increasing physical activity across the local community. A Steering Group was initiated to oversee the development of this document and then assume subsequent delivery responsibility.

The following organisations form the core steering group of the *Active Living Strategy*:

- **Inverclyde Council**
 - **Education, Active Schools and Sports Development**
 - **Safer and Inclusive Communities**
 - **Regeneration and Environment**
- **Community Health and Care Partnership**
- **NHS Greater Glasgow & Clyde**
- **Your Voice – Inverclyde Community Care Forum**
- **Inverclyde Leisure**
- **NHS Health Scotland**
- **Clyde Muirshiel Regional Park**

The group set out with the aim of increasing physical activity within Inverclyde however where this strategy is unique, is that it looks to invest in the external environment throughout the long term. The following vision is therefore appropriate:

“Inverclyde will have the most active population in Scotland by 2022”

This ambitious prediction reflects the level of commitment which the strategy brings both from its partners and wider organisational supporters. The decline in physical activity rates has been a progressive lengthy trend spanning over 50 years and the solution to this must be equally progressive and hence requires time investment.

It will be necessary to accurately record local physical activity rates over the next ten years in order that progress towards the above aim is captured and tracked accordingly.

Strategic Objectives:

As previously indicated the overarching aim of this strategy is to increase physical activity levels consistently across Inverclyde. In order to achieve this it is necessary to be aware of the health related inequalities which exist and therefore impact upon individual lifestyle choices.

This strategy will look towards whole population increases in physical activity, as well as focus within specific populations who are among the least active. This will ensure that reducing health inequalities becomes an integral component of future working in order to address and subsequently reduce the inequality gap.

This will allow communities, groups and individuals to be targeted in a way which promotes fairness, achieves access for all and finally ensures a high level of success.

In order to deliver the *Active Living Strategy* a number of short, medium and long term outcomes will be established. These outcomes will form the working foundation of this strategy and be noted in a separate development plan.

Work will correlate therefore across a number of key areas. Seven strategic themes have been identified which aim to link the short, medium and long term outcomes with the need to target specific populations. In addition an overarching premise will capture the community planning and coproduction focus through a specific theme focused on community engagement and capacity building.

Each strategic theme reflects a high level outcome of the strategy. These are noted as:

Strategic Theme 1 – Workplace:

“Inverclyde employers advocate physical activity and support the facilitation of an active Inverclyde workforce”

Strategic Theme 2 – Greenspace:

“All Inverclyde residents and visitors will have opportunities to access and participate in a range of quality physical activities within greenspace and the Inverclyde green network”

Strategic Theme 3 – Sport and Leisure:

“All Inverclyde residents will have equal opportunities to access and participate in a range of quality sport and leisure experiences”

Strategic Theme 4 – Education:

“Early years, children and young people within Inverclyde will achieve the national physical activity targets by 2022”

Strategic Theme 5 – Health Improvement:

“Health inequalities are lower due to increased participation rates in physical activity and the population of Inverclyde is benefiting from the associated health outcomes”

Strategic Theme 6 – Built Environment:

“The built environment within Inverclyde facilitates quality accessible opportunities for physical activity and will encourage residents and visitors to be more physically active”

Strategic Theme 7 – Communication:

“The opportunities and benefits to accessing physical activity are effectively promoted across Inverclyde to both visitors and residents”

Overarching Theme – Community Engagement and Capacity Building:

“Community engagement and capacity building forms the foundation of all efforts to increase physical activity levels by concentrating on the assets of local communities”

The diagram overleaf (figure 7) displays each thematic area and its corresponding responsibility to the delivery of the strategy. Moreover the development plan will focus outcomes within certain age related parameters. These are also noted within Figure 7.

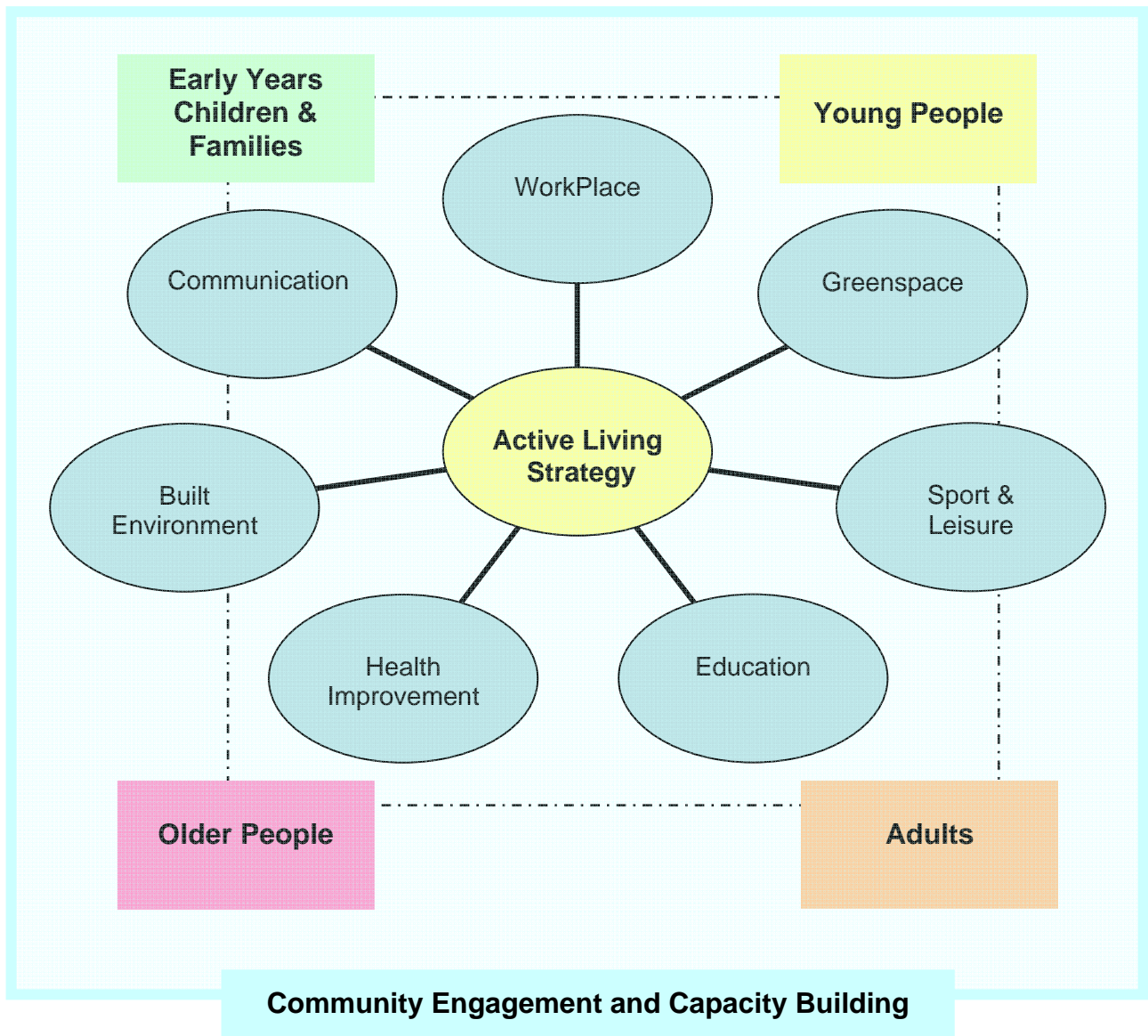


Figure 7 –Active Living Strategy Themes

All outcomes within the *Active Living Strategy* development plan have been evidence based as far as possible.

The current financial climate does not lend itself well to the launch of a new strategy, particularly one which challenges current practice and looks to deliver long term behaviour change. Only those outcomes deemed to represent good value have been considered within this document. Good value does not necessarily correspond to financial spend; rather it is a balance between the outcome cost versus potential long term savings related to health and social care.

Implementation:

This strategy aims to build upon existing work and develop new approaches to the way Inverclyde Council, CHCP and its partners promote and sustain efforts to increase physical activity across the immediate population.

The working group responsible for the development of this document will direct efforts towards a parallel implementation plan to deliver upon the short, medium and long term outcomes necessary for its success. This will also therefore note the key delivery actions against which progress will be measured.

In order to grasp the stages involved, logic models will be utilised to quickly note the key stages and areas of focus. The model overleaf provides an overview of the full strategy. The individual themed outcomes are then listed to provide a full impression of the work planned across the strategy.

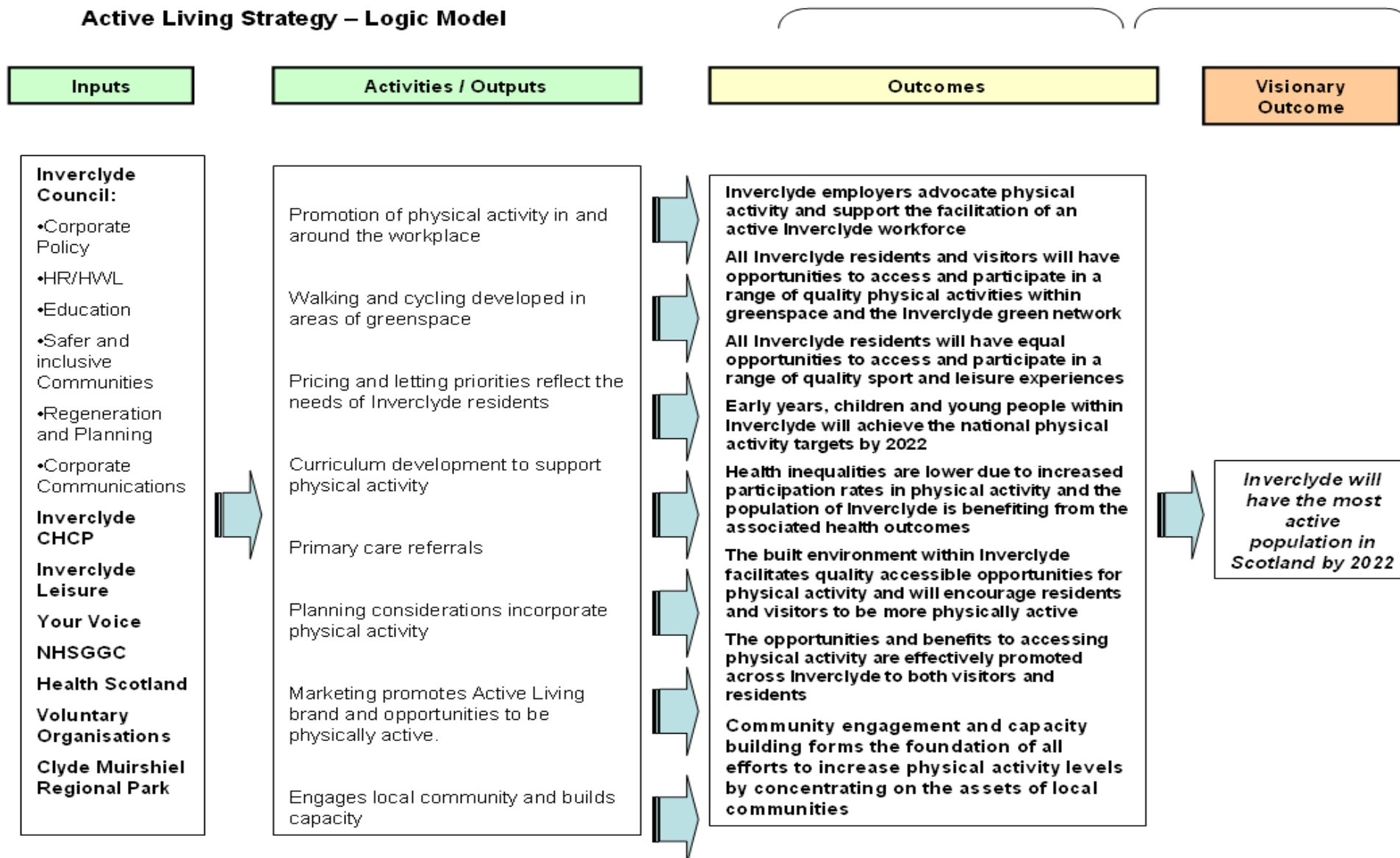
The working group will report directly to the Health Inequality and Green Charter and Environment Single Outcome Agreement Delivery Groups as well as to the Inverclyde Alliance Board when necessary. Progress will be reported on a 6th monthly basis with a fuller performance appraisal concluded annually.

In order to accurately inform the above, all actions will note current baseline data to allow performance measures to be attributed. In addition partners recognise that new mechanisms will be developed or established to allow local activity levels to be recorded across the seven strategic themes.

Each strategic theme will have its own devolved priorities, however some actions may overlap due to the distinct partnership approach undertaken and the similarity of relevant outcomes.

Each strategic theme relates to a core remit within the working group and therefore a lead organisation will be assigned to each of the eight areas (including the overarching theme). The respective lead will be responsible for the long term delivery of that area. This will aid in the sustained drive of the strategy as well as document each partners continued commitment.

Active Living Strategy – Logic Model



Workplace

Theme	Strategic Outcome	Long Term Outcomes
<p>Workplace</p>	<p>Inverclyde employers advocate physical activity and support the facilitation of an active Inverclyde workforce</p>	<p>Inverclyde employers identify, promote and increase physical activity opportunities in and around the workplace, including the introduction and utilisation of flexible working policies</p> <p>Inverclyde employers maximise and improve their current facilities to facilitate increased participation in physical activity and ensure that physical activity opportunities are a key consideration in all estate development plans</p> <p>Workplaces encourage employees to use forms of active travel to and from work and throughout the working day in order that sedentary behaviour is reduced and daily physical activity levels are increased</p> <p>All Inverclyde employers are encouraged to achieve Bronze, Silver and Gold award accreditation in the Governments Healthy Working Lives Awards programme</p> <p>Regular events take place within Inverclyde workplaces to promote physical activity to all employees and individuals recognise the importance of leading active lifestyles</p>

Greenspace

Theme	Strategic Outcome	Long Term Outcomes
Greenspace	All Inverclyde residents and visitors will have opportunities to access and participate in a range of quality physical activities within greenspace and the Inverclyde green network	<p>The Greenspace resource is improved within areas of greenspace to better facilitate activities such as walking, cycling and community gardens</p> <p>Inverclyde residents and visitors value and use areas of greenspace for health promoting activities</p> <p>Inverclyde residents and visitors make regular use of greenspace for commuting, play and leisure activities</p> <p>Residents and visitors to Inverclyde are aware of the greenspaces in their areas and know how to access them</p>

Sport and Leisure

Theme	Strategic Outcome	Long Term Outcomes
<p>Sport and Leisure</p>	<p>All Inverclyde residents will have equal opportunities to access and participate in a range of quality sport and leisure experiences</p>	<p>Inverclyde has a larger pool of volunteers and coaches delivering physical activity and sport</p> <p>Inverclyde sport and leisure facilities are accessible to all, and a cohesive and equitable letting policy across all facilities and community schools is in place in line with the Community Plan, Corporate Plan and School Estate Plan</p> <p>The number of children, young people, teenage girls and older adults regularly participating in physical activity, sport and leisure is increased</p> <p>Inverclyde has an operational community sport hub which allows for all needs to be catered for, from physical activity participation to opportunities for talent identification in sport</p> <p>Awareness of the benefits of regular physical activity including participation in sport & leisure activities has increased recognition throughout the Inverclyde population</p>

Education

Theme	Strategic Outcome	Long Term Outcomes
<p>Education</p>	<p>Early years, children and young people within Inverclyde will achieve the national physical activity targets by 2022</p>	<p>All Inverclyde children and young people receive 2 periods of quality curricular physical education per week</p> <p>Every primary and secondary cluster within Inverclyde has an identified physical education specialist and Active Schools Coordinator</p> <p>All education staff are aware of the physical activity recommendations and the Curriculum for Excellence physical activity and sport, outcomes and experiences. Where appropriate, staff are confident in the delivery of physical activity and sport</p> <p>80% of Inverclyde children will meet the national physical activity recommendations by 2022</p> <p>All educational establishments within Inverclyde will provide enjoyable experiences and achievements on a daily basis by offering different kinds of energetic physical activity opportunities for outdoor learning available at their place of learning and in the wider community</p>

Health Improvement

Theme	Strategic Outcome	Long Term Outcomes
Health Improvement	Health inequalities are lower due to increased participation rates in physical activity and the population of Inverclyde is benefiting from the associated health outcomes	<p>Increasing physical activity is a key outcome within Inverclyde Council and CHCP's strategic planning frameworks</p> <p>The number of children and young people who are a healthy weight is increased across all age groups</p> <p>Health and Fitness Professionals are aware of Health Referral programmes & their pathways are maximised to establish consistent & transparent processes across Inverclyde</p> <p>The physical activity recommendations and benefits of regular physical activity are more widely known across the population of Inverclyde</p>

Built Environment

Theme	Strategic Outcome	Long Term Outcomes
<p>Built Environment</p>	<p>The built environment within Inverclyde facilitates quality accessible opportunities for physical activity and will encourage residents and visitors to be more physically active</p>	<p>The 'school journey' is physically active and takes place in a safe and environmentally friendly way</p> <p>By 2022 80% of school children will utilise a form of active travel to and from school</p> <p>An intranet communication resource (Glow) is available to promote active school travel to all teachers, pupils and parents with all schools and educational establishments having an effective travel plan by 2015 which promotes walking and cycling</p> <p>Safe and environmentally friendly precincts (residential and shopping areas) encourage more people to walk / cycle</p>

Communication

Theme	Strategic Outcome	Long Term Outcomes
<p>Communication</p>	<p>The opportunities and benefits to accessing physical activity are effectively promoted across Inverclyde to both visitors and residents</p>	<p>Opportunities to be physically active within Inverclyde are marketed in a unified, cost effective and sustainable way</p> <p>A communication strategy has been developed which promotes active living as well as structured opportunities to become physically active</p> <p>An new Inverclyde Active Living Brand is identified and promoted across Inverclyde to residents and visitors</p>

Community Engagement and Capacity Building

Theme	Strategic Outcome	Long Term Outcomes
<p>Community Engagement and Capacity Building</p>	<p>Community engagement and capacity building forms the foundation of all efforts to increase physical activity levels by concentrating on the assets of local communities</p>	<p>Community engagement is utilised as a key tool in order to agree physical activity priorities and inform local community of strategy progress</p> <p>Inverclyde seeks to build capacity among the local community by improving opportunities for individuals to be physical active</p> <p>Inverclyde takes advantage of local community assets by maximising opportunities for individuals and groups to be involved in physical activity, sport and play</p> <p>Partnerships are established across the voluntary sector which build asset based co productive models for physical activity within the community of Inverclyde</p>

Appendix 1 - Evidence Base:

Workplace

- Paths for All – Workplace Walking Project:
<http://www.pathsforall.org.uk/pfa/walk-at-work/walk-at-work.html>
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Report To:	Policy and Resources Committee	Date:	20 May 2014
Report By:	Corporate Director Education, Communities & OD	Report No:	HR/16/14/AH
Contact Officer:	Allan Wilson	Contact No:	01475 712022
Subject:	Craft Employees Assimilation to Local Government Employees (LGE) Terms and Conditions		

1.0 PURPOSE

- 1.1 The purpose of this report is to recommend to members that 20 employees currently covered by Craft Workers' terms and conditions of employment are fully assimilated across to LGE terms and conditions of employment.

2.0 SUMMARY

- 2.1 The Organisational Development Strategy 2013-2016 was approved at the Policy & Resources Committee on 26 March 2013. The Organisational Development theme required the assimilation of Craft Workers terms and conditions by March 2015.
- 2.2 Craft Workers have a different national negotiating body from LGE and were not part of Single Status arrangements introduced for LGE in August 2008. Other craft workers (mechanics) in the Council have already been assimilated across to LGE terms and conditions (in 2009), and this last group of (craft) employees are currently covered by national conditions and the terms and conditions expressed in the Pay and Productivity Agreement (2007) which already goes some way to the amalgamation sought in this report.
- 2.3 The proposals made to Craft Workers are for the most part of benefit to employees. The following represent the main changes (full document Appendix 1) :
- Attendance Hours – 38 hours to 37 hours
 - Grading and Pay – 18 green circle versus 2 (slight) red circle
 - Annual Leave/Public Holidays – maximum 37 days increases to maximum 40 days
 - Overtime – time and one half or double time to only time and one half – important to point out overtime is demand led (not guaranteed)
 - Long service award – at 2.5% (over 5 years service) or 5% (over 10 years service) of salary – requires to be removed by means of “buy out” as applied previously to LGE group
- 2.4 Trades Unions (UCATT and UNITE) fully support the proposals.

3.0 RECOMMENDATIONS

3.1 It is recommended that members agree to:

- a) The assimilation of the 20 craft posts in Environmental and Commercial Services to LGE terms and conditions from the 2nd of June 2014.
- b) The costs of withdrawing the Long Service Award to be met from the Equal Pay earmarked reserves budgeted for by the Council.
- c) The costs associated with the changes to be met as follows. The initial cost of £6,700 including oncosts will be met from the pay award inflation contingency in 2014/15 and salary increments to 2017 of £20,498 being contained within the bottom up budgeting exercise.
- d) Note that the BSU income earning capacity is reduced. On the basis of 3 extra days holiday plus the loss of 1 hour per week then there is a loss of up to 1320 hours a year. Based on an allowance of £20/hour for pay and indirect costs then the income target for the BSU should be reduced by £26,400 from 2014/15. This would be funded from the pay inflation contingency and was allowed for in the recent budget report to CMT.

Barbara McQuarrie
Acting Head of Organisational Development,
Human Resources and Communications

4.0 BACKGROUND

- 4.1 Craft Workers are represented nationally by Scottish Joint Council for Building & Civil Engineering Operatives, Engineering Craftsmen, Electricians and Plumbers.
- 4.2 The terms and conditions which currently apply to Craft Workers are either national conditions or those covered locally by the Pay and Productivity Agreement agreed by the Council in July 2007 which rationalised some terms and conditions and introduced a flat salary approach which in itself protects the Council going forward.
- 4.3 The Council has 20 craft workers who work for the Building Services unit in Environmental and Commercial Services (moved across from Property Assets and Facilities Management on 01/04/14). A previous report agreed the assimilation of 10 mechanics in Environmental Services across to LGE terms and conditions of employment. This exercise has been carried out using the same principles that were applied when the mechanics were brought across.

Note: At the time of the assimilation of the mechanics it was intended to progress with the Craft Workers but due to reluctance from Trade Unions at that time and the loss of the RCH contract the exercise was put on hold.

- 4.4 It is in the Council's best interests for equality reasons that, where possible, as many employees are on the same terms and conditions of employment. At the conclusion of this exercise the Council will have employees on three sets of terms and conditions as follows:
 - Chief Officers
 - Teachers
 - Local Government Employees.
- 4.5 COSLA advised a negotiated deal must be achieved in order to amend nationally determined Craft Workers terms and conditions. Therefore, in its role as an employer, Inverclyde Council is not able to impose a different set of terms and conditions upon Craft Workers as doing so would constitute a breach of a national agreement. Trade Union colleagues are fully supportive of the assimilation, therefore a negotiated deal has been achieved.

5.0 PROPOSALS

- 5.1 It is proposed to assimilate the 20 Craft employees across to LGE terms and conditions of employment from the 2nd of June 2014 with a view to fully protecting the Council's position from an equality standpoint. The following represents the main changes, for the full effect refer to Appendix 1 :
 - Attendance Hours – 38 hours to 37 hours
 - Grading and Pay – 18 green circle versus 2 (slight) red circle
 - Annual Leave/Public Holidays – maximum 37 days increases to maximum 40 days
 - Overtime – time and one half or double time to only time and one half – important to point out
 - overtime is demand led (not guaranteed)
 - Long service award – at 2.5% (over 5 year's service) or 5% (over 10 year's service) of salary not applicable however "bought out"
- 5.2 It is proposed that for those craft employees paid a Long Service Award this is "bought out" as per the terms previously agreed for LGE employees as part of the Single Status agreement in 2008. The cost of this will be £70,259. The current cost of the Long service Award of £14,051 per annum has not been included when developing the costs of the assimilation with the payback for the buyout being 5 years.
- 5.3 It is proposed that to achieve assimilation the costs associated to move the 20 craft posts over to LGE terms and conditions will be met as follows. The initial cost of £6,700 including oncosts will be met from the pay award inflation contingency in 2014/15 and salary increments to 2017 of £20,498

being contained within the bottom up budgeting exercise.

- 5.4 It is proposed that the reduction in the BSU income earning capacity is recognised. On the basis of 3 extra days holiday plus the loss of 1 hour per week then there is a loss of up to 1320 hours a year. Based on an allowance of £20/hour for pay and indirect costs then the income target for the BSU should be reduced by £26,400 from 2014/15. This would be funded from the pay inflation contingency and was allowed for in the recent budget report to CMT.

6.0 CONDITIONS OF SERVICE

- 6.1 Conditions of Service for Local Government Employees (Red Book) – sets out terms and conditions and remuneration for LGE employees in terms of key national provisions and other national provisions which can be adjusted locally.
- 6.2 Scheme of Pay and Conditions of Service for Craft Operatives (Grey Book) - sets out terms and conditions and remuneration for Craft employees.
- 6.3 Pay Productivity Agreement 2007 - sets out the terms and conditions and remuneration for craft and manual employees within Building Services.

7.0 IMPLICATIONS

Finance

- 7.1 Proposed Job evaluated grades for craft employees are:

Designation	Grade	Salary Range (2014)
BC&E Labourer	E	£17,633 - £20,469
Electrician	F	£20,469 - £23,748
Joiner	F	£20,469 - £23,748
Painter	F	£20,469 - £23,748
Plumber	F	£20,469 - £23,748
Slater	F	£20,469 - £23,748

The assimilation will cost £6,700 in the first year.

No. of employees & increment to top of grade			
Top of Grade at 2014	1 increment by 2015	2 increments by 2016	3 increments by 2017
3	10	1	6

The cost of increased increments will be £20,498 by 2017.

Financial Implication:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Earmarked Reserves	Equal Pay	2013/14	£70,259	-	Resultant saving to be added to the Pay Inflation contingency

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
Building Services	Employee Costs	1/4/14	(£14,051) £6,700	-	Saving from removal of LSS Yr1 Assimilation costs including Employers costs estimate
	Income	2013/14	£26,400		Allowance for lost income due to reduced hrs available. Fund from Pay inflation contingency

7.2 Legal

None.

7.3 Human Resources

None, all information contained within the report.

Equalities

7.4 Has an Equality Impact Assessment been carried out?

YES (following analysis of workforce data, no protected characteristic is adversely affected. Assimilated Craft Employees to Local Government Employees' Terms and Conditions was a recommendation of the recent equality Impact Assessment on our Pay and Grading Model.

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

7.5 Repopulation

N/A

8.0 CONSULTATIONS

8.1 Craft Workers' Trades Unions, Unite and UCAAT, have been advised of the proposal of assimilating the terms and conditions of employment for their members and have accepted the proposal in full.

8.2 If Elected Members approve the assimilation, employees will be written to detailing the offer and the proposed changes to their terms and conditions and remuneration.

9.0 LIST OF BACKGROUND PAPERS

N/A

10.0 CONCLUSIONS (optional)

N/A

11.0 LIST OF BACKGROUND PAPERS

Appendix 1 - Proposed Changes to Terms and Conditions

CRAFT WORKERS

Proposed Changes to Terms & Conditions and Implementation Arrangements

Condition	Current Arrangements	Proposed Change	Implementation Arrangements
Length of Working Week	38 hours per week	37 hours for all full time employees	<ul style="list-style-type: none"> ◆ the new working week for all staff covered by this agreement will take effect from the implementation date
Standard Working Pattern	Standard core pattern is Mon. to Fri.	Standard core pattern is Mon. to Fri. No Change.	<ul style="list-style-type: none"> ◆ Effective from date of implementation ◆ Confirm if no change
Normal Working Week (Working Envelope)	Core hours Mon – Thurs. 8.00am – 4.30pm Fri. 8.00am – 2.30pm (Standard lunch break 30mins)	Core hours Mon – Thurs. 8.00am – 4.30pm Fri. 8.00am – 1.30pm (Standard lunch break 30mins)	<ul style="list-style-type: none"> ◆ Effective from date of implementation <p>Mon – Frid 6am. to 7.59pm and Saturday 6am to 12.59pm.</p> <p>Atypical Allowances will apply to hours worked outwith the normal working week</p>
Annual Leave / Public Holiday Entitlement	Annual Leave up to 25 days Public Holidays are 12 days = 37 days in total	Up to 33 days for all. Annual increases in entitlement Aligned to Inverclyde Council public holiday dates with 7 fixed public holidays. = 40 days in total	<ul style="list-style-type: none"> ◆ Effective from date of implementation ◆ Public Holidays already aligned to Inverclyde Council public holiday dates as per 2007 Pay & Productivity agreement
Buying & Banking Leave Scheme	No current scheme	Bank up to 22 days over 5 years	<ul style="list-style-type: none"> ◆ Effective from date of implementation
Christmas Shutdown	Compulsory except essential services	Compulsory except essential services	<ul style="list-style-type: none"> ◆ Employees required to use 3 days of their annual leave entitlement ◆ Effective from date of implementation

Long Service Award	Ex-IDC employees only	Withdraw Scheme	<ul style="list-style-type: none"> ◆ Effective from date of implementation ◆ One off buy-out payment of 5 times annual award (subject to Tax and NI).
Overtime	<p>Craft OT Rates</p> <p>17.00 – 23.59 Mon - Thurs. T & ½</p> <p>16.00 – 23.59 Fri. T & ½</p> <p>00.00 – 08.00 Mon - Sat T x 2</p> <p>08.00 – 23.59 Sat T & ½</p> <p>00.00 – 08.00 Sun - Mon T x 2</p> <p>Working on a Public Holiday = T x 2 plus a Day In Lieu</p>	<p>Mon – Sun: T & ½</p> <p>Public Holidays: double time & time off in lieu</p>	<ul style="list-style-type: none"> ◆ Effective from date of implementation <p>O/T paid after 37hrs have been worked.</p>
Condition	Current Arrangements	Proposed Change	Implementation Arrangements
Adoption Pay	Statutory Adoption Pay (SAP) only	12 weeks half pay in addition to SAP	<ul style="list-style-type: none"> ◆ Effective from date of implementation
Parental Leave	Only parents of children under 5 yrs; 1 yrs qualifying service	Parents of children under 18 yrs; 26 wks qualifying service	<ul style="list-style-type: none"> ◆ Effective from date of implementation

<p>Standby/Call Out Arrangements</p>	<p>Appendix 1 and 2 to Part 3 of SJC National Agreement on Scheme of Pay and Conditions of Service</p> <p>COSLA Industrial Relations Circular CS/52</p>	<p>Payments for formal and informal standby are in the attached Standby and Disturbance Scheme.</p> <p><u>Payment for Stand-by:</u></p> <table border="1" data-bbox="857 389 1350 1066"> <tr> <td>each completed week of stand-by</td> <td>£80.76</td> </tr> <tr> <td>Worked on public holiday</td> <td>£15.16</td> </tr> <tr> <td>broken periods of stand-by occurring on M-F</td> <td>£8.05 per night</td> </tr> <tr> <td>broken periods of stand-by occurring on a Saturday</td> <td>£17.13 for 24 hrs</td> </tr> <tr> <td>broken periods of stand-by occurring on a Sunday or Public Holiday:</td> <td>£23.34 for 24 hrs</td> </tr> <tr> <td colspan="2">standby on a public holiday shall be granted a day off with pay at a later date whether called out or not on a public holiday.</td> </tr> </table>	each completed week of stand-by	£80.76	Worked on public holiday	£15.16	broken periods of stand-by occurring on M-F	£8.05 per night	broken periods of stand-by occurring on a Saturday	£17.13 for 24 hrs	broken periods of stand-by occurring on a Sunday or Public Holiday:	£23.34 for 24 hrs	standby on a public holiday shall be granted a day off with pay at a later date whether called out or not on a public holiday.		<ul style="list-style-type: none"> ◆ The Council and the Trade Unions have agreed the review of the application of this allowance. ◆ Note that all overtime will be paid at time and a half from date of implementation
each completed week of stand-by	£80.76														
Worked on public holiday	£15.16														
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standby on a public holiday shall be granted a day off with pay at a later date whether called out or not on a public holiday.															
<p>Standby/Call Out Arrangements II</p>		<p><u>Payment for Disturbance and Call-Out:</u></p> <p>Employees undertaking standby duty, who are contacted or called out will be paid £12.90. (Only one such payment within each period of 2 hours, commencing with the start</p>													

		of the standby session can be paid). Where that or subsequent disturbance or call out is in excess of 1 hour, the employee will be entitled to further payment for the whole of the period of disturbance or call-out at the appropriate overtime rates. Overtime rates will only be applicable once the 37-hour working week has been reached.	
Responsibility Allowance	This allowance would be paid from day 1	4 week qualifying period for all, except where H&S reason to act-up from day 1. Incremental progression where applicable if carrying out 100% of duties	◆ Effective from date of implementation
First Aid	Designated Physical first aiders only	Designated Physical First Aiders included	◆ Effective from date of implementation ◆ Payment in line with SJC Circular re First Aid Payments

Condition	Current Arrangements	Proposed Change	Implementation Arrangements																						
Atypical Working Allowances	<p>Atypical Hours defined as hours outside 6.00am to 8.00pm, Mon to Fri</p> <p>Range of allowances payable: unsocial hours, irregular hours, weekend working, shift working & night working</p> <p>Call out standard week i.e. Mon - Sun 7 x 24 = £80.76 (Call out on a Public Holiday + £15.16)</p> <p><u>Unsocial Hours</u></p> <p>a) 8.00pm – 00.00 midnight = T & ½ +0.20p per hour</p> <p>b) 00.00 midnight – 8.00am = Double Time</p>	<p>Atypical Hours defined as hours outside 6am to 7.59pm, Mon to Fri, and 6am to 12.59pm, Sat</p> <p>Tiered Scheme:</p> <table border="1" data-bbox="857 359 1373 1061"> <thead> <tr> <th><u>Time Period</u></th> <th><u>Allowance Rate</u></th> </tr> </thead> <tbody> <tr> <td colspan="2">Monday to Friday</td> </tr> <tr> <td>6.00 am to 7.59 pm</td> <td>No allowance paid</td> </tr> <tr> <td>8.00 p m to 11.59 pm</td> <td>10% allow</td> </tr> <tr> <td colspan="2">Saturday</td> </tr> <tr> <td>6.00 am to 12.59 pm</td> <td>No allowance paid</td> </tr> <tr> <td>1.00 pm to 11.59 pm</td> <td>10% allow</td> </tr> <tr> <td colspan="2">Sunday</td> </tr> <tr> <td>6.00 am to 11.59 pm</td> <td>10% allow</td> </tr> <tr> <td colspan="2">Mon to Sun (Night Work)</td> </tr> <tr> <td>Midnight to 5.59 am</td> <td>33.33% allow</td> </tr> </tbody> </table> <p>Note: Where an allowance is to be paid then this will be applied to the basic hourly rate</p>	<u>Time Period</u>	<u>Allowance Rate</u>	Monday to Friday		6.00 am to 7.59 pm	No allowance paid	8.00 p m to 11.59 pm	10% allow	Saturday		6.00 am to 12.59 pm	No allowance paid	1.00 pm to 11.59 pm	10% allow	Sunday		6.00 am to 11.59 pm	10% allow	Mon to Sun (Night Work)		Midnight to 5.59 am	33.33% allow	<p>◆ date of implementation</p> <p>Do not get O/T and Atypical allowances at the same time for hours worked.</p>
<u>Time Period</u>	<u>Allowance Rate</u>																								
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Contractual Allowances for Additional Responsibility/ Performance Bonuses	<ul style="list-style-type: none"> • Dirty money allowance • Driving Allowance • High Access Allowance • Chargehand Allowance 	<p>Recognition given for these job factors in JE Scheme</p> <p>Consolidated where appropriate into basic pay to give 'all inclusive' salary</p>	<p>◆ date of implementation</p>																						

Report To:	Policy and Resources Committee	Date:	20 May 2014
Report By:	Corporate Director Education, Communities & OD	Report No:	HR/11/14/BMcQ
Contact Officer:	Barbara McQuarrie	Contact No:	01475 712016
Subject:	Workstream Savings Terms and Conditions		

1.0 PURPOSE

- 1.1 The purpose of this report is to make recommendations in respect of the Terms and Conditions Workstream Saving.

2.0 SUMMARY

- 2.1 The Council agreed Workstream savings of £800k one of which is Terms and Conditions and at the February Council it was agreed that the savings target would be circa £30k.
- 2.2 The savings will be made up from a review of the current Excess Travel scheme and how new start employees and employees who move job within the Council pay for Disclosure Scotland checks.

3.0 RECOMMENDATIONS

- 3.1 The Committee is recommended to agree the proposals in paragraphs 5.1 and 5.2.

Barbara McQuarrie
Acting Head of Organisational Development,
Human Resources and Communications

4.0 BACKGROUND

- 4.1 Targets for the six Workstream Savings were agreed by the Council on 20 February 2014. The target that was set for the Workstream Saving for Terms and Conditions was circa £30k to be implemented in April 2015.
- 4.2 How the target is to be met has been discussed at the Joint Budget Group with trades union colleagues.
- 4.3 The trades unions are opposed to any amendment to Terms and Conditions so although these proposals have been the subject of discussion, no agreement has been reached with the trades unions.
- 4.4 The terms and conditions that are being considered as part of the Workstream Saving are:

4.5 Excess Travel Payments:

Currently where an employee is moved between premises on a permanent basis then they may be made a one-off payment to cover any additional costs. This scheme was the result of a review carried out in 2008 when Single Status was introduced but as the Council will have completed its Office Rationalisation project it is considered that this scheme is no longer required.

The one exception, subsequent to the agreed implementation date, will be employees in Environmental and Commercial Services who will move into the new Pottery Street Depot after April 2015 and it is recommended special provision is made for this group of employees.

4.6 Disclosure Scotland Checks:

The Council is currently in the middle of a retrospective checking procedure with Disclosure Scotland to ensure that all employees who require a Protection of Vulnerable Groups (PVG) check will have one.

- 4.7 For new employees and for employees who move between jobs within the Council, the Council currently contributes £18 towards PVG full membership or pays the £18 for an update report where the employee already has a PVG disclosure check. It is this cost that has been reviewed.
- 4.8 Members are asked to note that the target saving of £30,000 that was to be made from the Sessional workstream has been achieved.

5.0 PROPOSALS

5.1 Excess Travel Payments

It is proposed that as the Council will have completed the majority of the office refurbishments by April 2015 that there is no longer a requirement to have an excess travel scheme in place. It is therefore proposed that the current excess travel scheme ceases on 31 March 2015. Any excess travel payments being paid on a temporary basis will also cease at this time.

- 5.2 In addition to the above, the only major project that will be left outstanding is the new Depot to be built at Pottery Street. Employees are aware now that they will require to move to the new depot and it is considered that this group of employees should be paid, without precedent, the one off Excess Travel payment at the time that they move location.
- 5.3 This exception will apply to those employees who were employed by the Council at the date the report goes to Committee. Any new employees who commence after this date will be advised that their place of work is temporary and that they will be moving to the new depot when it opens and that no excess travel payment will apply.

In addition, Inverclyde is a small geographical area which naturally limits the effect of a move between work locations anyway and every effort will continue to be made to source an alternative workplace as close to existing arrangements as reasonably practicable under the particular circumstances.

5.4 Disclosure Scotland Checks

It is proposed that with effect from the 1st of April 2015 new employees to the Council and; existing employees who move post and who require a Disclosure Scotland check to be carried out pay for the check in its entirety. This approach increasingly reflects best practice and as a consequence is anticipated by employees as simply part and parcel with employment safe recruitment measures.

5.5 The savings that are anticipated from the above proposals are circa £17k for Excess Travel Payments and circa £12.5k for Disclosure Scotland checks. These figures do vary from year to year.

6.0 IMPLICATIONS

Finance

6.1 Narrative to be provided here depending on the content of the report.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (if Applicable)	Other Comments
		04/15	Circa (£30,000)		

Legal

6.2 N/A

Human Resources

6.3 All HR implications are included in this report.

Equalities

6.4 Has an Equality Impact Assessment been carried out?

YES

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

Repopulation

6.5 N/A

7.0 CONSULTATIONS

- 7.1 The trades unions, although subject to consultation, were opposed to any amendment and therefore no agreement was reached on which conditions should be affected. Management, therefore chose those which they thought would have the least impact and which had no equality implications.

Report To:	Policy & Resources Committee	Date:	20 May 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources	Report No:	RMcG/LA/1159/14
Contact Officer:	Gerard Malone	Contact No:	01475 712710
Subject:	Contract Awards - 1 April 2013 - 31 March 2014		

1.0 PURPOSE

1.1 The purpose of this report is to advise the Committee of contracts awarded for the supply of goods or materials, provision of services and execution of works during the period 1 April 2013 to 31 March 2014 and to seek approval for the submission of reports on contract awards to the Committee on a six monthly basis.

2.0 SUMMARY

2.1 During consideration of a report by the Head of Legal & Democratic Services on the revised Standing Orders relating to Contracts and revised Financial Regulations, the Policy & Resources Committee at the meeting held on 5 February 2013 agreed, inter alia, that quarterly reports on tender acceptances be submitted to the Committee by the Head of Legal & Democratic Services (min ref 2013 para 86(3)).

2.2 Appendix 1 provides details of contracts awarded for the period 1 April 2013 to 31 March 2014.

3.0 RECOMMENDATIONS

3.1 That the Committee note the contracts awarded by the Council during the period 1 April 2013 to 31 March 2014.

3.2 That six monthly reports on contract awards be submitted to the Committee by the Head of Legal & Property Services.

Gerard Malone
Head of Legal & Property Services

4.0 BACKGROUND

- 4.1 Following a recommendation from the Policy & Resources Committee of 5 February 2013, the Inverclyde Council at its meeting of 21 February 2013 adopted revised Standing Orders relating to Contracts and revised Financial Regulations (min ref 2013 para 133).
- 4.2 This alteration increased the financial limit for committee approval for tender acceptances from £250,000 to £500,000.
- 4.3 In view of this, the Policy & Resources Committee wished to maintain scrutiny of tender awards through the periodic submission of a list of tender awards and agreed that quarterly reports on tender acceptances be submitted to the Committee by the Head of Legal & Democratic Services (min ref 2013 para 86(3)).
- 4.4 Appendix 1 provides details of contracts awarded during the period 1 April 2013 to 31 March 2014 for:
- the supply of goods or materials where the estimated price of the contract exceeds £25,000 and within the £500,000 limit
 - the provision of services where the estimated price of the contract exceeds £25,000 and within the £500,000 limit
 - the execution of works where the estimated price of the contract exceeds £50,000 and within the £500,000 limit

in accordance with the thresholds set out in Contract Standing Order 3.1.1 and the £500,000 limit set out in Contract Standing Order 9.2 (i).

5.0 PROPOSALS

- 5.1 It is intended that six monthly reports on contracts awarded be submitted to the Committee.

6.0 IMPLICATIONS

Finance

- 6.1 There are no direct financial implications arising as a result of this report however the financial implications in respect of each of the contract awards detailed in Appendix 1 are reported to the appropriate service committee as necessary.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

- 6.2 There are no legal implications arising as a result of this report. Any legal implications in respect of each of the contract awards will be reported to the relevant service committee.

Human Resources

- 6.3 There are no direct human resources implications arising as a result of this report.

Equalities

- 6.4 There are no direct equalities implications arising as a result of this report. In accordance with Contract Standing Order 18, however, no contract is awarded without the relevant Head of Service having obtained from the tenderer confirmation in writing that, to the best of the tenderer's knowledge and belief, the tenderer has complied with all statutory requirements relating to equal opportunities in employment and is not unlawfully discriminating within the meaning and scope of the Race Relations (Amendment) Act 2000 in relation to discrimination in employment and has obtained satisfactory information from the tenderer in relation to their statutory obligations under the Race Relations Act 1976 (as amended).

Repopulation

- 6.5 While there are no direct repopulation implications arising as a result of this report many of the contracts awarded will enhance the area or facilities provided and operated by the Council which may help to stabilise the grow the population of Inverclyde.

7.0 CONSULTATIONS

- 7.1 No consultations were required in the preparation of this report.

8.0 LIST OF BACKGROUND PAPERS

- 8.1 None.

CONTRACT AWARDS - 1 APRIL 2013 - 31 MARCH 2014

DATE OF AWARD	TITLE	NAME OF SUCCESSFUL TENDERER	CONTRACT AMOUNT
28-May-13	CP0131/EDU Mini Competition - Lot 10 Office Furniture	Langstane Press	£109,517.18
31-May-13	CP0134/ENV Provision of Minor Road Maintenance Works for Kerbs, Drainage, Carriageway Patching and Safety Barriers	MacAsphalt Ltd, W. I & A Gilbert and Newmac Asphalt	Framework Agreement, Schedule of Rates
14-Jun-13	PRO 0341 Lunderston Bay Rangers Station	W H Kirkwood Ltd	£229,390.23
21-Jun-13	PRO 0340 Relocation of Temporary Huts to Sacred Heart Primary School	W H Kirkwood Ltd	£152,365.25
27-Jun-13	CP0133/ENV Supply and Delivery of Chipsreader and Telehandlers	Hamilton Bros Engineering Ltd	£112,473.00
27-Jun-13	PRO 0341 Refurbishment of Toilets at Lady Alice PS	Elim Construction Ltd	£111,018.79
27-Jun-13	PRO 0342 Refurbishment of Toilets at St Ninian's PS	Clark Contracts Ltd	£155,747.25
27-Jun-13	PRO 0343 Refurbishment of Toilets at Moorfoot PS	Elim Construction Ltd	£129,243.66
27-Jun-13	St Mary's PS Re-wire	CBES Limited	£229,616.56
28-Jun-13	CP0132/EDU Mini Competition - Lot 5, Full Educational Furniture Kit Out	Remploy Ltd	£281,592.29
03-Jul-13	CP0145/SET Mini Competition - Supply and Installation of Interactive Whiteboards	AVM	£379,465.71
04-Jul-13	CP0135/FIN Provision of a Cash Collection Service	Security Plus Ltd	£36,660.00
05-Jul-13	CP0139/EDU Supply Delivery and Installation of Fitness Equipment	Anytime Leisure Ltd	£65,465.72
15-Jul-13	CP0138/OIR Provision of a Childcare Voucher Scheme	Wider Plan Ltd	Schedule of Rates
18-Jul-13	CP0146/EDU Supply and Delivery of Gym Equipment	Sport Alpha UK Ltd	£41,837.38
22-Jul-13	CP0140/ENV Supply and Delivery of a Chipsreader	Tex Engineering Ltd	£66,000.00
24-Jul-13	CP0057/ENV Traffic Signals and Associated Works, Manor Crescent and Cardwell Road, Gourrock	Lochwynd Ltd	£89,708.44
09-Aug-13	CP0150/ENV Mini Competition for Supply of 18 Tonne Chassis	Volvo Truck and Bus Centre North & Scotland	£43,942.00

14-Aug-13	CP0141/ENV Supply and Delivery of an Access Platform	Euraccess Ltd	£70,000.00
28-Aug-13	PRO 0334 Replacement Refrigeration Unit, Waterfront Leisure Complex	Delta T Refrigeration	£370,700.00
02-Sep-13	PRO 0325 Fencing, Balustrades and Blacksmiths	Lot 1 Caskie Ltd, Lot 2 Inverweld, Lot 3 Euro Welding and Fabrication Ltd	Schedule of Rates
05-Sep-13	PRO 0353 Portable Appliance Testing (PAT Testing)	Elecheck (Est) Ltd	Schedule of Rates
01-Oct-13	PRO 0326 Insurance Claims Handling Service	Lots 1, 2, 3 and 7 Zurich, Lots 4, 5 and 6 RMP	Schedule of Rates
04-Oct-13	ENV0062 N53 Cycle Route Inverkip to Wemyss Bay - Design Consultant	Hyder Consulting UK Ltd	£16,774.00
16-Dec-13	ENV0052 Mini Competition, Lot 9 GPS Framework, Street Lighting Services	Amey Public Services Ltd	Schedule of Rates
10-Jan-14	PRO 0372 Re-wiring of Ground Floor at Port Glasgow Town Hall	Boyd Brothers (Fauldhouse) Ltd	£35,826.79
28-Jan-14	CP0143/SCS Appointment of Lead Consultant of works to be carried out under Statutory Notices	Richard Robb Architects	Schedule of Rates
05-Feb-14	PRO 0371 Jacobs Drive, Gourock Play Area	Landscapes and Contracts Ltd	£69,307.92
10-Feb-14	ENV0073 Road Resurfacing Works, Boglestone Avenue, Port Glasgow	MacAsphalt Ltd	£87,323.50
18-Feb-14	ENV0074 Road Resurfacing Works, Muirdykes Avenue, Port Glasgow	Inverclyde Council, Environmental & Commercial Services	£63,202.56
21-Feb-14	CP0136/SIC Provision of Care and Repair Service	Cloch Housing Association	Schedule of Rates
25-Feb-14	CP0164/ENV Mini Competition for the Supply and Delivery of Kerbside Containers	Straight plc	£79,970.00
03-Mar-14	PRO 0374 Whinhill PS Construction of a Multi Use Games Area (MUGA)	Doe Sport (North) Ltd	£259,054.93
10-Mar-14	CP0153/ECD West Station Greenock Shopfront Refurbishment	W H Kirkwood Ltd	£150,381.78
12-Mar-14	ENV0077 Design, Manufacture Supply and Maintenance of Automated Self Cleaning Trash Screens	Edwards Engineering (Perth) Ltd	£129,788.00
17-Mar-14	PRO 0373 Greenock Town Hall Saloon Re-wire	Wm Lafferty & Co Ltd	£57,006.08

21-Mar-14	CP0148/CORP Provision of a Printing/Multi-functional Device (MFD) Solution	Konica Minolta Business Solutions UK Ltd	Schedule of Rates
25-Mar-14	PRO 0372 Replacement of Boilers at Municipal Buildings, Greenock	James Ramsay (Glasgow) Ltd	£76,668.40
27-Mar-14	CP0152/ICT Supply and Implementation of a Hosted Case Management Solution for Integrated Advice Service	Brightoffice Ltd	£67,125.00
27-Mar-14	CP0154/ODHR Supply Delivery and Implementation of a Corporate Flexi System	Softworks Workforce Management	Schedule of Rates
28-Mar-14	CP016/CLD Provision of Capacity Building For Co-Production	CVS Inverclyde	£61,200.00
31-Mar-14	XPR0279 Tender for the Disposal of Former Roads Depot, Neil St, Greenock	Joseph Phillips	£90,000.00 Income

Report To:	Policy & Resources Committee	Date:	20 May 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources	Report No:	RMcG/LA/1168/14
Contact Officer:	Rona McGhee	Contact No:	01475 712113
Subject:	Kerbside Glass Collection Service – Update: Remit from Environment & Regeneration Committee		

1.0 PURPOSE

- 1.1 The purpose of this report is to request the Committee to consider a remit from the Environment & Regeneration Committee.

2.0 SUMMARY

- 2.1 The Environment & Regeneration Committee on 1 May 2014 considered a report by the Acting Corporate Director Environment, Regeneration & Resources advising the Committee of the position in respect of the proposed kerbside glass collection service.
- 2.2 A copy of the report to the Environment & Regeneration Committee is attached as Appendix 1. This provides background information and details of the proposals together with information on the implications of the recommendations.
- 2.3 The Environment & Regeneration Committee decided:-
- (1) that the Committee note the contents of the report, including the funding allocated to and timescales involved in the roll out of the kerbside glass collection service; and
 - (2) that it be remitted to the Policy & Resources Committee to return the £24,000 budget not required due to the delay in implementing kerbside glass recycling to the Contingency Earmarked Reserve for future re-allocation.

3.0 RECOMMENDATION

- 3.1 The Committee is asked to consider the remit from Environment & Regeneration Committee.

Report To: Environment and Regeneration Committee **Date:** 1st May 2014

Report By: Acting Corporate Director Environment, Regeneration and Resources **Report Number** ERC/ENV/IM 13.191

Contact Officer: Kenny Lang **Contact No.** 01475 715906

Subject: Kerbside Glass Collection Service - Update

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the updated position in respect of the proposed kerbside glass collection service.

2.0 SUMMARY

- 2.1 A report highlighting the funding and spend associated with the proposed kerbside glass collection service was presented to the Policy and Resources Executive Sub-Committee on 16th December 2013.
- 2.2 At the meeting on 16th December 2013 the Sub-Committee agreed the following recommendations:
1. That the Sub-Committee note that the detail on the implementation of a Kerbside Glass Collection Scheme to be rolled out to households in 2014 will be reported to the Environment and Regeneration Committee by the summer recess.
 2. That the Sub-Committee note that the Head of Environmental & Commercial Services will consult with communities and householders on the implementation of the Kerbside Glass Collection.
 3. That the Sub-Committee agree to allocate funding to the Kerbside Glass Collection as detailed in Section 7.1.
- 2.3 Zero Waste Scotland subsequently reviewed the funding bid submitted by Inverclyde Council and awarded a total of £250,000 split over two financial years. The funding was split with a maximum of £100,000 allocated in 2013/14 for the purchase of containers and £150,000 in 2014/15 to contribute to the procurement of vehicles.
- 2.4 The containers have now been procured in line with our agreement with ZWS, through the Scotland Excel framework.
- 2.5 The vehicles have been specified to meet the requirements of Zero Waste Scotland specification. Consultation with householders will be carried out approximately 4 weeks in advance of the implementation of the new glass recycling service.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the contents of this report, including the funding allocated to and the timescales involved in the roll out of the Kerbside Glass Collection Service.
- 3.2 It is recommended that the Committee remit to the Policy & Resources Committee to return the £24,000 budget not required due to the delay in implementing Kerbside Glass Recycling to the Contingency Earmarked Reserve for future re-allocation.

Ian Moffat
Head of Environmental & Commercial Services

4.0 BACKGROUND

- 4.1 A report submitted to the Environment and Regeneration Committee in October 2013 recommended that the Council adopt a kerbside glass collection service. This was further agreed at the Policy and Resources Executive Sub-Committee in December 2013, where Members agreed to the spend highlighted in the report.
- 4.2 Following this approval a funding application was submitted to Zero Waste Scotland for a contribution towards the Capital expenditure element of rolling out the Kerbside Glass Collection Service. This was reviewed by Zero Waste Scotland and Inverclyde Council was awarded a total grant of £250,000 capital contribution split over two financial years for the purchase of kerbside boxes and vehicles.
- 4.3 Zero Waste Scotland provided £100,000 grant contribution towards the purchase of containers in 2013/14, and £150,000 grant contribution towards the procurement of mini-kerbsider vehicles in 2014/15. Inverclyde Council conducted a mini competition through Scotland Excel for the purchase of 40ltr kerbside boxes. The resultant tender came in at £79,970, approximately £20,000 below the £100,000 grant allocation. Unfortunately Zero Waste Scotland's conditions of grant award do not allow the Council to carry forward the unspent portion of the grant or transfer this to the grant allocation for vehicles.
- 4.4 The boxes have now been manufactured and given Inverclyde Council branding. They will not physically be delivered but the supplier will store them on Inverclyde Council's behalf due to logistical difficulties in the Council storing them. The Council will ensure that the containers will be available for inspection by Zero Waste Scotland and will be available to the Council at any given time. Finance have confirmed that this is acceptable and allows spend to be incurred in financial year 2013/14.
- 4.5 The vehicles to be procured will be in line with those identified in the Zero Waste Scotland Options Appraisal. These will be 7.5 tonner mini-kerbsider vehicles, with three split compartments for the collection of clear, green and amber glass. Anticipated lead times for the vehicles is 24 weeks: 12 weeks for the chassis and 12 weeks for the body from date of order. The full specification is now being developed in consultation with Zero Waste Scotland and will be procured for collections to commence in late Autumn 2014, subject to suitable chassis being available.
- 4.6 The Council is currently working with Zero Waste Scotland to develop the publicity material in advance of consultation with residents. Consultation will be planned for approximately 4 weeks in advance of the roll out of the glass service. The campaign strategy will closely mirror the successful strategy used in respect of the food waste roll out.
- 4.7 The introduction of a kerbside glass scheme is going to generate up to 6 new jobs in the refuse collection section.
- 4.8 Based on the demographics of Inverclyde, i.e. high proportion of flatted properties to front and back doors, an estimated yield of between 1,110 and 1,300 tonnes will be achieved.

5.0 PROPOSALS

- 5.1 The service will be made available to approximately 27,000 households. The delivery of the kerbside boxes will be carried out by the box manufacturer's distribution partners. Two teams will deliver the box, including a box hat and a leaflet, to all the properties identified. Each team will use a 3.5t Luton vehicle and will comprise 1 x Supervisor/Team Leader, 1 x Driver/Loader and 1 x Loader. Inverclyde Council will appoint one experienced member of staff to each distribution team to act as a 'guide' ensuring all properties receive a box. It is proposed to complete the delivery over a 12 day period, with each team averaging around 1,100 – 1,150

deliveries per day. This company is used extensively by the box manufacturer to deliver boxes and bins and recently carried out the distribution of food waste bins to Renfrewshire Council.

- 5.2 The glass boxes will be collected fortnightly from the kerbside and loaders will manually sort the coloured glass into the appropriate segregated vehicle compartments. The routes will closely follow the food waste routes. The routes will be serviced by 4 vehicles collecting from approximately 13,500 properties per week. This equates to approximately 970 collections per vehicle per day Monday to Thursday and 600 per vehicle on Friday. This servicing is in line with the Waste Resources Action Plan (WRAP) guidelines on kerbside glass collections. Normal one bin unsorted collections run at around 1,100 properties per day.
- 5.3 Inverclyde Council is aware that this service will have an impact on the amount of glass collected from our Neighbourhood Recycling Points. It is anticipated that a number of Neighbourhood Recycling Points would become surplus to requirement following the introduction of the kerbside collection service. Staff will monitor the sites but an estimate of 15% reduction in site numbers is anticipated from the current 56 sites that the Council currently has out in the community.
- 5.4 The additional recycling will increase our Household Recycling Performance by around 3%, making Inverclyde Council one of the top performing Councils for household waste recycling in Scotland.
- 5.5 It is proposed to link the treatment of the glass to the larger MRF Comingled Dry Recyclates tender which is due to commence July 2014. This Invitation to Tender for the MRF contract was published on Public Contracts Scotland early April for a start date of 1st July 2014.

6.0 IMPLICATIONS

Finance

- 6.1 Zero Waste Scotland will provide up to £250,000 capital grant funding over financial years 2013/14 and 2014/15. Inverclyde Council is funding the additional monies required for the purchase of vehicles in 2014/15 through the agreed capital programme.

Ongoing revenue costs were identified in the report ERC/ENV/IM/13.176 submitted to the Policy and Resources Executive Sub-Committee on the 16th December 2013. Due to a likely 3 month delay in implementation of the collection service these costs should reduce in 2014/15 by £24,000. In line with Council policy, the excess funding will be returned to the Policy and Resources Committee.

Financial Implications:

One off Costs / (Grant Income)

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
02499	Glass	2013/14	£79,970		Purchase of kerbside boxes.
02499	Grant Income	2013/14	(£79,970)		Grant income from Zero Waste Scotland.
02499	Glass	2014/15	£300,000		Purchase of mini-kerbsider vehicles (£150k being funded through the capital programme).
02499	Grant Income	2014/15	(£150,000)		Grant income from Zero Waste Scotland.

Waste Strategy	Various	2014/15	(£24,000)		Underspend due to delay in implementation of the scheme which will be returned to Policy & Resources Committee.
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Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
Waste Strategy	Various	2014/15	£45,000		Revenue expenditure offset by landfill savings. Revenue expenditure includes loan charges with a Part Year Effect in 2014/15. Costings assume a November implementation date.
Waste Strategy	Various	2015/16	£140,000		
Waste Strategy	Various	2016/17	£140,000		

Legal

- 6.2 Legal have been involved at all stages with regard to the procurement of the kerbside boxes and the release of the tender.

Human Resources

- 6.3 Staff will be recruited into the general refuse collection pool as a result of the glass collections.

Equalities

- 6.4 This report does not impact on equalities.

Repopulation

- 6.5 The employment of staff will have a positive effect on Inverclyde's population.

Report To:	Policy & Resources Committee	Date:	20 May 2014
Report By:	Acting Corporate Director Environment, Regeneration & Resources	Report No:	RMcG/LA/1167/14
Contact Officer:	Rona McGhee	Contact No:	01475 712113
Subject:	Gourock Pier and Railhead Development – Progress Report: Remit from Environment & Regeneration Committee		

1.0 PURPOSE

- 1.1 The purpose of this report is to request the Committee to consider a remit from the Environment & Regeneration Committee.

2.0 SUMMARY

- 2.1 The Environment & Regeneration Committee on 1 May 2014 considered a report by the Corporate Director Environment, Regeneration & Resources (1) updating the Committee on the progress regarding the redevelopment of the Gourock pier and railhead development area and (2) setting out a number of proposals in relation to land purchase and leases. During consideration of this matter, the Corporate Director Environment, Regeneration & Resources advised the Committee that Appendix 1 paragraph 5.2 (a) should read "...the areas of land marked A to P on the attached plan..." rather than "...the areas of land marked A to M on the attached plan...".
- 2.2 A copy of the report to the Environment & Regeneration Committee is attached as Appendix 1. This provides background information and details of the proposals together with information on the implications of the recommendations.
- 2.3 The Environment & Regeneration Committee decided:-
- (1) that the Committee delegate authority to the Corporate Director Environment, Regeneration & Resources to:
 - (a) conclude missives in respect of land transfers and leases as detailed at Appendix 1, the areas of land set out at paragraph 5.2 (a) to include the areas of land marked A to P on the plan at Appendix 2, as necessary to allow the development to proceed;
 - (b) take reasonable steps in consultation with the Head of Legal & Property Services and the Head of Finance to ensure Inverclyde Council (IC) is indemnified against any future claim that may arise if the owners of any of the sites marked K, L1, L2, M, N, and O on the plan at Appendix 2 cannot, following reasonable enquiry, be traced;
 - (c) incorporate additional road resurfacing works into the Gourock pier head contract, subject to the works being contained within the overall allocated budget of £5.25m;
 - (d) procure and construct additional public realm improvements following consultation with Central Gourock Redevelopment Working Group on the location of the works;
 - (e) if considered appropriate, procure and instruct remedial works to be undertaken to the sea wall provided the costs are contained within the overall Property Maintenance budget allocation;
 - (f) conclude missives regarding the acquisition or lease of the area of the site coloured green and marked P on the plan at Appendix 2, on such terms and conditions as are recommended by the Head of Legal & Property Services and the Head of Finance, to facilitate IC's revetment works for the sea wall improvements;

- (g) conclude missives regarding the acquisition or lease of the sites coloured green and marked L3 & L4 on the plan at Appendix 2 to facilitate IC's revetment works for the sea wall improvements;
- (2) that the Committee note that Riverside Inverclyde will accept the most economically advantageous tender once all outstanding acquisitions and leases have been resolved; and
- (3) that the Committee remit the revenue implications in relation to additional maintenance obligations to the Policy & Resources Committee for approval.

3.0 RECOMMENDATION

- 3.1 The Committee is asked to consider the remit from the Environment & Regeneration Committee.

Rona McGhee
Legal & Property Services

Report To:	Environment and Regeneration Committee	Date:	1st May 2014
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	R329/14/AF
Contact Officer:	Aubrey Fawcett	Contact No:	01475 712762
Subject:	Gourock Pier and Railhead Development – Progress Report		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on the progress regarding the redevelopment of the Gourock Pier and Railhead Development Area and seek approval of the recommendations.

2.0 SUMMARY

- 2.1 The progress of the Gourock Central Development is a key priority for the Council. Members approved the revised development framework (incorporating the one-way system) and delegated authority to the Corporate Director Environment, Regeneration & Resources to engage Riverside Inverclyde (ri) to deliver the Gourock Pier and Railhead Development Area Project in 2011.
- 2.2 ri put the main contract for the works out to tender in January 2014. Four tenders were returned on the 14th March 2014 and a checking exercise is currently underway.
- 2.3 ri is also currently progressing the land assembly to enable the contract to be let and negotiations and consultations are being undertaken with a range of parties including Network Rail, CMAL, private owners and Registers of Scotland.
- 2.4 The Council also approved an additional £150,000 for Gourock Town Centre in February 2014. ri is currently exploring the extent of activities/works which could be provided by this additional funding. It is envisaged that this funding could be used to enhance the Kempock Street environs through public realm improvements.
- 2.5 Environmental & Commercial Services estimate that the additional maintenance obligations arising from this development will cost approximately £10,000 per year. Subject to Policy & Resources approval, it is proposed that this be funded from the Revenue implications of the Capital Programme allowance.

3.0 RECOMMENDATIONS

- 3.1 That the Committee delegate authority to the Corporate Director Environment, Regeneration & Resources to:
- a) conclude missives in respect of land transfers and leases as detailed at Appendix 1, as necessary to allow the development to proceed;

- b) take reasonable steps in consultation with the Head of Legal and Property Services and the Head of Finance to ensure Inverclyde Council (IC) is indemnified against any future claim that may arise if the owners of any of the sites marked K, L1, L2, M, N, and O on the attached plan cannot, following reasonable enquiry, be traced;
 - c) incorporate additional road resurfacing works into the Gourock Pier Head Contract, subject to the works being contained within the overall allocated budget of £5.25m;
 - d) procure and construct additional public realm improvements to Kempock Street;
 - e) if considered appropriate, procure and instruct remedial works to be undertaken to the sea wall provided the costs are contained within the overall Property Maintenance budget allocation;
 - f) conclude missives regarding the acquisition or lease of the area of the site coloured green and marked P on the drawing in Appendix 2, on such terms and conditions as are recommended by the Head of Legal and Property Services and the Head of Finance, to facilitate IC's revetment works for the Sea Wall improvements;
 - g) conclude missives regarding the acquisition or lease of the sites coloured green and marked L3 & L4 on the drawing in Appendix 2 to facilitate IC's revetment works for the Sea Wall improvements.
- 3.2 That the Committee note that ri will accept the most economically advantageous tender once all outstanding acquisitions and leases have been resolved.
- 3.3 That the Committee remit the revenue implications outlined in 2.5 to the Policy & Resources Committee for approval.

Aubrey Fawcett
Corporate Director, Regeneration and Environment

4.0 BACKGROUND

- 4.1 On the 27th October 2011 the Regeneration Committee approved the revised development framework for the redevelopment of the Gourrock Pier and Railhead Development Area, including the one-way system to Kempock Street. The Policy and Resources Committee also approved the funding for the project in February 2012.
- 4.2 The Regeneration Committee delegated authority to the Corporate Director Environment Regeneration & Resources on the 7th June 2012, to submit a planning application and on receipt of this, proceed with the temporary car park works. These works have all been completed and the Design Team is in the process of discharging the conditions that were attached to the planning consent.
- 4.3 ri have submitted an application for Roads Construction Consent (RCC) which is currently being considered by roads officers. In so far as the development constitutes the construction of a road in terms of the Roads (Scotland) Act 1984, the grant of RCC is a statutory requirement prior to ri commencing work. The intention is that following completion of the development to an adoptable standard, then such parts as are covered by the RCC would be adopted by the Council. The statutory powers and obligations of the Council as Roads Authority would then apply, irrespective of ownership. However, as this will only apply after adoption and as a matter of standard practice when carrying out works on land owned by third parties, it is still necessary to either acquire ownership of all land necessary to undertake the formation of the road in the first instance or alternatively, obtain the owners' consent to carry out the necessary works on their land. Officers will investigate the possibility and suitability of relevant indemnity insurance where such owners cannot be identified or traced

5.0 PROPOSALS

- 5.1 Details of the proposals relating to the land purchase are contained within Appendix 1.
- 5.2 Following an OJEU PQQ procurement exercise, 7 Contractors were selected onto the Invitation to Tender list. The tender documents were released on the 16th January 2014 with a return date of the 24th February 2014. This was eventually extended to the 14th March 2014 to allow the Contractors to price an Addendum Bill for the additional resurfacing works that the Roads Service had asked to be included in the Main Contract. Tenders were returned on the 14th March 2014 and are being analysed.
- 5.3 During the tender period the Legal & Property Services team were considering some remedial works to the sea wall as part of the normal maintenance regime. Following a report from a specialist consultant, it would appear that while the ties are in good condition, there does not seem to be any tolerance for future corrosion. Three remedial options have been proposed, and officers are currently costing the options. Depending on the outcome of the cost exercise and the option pursued, it may be prudent to include these works into the Main Pier Head Contract. These works would be funded from the Property Capital Maintenance Budget. Should however the estimated costs of the works exceed the amount permitted to be included in the car park tender process, a separate procurement exercise will be undertaken.

5.4 The tender for the main contract will be placed by ri and it is for ri to resolve to their satisfaction tender acceptance procedures. It would be recommended for Council interests that no major tender acceptance be undertaken without ri's clear satisfaction as to the completion of the title formalities in the land transfers and leases referred to herein. Otherwise the risk is that ri is not in a position to deliver vacant possession of the site for the purposes of the development.

5.5 Members will recall that it was remitted to the Corporate Director Environment, Regeneration & Resources to report back the revenue implications of the proposals prior to the letting of the main contract. In this regard it is envisaged that the cost for maintaining the adopted roads and public realm areas will not exceed £10,000 per annum and it is proposed that this is funded as detailed below.

5.6 Subject to the approval of this paper the indicative project timescales are as follows:-

Finalise acquisitions & leases	May/June 2014
Tender Acceptance	31 July 2014
Site Start	August/Sept 2014
Contract Period	11 months
Contract Completion	Summer 2015

5.7 Members were also advised in the report to Committee dated 7th June 2012 to include additional works (detailed below) provided these could be contained within the approved budget of £4.7m, which is supplemented from allocations from the Roads Asset Management Plan and Inverclyde Economic Development and Regeneration Single Operating Plan 2014-17:

- Additional appropriate signage to ensure traffic passing through Gourrock is made aware of the shops and facilities on offer;
- Additional parking is provided where possible on Shore Street.

It is likely that sufficient funds will be available to provide signage. However, the provision of additional parking is being explored and if feasible and funding is available, a further report will be brought forward for Members' consideration in this regard in due course.

5.8 The Council also approved additional funding of £150,000 for Gourrock Town Centre and it is proposed that public realm improvements to Kempock Street be undertaken including landscaping works, public seating and footpath improvements.

6.0 IMPLICATIONS

6.1 Financial Implications One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Gourock Pier Head Development	Land Acquisition	2014/15	13.5		Purchase of land
	Land Acquisition		TBC		Purchases/leases necessary in assembling the development site.
	Insurance		TBC		Necessary Indemnity insurance costs
	IC Legal Fees (Internal Recharge)		TBC		<u>It should be noted that these costs will be contained within the overall project budget</u>

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
Grounds & Roads Services	Maintenance	2016/17	10		Funded from the Revenue Implications of the Capital programme allowance.

6.2 Legal

Ongoing legal and conveyancing advice regarding the acquisitions continues to be sought.

6.3 Human Resources

There are no human resource issues arising from this report.

6.4 Equalities

Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

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

6.5 Repopulation

The regeneration works outlined in this report should contribute to retaining and increasing the population within the area.

7.0 CONSULTATIONS

7.1 The Head of Legal & Property Services has been consulted on this report.

7.2 The Head of Regeneration & Planning has been consulted on this report.

7.3 The Head of Environmental and Commercial Services has been consulted on this report.

7.4 The Head of Finance has been consulted on this report.

7.5 Riverside Inverclyde has been consulted on this report.

**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 & Organisational Development	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 & Property Services	1
Chief Financial Officer	1
Head of Property Assets & Facilities Management	1
S Lang, Legal & Property Services	1
R McGhee, Legal & Property Services	1
Chief Internal Auditor	1
File Copy	1

TOTAL 40

AGENDA AND ALL NON-CONFIDENTIAL PAPERS TO:

Community Councils	10
TOTAL	<u>50</u>

21/05/2012