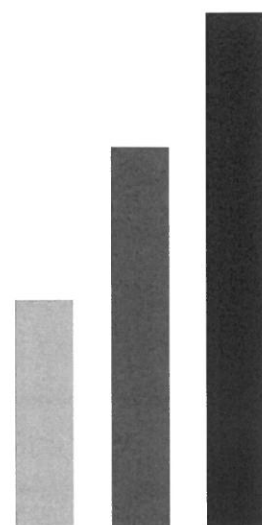


Agenda 2014

Policy & Resources Committee

For meeting on:

18	November	2014
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A meeting of the Policy & Resources Committee will be held on Tuesday 18 November 2014 at 3pm with the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal & Property Services

BUSINESS

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

PERFORMANCE MANAGEMENT

2. **Policy & Resources Capital Programme – (2013/14 – 2015/16) – Progress Report**
Report by Chief Financial Officer and Corporate Director Environment, Regeneration & Resources
3. **2014/16 Capital Programme**
Report by Chief Financial Officer
4. **Policy & Resources Committee 2014/15 Revenue Budget – Period 6 to 30 September 2014**
Report by Chief Executive, Corporate Director Environment, Regeneration & Resources, Corporate Director Education, Communities & Organisational Development and Chief Financial Officer
5. **2014/15 General Fund Revenue Budget as at 30 September 2014**
Report by Chief Financial Officer
6. **Treasury Management - Mid-Year Review Report 2014/15**
Report by Chief Financial Officer
7. **Insurance Fund Position as at 30 September 2014**
Report by Chief Financial Officer
8. **Annual Update in respect of Governance of External Organisations**
Report by Chief Financial Officer
9. **Welfare Reforms Update**
Report by Chief Financial Officer and Corporate Director Inverclyde Community Health & Care Partnership

10. **Corporate Performance Report**
Report by Head of Inclusive Education, Culture & Corporate Policy
11. **Statutory and Key Performance Indicators Annual Report 2013/14**
Report by Head of Inclusive Education, Culture & Corporate Policy

NEW BUSINESS

12. **2015/17 Revenue Budget - Update**
Report by Chief Financial Officer
13. **Revenue Budget Pressures 2015/17**
Report by Chief Financial Officer
14. **Draft 2015/18 Capital Programme**
Report by Chief Financial Officer
15. **Budget Consultation and Communication Plan**
Report by Corporate Director Education, Communities & Organisational Development
16. **Charging Workstream**
Report by Chief Financial Officer
17. **Contract Awards – 1 April 2014 to 30 September 2014**
Report by Corporate Director Environment, Regeneration & Resources
18. **2014 Procurement Capability Assessment and E-Tendering**
Report by Corporate Director Environment, Regeneration & Resources
19. **Participation in the Procurement for Housing Framework Agreement for the Provision of the Council Tax Bill Payment Collection Service**
Report by Corporate Director Environment, Regeneration & Resources
20. **Purchase of Commemorative World War I Benches**
Report by Corporate Director Environment, Regeneration & Resources
21. **Disasters Emergency Appeal in Scotland: Ebola Appeal – Request by Councillor McCabe**
Report by Head of Legal and Property Services

REMITTS FROM COMMITTEES

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.

NEW BUSINESS

22. **Ongoing Cover for Vacant Post of Riverside Inverclyde's CEO** **Para 1**
Report by Chief Executive on proposals for the above following the recent recruitment process

23. **Holiday Pay**

Report by Head of Organisational Development, HR & Communications seeking approval to implement actions relative to the above in response to recent law judgements

Para 12

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

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Chief Financial Officer & Corporate Director Environment Regeneration & Resources	Report No:	FIN/68/14/AP/MT
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	Policy & Resources Capital Programme – (2013/14 - 2015/16) - Progress Report		

1.0 PURPOSE

- 1.1 The purpose of the report is to update the Committee in respect of the status of the projects within the Policy & Resources Capital Programme and to highlight the overall financial position.

2.0 SUMMARY

- 2.1 This report advises the Committee in respect of the progress and financial status of the projects within the Policy & Resources Capital Programme.
- 2.2 It can be seen from the table in 6.4 that the projected spend is £6.043m, which means that the total projected spend is on budget.
- 2.3 Expenditure at 30th September is 40.94% of 2014/15 projected spend, net advancement of £0.039m (4.94%) is being reported. Advancement within the Modernisation Fund (£0.163m) from future years is partly offset by slippage, mainly within Storage/Backup Devices and Minor Works & Projects (£0.037m) and Whiteboard/Projector Refresh (£0.036m).

3.0 RECOMMENDATIONS

- 3.1 That the Committee note current position of the 2014/16 Capital Programme and the progress on the specific projects detailed in Appendix 1.

Aubrey Fawcett
Corporate Director
Environment, Regeneration & Resources

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

4.1 In February 2013 the Council agreed the 2013/16 Capital Programme and further reviewed this in February 2014, no additional budgets were allocated to the Policy & Resources Committee at that time.

5.0 PROGRESS

5.1 Modernisation – Princes Street Office and Hector McNeil House are now open, EDRMS & flexible working arrangements (Laptops, Hot Desks and Unified Comms) are in place for service staff.

5.2 Customer Service & Digital Access. Work agreed as part of the Council's Digital Access Strategy is progressing. This work breaks down into a number of project workstreams.

- Web Site Redesign. ICT is working with Corporate Communications and other services to draft a range of design approaches for consideration
 - Kana/Lagan Developments
 - Citizen record data cleansing
 - Upgrade to Lagan Enterprise 14R1
 - Procurement of Kana Self-Service Portal and Employee/Citizen Smartphone Reporting applications.
- Prioritisation of service requirements and business process redesign

ICT are working with Environmental and Commercial Services to map business processes in relation to Roads and Lighting Fault Reporting, in advance of introducing mobile reporting and recording of faults.

5.3 EDRMS Implementation – The new EDRM solution is live in Revenues, Benefits and Customer Services. Supplementary work is now progressing that will allow integration between the EDRMS and the Council's eForms solution and Atlas. The roll out of EDRMS in CHCP is progressing along with the office accommodation moves.

5.4 The annual PC refresh programme for the year is complete and a further tranche of work to migrate from Windows XP to Windows 7 for Corporate users is also complete.

5.5 Flexible Working – This work aims to improve staff productivity, reduce office accommodation requirements and minimise travel time and costs by giving staff the ability to work from a number of locations around the Council, so that staff have access to email, calendars, telephony services and the normal range of network access to files, folders and records.

Education

- Educational Psychologists
- Bring Your Own Device Trial in Clydeview Academy – Pupils and Teachers
- Education – 'More Choices More Chances' tablet use trial and Virtual School database development

CHCP

- CHCP – Children & Families at Port Glasgow
- CHCP – Welfare Rights at Port Glasgow
- CHCP – Laptops for Hector McNeil House staff

Corporate

- Corporate – Management tablet use trial

6.0 FINANCIAL IMPLICATIONS

Finance

6.1 The figures below detail the position at 30th September 2014. Expenditure to date is £0.339m (40.94% of the 2014/15 projected spend).

- 6.2 The current budget is £6.043m. The current projection is £6.043m which means the total projected spend is on budget.
- 6.3 The approved budget for 2014/15 is £0.789m. The Committee is projecting to spend £0.828m with net advancement from future years of £0.039m (4.94%). Advancement within the Modernisation Fund (£0.163m) from future years is partly offset by slippage, mainly within Storage/Backup Devices and Minor Works & Projects (£0.037m) and Whiteboard/Projector Refresh (£0.036m).

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Capital	Policy & Resources Capital	2014/16	£6,043	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 Legal

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

7.2 Human Resources

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

7.3 Equalities

There are no equalities implications in this report.

7.4 Repopulation

There are no repopulation implications in this report.

8.0 LIST OF BACKGROUND PAPERS

8.1 None

COMMITTEE: POLICY & RESOURCES

Project Name	1	2	3	4	5	6	7	8
	Est Total Cost	Actual to 31/3/14	Approved Budget 2014/15	Revised Est 2014/15	Actual to 30/09/14	Est 2015/16	Est 2016/17	Future Years
	£000	£000	£000	£000	£000	£000	£000	£000
<u>Environment, Regeneration & Resources</u>								
<u>ICT</u>								
Storage/Backup Devices/Minor Works & Projects	340	225	115	78	75	37	0	0
Mobile Technology	47	32	15	6	0	9	0	0
Rolling Replacement of PC's	2,924	2,401	115	443	188	80	0	0
Whiteboard/Projector Refresh	440	344	66	30	0	66	0	0
Server & Switch Replacement Programme	529	446	3	83	2	0	0	0
2013/15 Indicative Allocation	533	0	450	0	0	483	50	0
Data Centre Remedial Works - complete on Site	2		2	2	0			
<u>ICT Total</u>	4,815	3,448	766	642	265	675	50	0
<u>Finance</u>								
Modernisation Fund	1,228	823	23	186	74	219	0	0
<u>Finance Total</u>	1,228	823	23	186	74	219	0	0
TOTAL	6,043	4,271	789	828	339	894	50	0

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Chief Financial Officer	Report No:	FIN/69/14/JB/MT
Contact Officer:	Jan Buchanan	Contact No:	01475 712225
Subject:	2014/16 Capital Programme		

1.0 PURPOSE

- 1.1 The purpose of the report is to provide the Committee with the latest position of the 2014/16 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 has also been previously reported that the 2015/16 General Capital Grant has now been confirmed and is greater than anticipated.
- 2.2 Based on the latest figures it can be seen from Appendix 1 that the estimated surplus in resources is £1.302 million over the 2014/16 period. In the longer term it is anticipated that annual capital requirements will continue to exceed the General Capital Grant and this requires to be addressed through the budget process.
- 2.3 It can be seen from Appendix 2 that as at 30th September 2014 expenditure was 32.38% of projected spend. Phasing and project spend has been reviewed by the Senior Officer (CAMS) Group and the relevant Corporate Director.
- 2.4 The position in respect of each individual Committee is reported in Appendix 2 and Section 5 of the report. Overall Committees are projecting to outturn on budget. Budgetary slippage of 12.69% is being reported; this compares with a slippage outturn of 13.04% in 2013/14.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the current position of the 2014/16 Capital Programme and the previous decision that any surplus on the 2014/16 Capital Programme be considered as part of the February 2015 budget process.

Alan Puckrin
Chief Financial Officer

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 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.
- 4.4 The Scottish Government General Capital Grant allocation for 2015/16 is significantly more than the estimate included when agreeing the budget in February 2013. As a result the previously reported shortfall in resources of £1.135m has been replaced by a surplus in resources of £1.302m.
- 4.5 The Policy & Resources Committee agreed to defer any decision on the surplus resources to February 2015 to tie in with the budget decision.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows that over the 2 year period there is a projected surplus in resources of £1.302 million.
- 5.2 The position in respect of individual Committees is as follows:

Social Care

No slippage is being reported and there is no spend to date.

Environment & Regeneration

Net slippage of £1.700m (9.41%) is being reported with spend being 33.8% of projected spend for the year. Slippage relates mainly to the Asset Management Plan (£1.825), plus other minor areas of slippage. Where possible projects are being advanced from future years and are partly offsetting the slipped projects.

Education & Communities

Slippage of £2.200m (19.32%) is being reported with spend being 29.8% of projected spend for the year. The slippage relates mainly to Inverkip Community Facility (£1.112m) and Primary School Pitch Upgrading (£0.32m) as well as slippage within the SEMP (£0.715), mainly relating to St John's Primary Refurbishment and Early Years.

Policy & Resources

Net advancement of £0.039m (4.94%) is being reported with spend being 25.48% of projected spend for the year. Advancement within the Modernisation Fund (£0.163m) from future years is partly offset by slippage in some ICT investment (£0.073m).

- 5.3 Overall in 2014/15 it can be seen that expenditure is 32.38% of the projected spend for the year and that slippage from the programme agreed in February 2014 is currently £3.861 million (12.69%). This is an increase in slippage of £0.737m (2.42%) from the last Committee.

6.0 SCHOOL ESTATE MANAGEMENT PLAN

- 6.1 The position of the School Estate finances is shown separately in Appendix 2. A report to the Education & Communities Committee on 4th November 2014 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.

7.0 CONCLUSIONS

- 7.1 As can be seen in paragraph 5.3 projected slippage is currently 12.69%, this compares with slippage of 13.04% in 2013/14. While there is the potential for addition slippage reported later in the year Officers are working to advance projects from future years where practical. It is expected therefore that slippage levels should not rise significantly from that currently reported although much will depend on the weather over the winter.
- 7.2 The Council's Capital Programme for 2014/16 is showing a surplus in resources of £1.302 million.
- 7.3 Overall Service Committees have spent 32.38% of the 2014/15 projected spend as at 30th September 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
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

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

10.0 BACKGROUND PAPERS

10.1 Nil

Appendix 1

Capital Programme - 2014/15 - 2015/16

Available Resources

	A	B	C	D	E
	2014/15	2015/16	2016/17	Future	Total
	£000	£000	£000	£000	£000
Government Capital Support	8,251	10,585	-	-	18,836
Less: Allocation to School Estate	(4,713)	(4,722)	-	-	(9,435)
Capital Receipts (Note 1)	561	999	-	-	1,560
Capital Grants (Note 2)	650	371	-	-	1,021
Prudential Funded Projects (Note 3)	7,562	20,741	5,818	2,833	36,954
Balance B/F From 11/12 (Exc School Estate)	3,049	-	-	-	3,049
Capital Funded from Current Revenue (Note 4)	6,443	10,026	1,576	-	18,045
	<u>21,803</u>	<u>38,000</u>	<u>7,394</u>	<u>2,833</u>	<u>70,030</u>

Overall Position 2013/16

Available Resources (Appendix 1, Column E)	<u>£000</u>
Projection (Appendix 2, Column B-F)	70,030
(Shortfall)/Under Utilisation of Resources	<u>68,728</u>
	<u>1,302</u>

Notes to Appendix 1

All notes exclude School Estates

Note 1 (Capital Receipts)

	2014/15	2015/16	2016/17	Future	Total
	£000	£000	£000	£000	£000
Sales	441	772	-	-	1,213
Contributions/Recoveries	120	227	-	-	347
	<u>561</u>	<u>999</u>	<u>-</u>	<u>-</u>	<u>1,560</u>

Note 2 (Capital Grants)

	2014/15	2015/16	2016/17	Future	Total
	£000	£000	£000	£000	£000
Cycling, Walking & Safer Streets	125	121	-	-	246
SPT	207	-	-	-	207
Sustrans	77	250	-	-	327
Sports Scotland/SFA	18	-	-	-	18
Electric Vehicle Charging Points	73	-	-	-	73
Zero Waste Scotland	150	-	-	-	150
	<u>650</u>	<u>371</u>	<u>-</u>	<u>-</u>	<u>1,021</u>

OK

Notes to Appendix 1

Note 3 (Prudentially Funded Projects)

	2014/15	2015/16	2016/17	Future	Total
	£000	£000	£000	£000	£000
Additional ICT - Education Whiteboard & PC Refresh	68	104	-	-	172
Vehicle Replacement Programme	861	2,198	-	-	3,059
Greenock Parking Strategy	41	232	-	-	273
Asset Management Plan - Offices	1,972	3,439	1,519	133	7,063
Asset Management Plan - Borrowing in Lieu of Receipts	920	-	-	-	920
Asset Management Plan - Depots	1,473	8,153	1,334	59	11,019
Capital Works on Former Tied Houses	20	100	60	420	600
Waterfront Leisure Complex Combined Heat and Power Plant	200	50	-	-	250
Leisure & Pitches Strategy	346	161	-	-	507
Broomhill Community Facility	-	500	-	-	500
Kylemore Childrens Home	(85)	-	-	-	(85)
Neil Street Childrens Home Replacement	-	675	83	-	758
Crosshill Childrens Home Replacement	-	-	1,622	-	1,622
Modernisation Fund	186	219	-	-	405
Watt Complex Refurbishment	-	-	700	2,221	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	-	-	120
	<u>7,562</u>	<u>20,741</u>	<u>5,818</u>	<u>2,833</u>	<u>36,954</u>

Note 4 (Capital Funded from Current Revenue)

	2014/15	2015/16	2016/17	Future	Total
	£000	£000	£000	£000	£000
Regeneration of Port Glasgow Town Centre	106	150	-	-	256
Play Areas	587	350	-	-	937
Coronation Park, Port Glasgow	50	200	-	-	250
Contribution to Birkmyre Park Pitch Improvements	-	50	-	-	50
Gourock Walled Garden, Toilet Provision	40	-	-	-	40
Port Glasgow Health Centre Car Park	40	-	-	-	40
Hillend Respite Unit	80	-	-	-	80
Scheme of Assistance	433	433	-	-	866
Aids & Adaptations (Earmarked Reserve)	100	-	-	-	100
Flooding Strategy	305	168	776	-	1,249
Greenock Parking Strategy	165	-	-	-	165
Roads Asset Management Plan	2,968	2,189	-	-	5,157
Broomhill Community Facility (Community Facility Fund)	27	352	-	-	379
Inverkip Community Facility	88	1,211	-	-	1,299
Neil Street Childrens Home Replacement	-	1,100	-	-	1,100
Primary School MUGA's - various	-	1,100	-	-	1,100
Port Glasgow Town Centre, Town Hall Refresh	60	34	-	-	94
Watt Complex Refurbishment	100	553	300	-	953
Community Facilities Investment	-	400	-	-	400
Blaes Football Parks	479	320	-	-	799
Ravenscraig Sports Barn	-	600	-	-	600
Broomhill Regeneration	50	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	-	116	-	-	116
Various Projects - moved to complete on Site	7	-	-	-	7
Use of General Fund Reserves	758	-	-	-	758
	<u>6,443</u>	<u>10,026</u>	<u>1,576</u>	<u>-</u>	<u>18,045</u>

Capital Programme - 2014/15 - 2015/16

Agreed Projects

Committee	A Prior Years £000	B 2014/15 £000	C 2015/16 £000	D 2016/17 £000	E Future £000	G Total £000	H Approved Budget £000	I (Under)/ Over £000	J 2014/15 Spend To 30/9/14 £000
Policy & Resources	4,271	828	894	50	-	6,043	6,043	-	339
Environment & Regeneration	32,197	16,360	29,118	4,689	612	82,976	82,976	-	5,529
Education & Communities (Exc School Estate)	389	2,002	6,763	1,516	2,221	12,891	12,891	-	542
CHCP	1,156	195	1,775	1,705	-	4,831	4,831	-	-
Sub -Total	38,013	19,385	38,550	7,960	2,833	106,741	106,741	-	6,410
School Estate (Note 1)	676	7,187	10,510	5,837	6,286	30,496	30,496	-	2,193
Total	38,689	26,572	49,060	13,797	9,119	137,237	137,237	-	8,603

Note 1Summarised SEMP Capital Position - 2013/17

	2014/15	2015/16	2016/17	2017/18
Capital Allocation	4,713	4,722	4,300	4,300
Scottish Government School Grant (estimate)	100	1,120	1,953	100
Surplus b/fwd	4,904	4,354	186	602
Prudential Borrowing	1,824	500	-	-
Prudential Borrowing - In Lieu of Receipts				
Prudential Borrowing - Accelerated Investment				
CFCR	-	-	-	-
Available Funding	<u>11,541</u>	<u>10,696</u>	<u>6,439</u>	<u>5,002</u>
<u>Projects</u>				
Ex-Prudential Borrowing	5,363	10,010	5,837	6,286
Prudential Borrowing	1,824	500	-	-
CFCR	-	-	-	-
Total	<u>7,187</u>	<u>10,510</u>	<u>5,837</u>	<u>6,286</u>
Surplus c/fwd	4,354	186	602	(1,284)

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Chief Executive, Corporate Director Environment, Regeneration & Resources, Corporate Director Education Communities & Organisational Development and Chief Financial Officer	Report No:	FIN/63/14/JB/AE
Contact Officer:	Angela Edmiston	Contact No:	01475 712143
Subject:	Policy & Resources Committee 2014/15 Revenue Budget – Period 6 to 30 September 2014		

1.0 PURPOSE

- 1.1 To advise Committee of the 2014/15 projected out-turn for the Policy & Resources Committee as at Period 6 (30 September 2014).

2.0 SUMMARY

- 2.1 The total revised Committee budget for 2014/15 is £17,440,000. This excludes Earmarked Reserves of £2,391,000.
- 2.2 The latest projection, excluding Earmarked Reserves, is an underspend of £1,316,000 which is an increase in spend of £15,000 since last reported to Committee.

The main reasons for this underspend are:

- a) A one-off £1,000,000 underspend due to a significant reduction in calls on the non-pay inflation contingency.
 - b) Projected underspend of £108,000 within Finance Employee costs mainly due to turnover savings.
 - c) A £60,000 underspend within Benefit Subsidy based on mid-year return produced in August 2014.
 - d) A £50,000 over-recovery of prior year council tax income.
 - e) £34,000 projected underspend within Organisational Development, HR & Communications due to additional turnover savings.
- 2.3 The Earmarked Reserves for 2014/15 total £2,391,000 of which £857,000 is projected to be spent in the current financial year. To date expenditure of £346,000 (40.37%) has been incurred which is £70,000 over the phased budgeted spend to date. It is to be noted that Earmarked Reserves reported in appendix 3 excludes Earmarked Reserves for Asset Plans and Strategic Funds.

-
- 2.4 The Common Good Fund is projecting a fund balance at 31 March 2015 of £116,990 following the transfer of £150,000 of investment in Port Glasgow Town Centre from the Common Good to the General Fund.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note the 2014/15 projected underspend of £1,316,000 for the Policy & Resources Committee as at Period 6 (30 September 2014).
- 3.2 That the Committee note the projected fund balance of £116,990 for the Common Good Fund.

John Mundell
Chief Executive

Alan Puckrin
Chief Financial Officer

Patricia Cassidy
Corporate Director
Education, Communities &
Organisational Development

Aubrey Fawcett
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 2014/15 budget and to highlight the main issues contributing to the projected underspend of £1,316,000.

5.0 2014/15 CURRENT POSITION

5.1 The current projection is an underspend of £1,316,000. The following are the material variances:

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

Finance - £221,000 Underspend

Employee Costs: Projected underspend of £108,000, an increase in spend of £60,000 since last reported to Committee. Increase is mainly due to temporary employee costs previously projected to be funded from Earmarked reserves now being funded from core budget.

Other Expenditure: Current projection is an underspend of £60,000 within Benefit Subsidy based on the mid-year return produced in August 2014. There has been no changes to projections since last reported to Committee.

Income: In period 4 income was projected on-line with budget. Current projection is an over-recovery of £47,000 mainly due to a projected over-recovery of prior year Council tax income of £50,000.

ICT - £23,000 Underspend

Supplies & Services: A Projected underspend of £23,000 was reported to Committee in period 4. Current projection is an underspend of £7,000 an increase in spend of £16,000 due to an increase in computer hardware maintenance costs.

Income: An increase in income of £15,000 is projected since last reported to Committee mainly due to a £9,000 increase in income from sale of PCs and a £6,000 increase in income from Service Level Agreement with Inverclyde Leisure due to early achievement of savings.

Legal & Property Service – £3,000 Underspend

Administration Costs: Since period 4 report to Committee an underspend of £14,000 is projected mainly due to a reduction in franking machine costs which is offset by a reduction in income.

Income: An under-recovery of £16,000 is projected which is an increase in under-recovery of £18,000 mainly due to a decrease in franking machine recharges to Services as mentioned above.

The following material variance relate to the Education & Communities Directorate:

5.3 **Organisational Development, HR & Communications – £61,000 Underspend**

Employee Costs: Projected underspend of £34,000 mainly due to additional turnover savings which is a minor increase in underspend of £1,000 since last reported to Committee.

Other Expenditure Costs: Projected underspend of £16,000 mainly due to a £10,000 projected decrease in spend for Consultants based on current spend pattern.

5.4 The following material variance relates to the Miscellaneous budget:

Miscellaneous – £1,000,000 Underspend

Inflation Contingency: A £1,000,000 projected reduction in spend due to a significant reduction in calls on the non-pay inflation contingency. There has been no change to projections since period 4.

6.0 VIREMENT

6.1 There are no virements to report in period 6.

7.0 EARMARKED RESERVES

7.1 Appendix 3 gives a detailed breakdown of the current earmarked reserves position. Total funding is £2,391,000 of which £857,000 is projected to be spent in 2014/15 and the remaining balance of £1,534,000 to be carried forward to 2015/16 and beyond. It can be seen that expenditure of £346,000 has been achieved which is £70,000 over the phased budgeted spend to date and represents 40.37% of the annual projected spend.

8.0 COMMON GOOD FUND

8.1 Appendix 3 shows a projected overspend of £12,600 in the Common Good Fund as at 30 September 2014. This results in a projected available fund balance at 31 March 2015 of £116,990.

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

There are no repopulation issues arising from this report.

10.0 CONSULTATIONS

10.1 The Corporate Director Environment, Regeneration & Resources, Corporate Director Education, Communities & Organisational Development and the Chief Financial Officer have been consulted in the preparation of this report.

11.0 BACKGROUND PAPERS

11.1 There are no background papers for this report.

REVENUE BUDGET MONITORING REPORT

CURRENT POSITION

PERIOD 6: 1st April 2014- 30th Sept 2014

Service	Approved Budget 2014/15 £000	Revised Budget 2014/15 £000	Projected Out-turn 2014/15 £000	Projected Over/(Under) Spend £000
Finance	6,054	6,076	5,855	(221)
ICT	2,206	2,166	2,143	(23)
Legal & Property Services	1,731	1,719	1,716	(3)
Total Net Expenditure Environment, Regeneration & Resources	9,991	9,961	9,714	(247)
Organisational Development, Human Resources & Communications	1,877	1,877	1816	(61)
Corporate Policy	183	183	175	(8)
Total Net Expenditure Education, Communities & Organisational Development	2,060	2,060	1,991	(69)
Chief Executive	356	368	368	0
Miscellaneous	5,638	5,051	4,051	(1,000)
TOTAL NET EXPENDITURE	18,045	17,440	16,124	(1,316)
Earmarked reserves				
Total Net Expenditure excluding Earmarked Reserves	18,045	17,440	16,124	(1,316)

POLICY & RESOURCESREVENUE BUDGET MONITORING REPORTMATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)PERIOD 6: 1st April 2014 - 30th Sept 2014

Outturn 2013/14 £000	Budget Heading	Budget 2014/15 £000	Proportion of Budget £000	Actual to 30/09/14 £000	Projection 2014/2015 £000	Over/(Under) Budget £000
Legal & Property 3,897	<u>Finance</u> Employee Costs	3,897	1,890	1,902	3,789	(108)
0	Council tax income Prior Year	(100)	(50)	0	(150)	(50)
36,407	Benefits & Allowances	36,957	18,479	16,963	36,897	(60)
	<u>Organisational Development, HR & Communications & Events</u>					
1,574	Employee Costs	1,570	761	733	1,536	(34)
86	Consultants	100	50	38	90	(10)
	<u>Miscellaneous</u>					
2,677	Inflation Contingency	3,164	1,582	633	2,164	(1,000)
	<u>ICT</u>					
30	Supplies & Services -Computer Hardware - Maint	24	12	24	38	14
448	Supplies & Services -computer software maintenance	462	231	478	448	(14)
	<u>Legal & Property Services</u>					
24	Administration - Postages	40	20	13	30	(10)
(9)	Income -Recharges Franking machine	(28)	(14)	(3)	(10)	18
41,237	TOTAL MATERIAL VARIANCES	42,189	21,071	18,879	41,043	(1,254)

EARMARKED RESERVES POSITION STATEMENT

Appendix 3

COMMITTEE: Policy & Resources

<u>Project</u>	<u>Lead Officer/ Responsible Manager</u>	<u>Total Funding 2014/15</u>	<u>Phased Budget To Period 6 2014/15</u>	<u>Actual To Period 6 2014/15</u>	<u>Projected Spend 2014/15</u>	<u>Amount to be Earmarked for 2015/16 & Beyond</u>	<u>Lead Officer Update</u>
Legal & Property Services		£000	£000	£000	£000	£000	
Modernisation Fund	Alan Puckrin	514	77	130	213	301	Largely funding extra staff for development and backscanning. Ahead of phased budget due to increase in cost of CHCP Backscanning. £241k unallocated.
Procurement Development Fund	Jan Buchanan	79	24	23	47	32	Funding additional Procurement Officer until March 2015.
Workforce Development Fund	S McNab	20	3	11	14	6	£5k set aside for Finance Development Capacity Plan - budget training for teachers. Remaining £15k is for setting up the new Port Glasgow Training suite. £14k spend expected to be incurred by year end.
Welfare Reforms - Operational	Jan Buchanan	336	64	0	209	127	Approved by Committee to carry forward operational impact of Welfare Reform.
Budget Development	Alan Puckrin	150	0	0	30	120	New EMR Created from previous Workstream Delivery EMR of £79k and £71k from Revenue Contingency. Proposed to use this fund to assist in the development and delivery of the 2015/18 Budget. To date, £13k has been committed to be spend on budget consultation by Feb 15.
Protection of Vulnerable Groups	S McNab	146	36	24	56	90	PVG expenditure is phased over 3 years starting from November 2012. Spend expected to be incurred throughout the year. A Grade C 18.5 hrs post and a Grade C 25 hrs post is being funded through this budget.

<u>Project</u>	<u>Lead Officer/ Responsible Manager</u>	<u>Total Funding 2014/15</u>	<u>Phased Budget To Period 6 2014/15</u>	<u>Actual To Period 6 2014/15</u>	<u>Projected Spend 2014/15</u>	<u>Amount to be Earmarked for 2015/16 & Beyond</u>	<u>Lead Officer Update</u>
		£000	£000	£000	£000	£000	
Legal & Property Services							
2013/16 Revenue Contingency	Alan Puckrin	457	50	112	173	284	Sum set aside for unforeseen items over the 3 year budget 2013/16. 2013/14 commitments totalled £167,000 of which £22k was spent as at 31/03/14 and £71k has been spent in 2014/15 to date. 2014/15 commitments made up of £5k for the Toll Boys Memorial, £14k for the Queens Baton Relay, £10k for Race 2 the Games, £17k for new polling booths and an additional £7k for City Deal. The Queen's Baton Relay, Race 2 the Games and Polling Booths have been fully spent. £259k remains uncommitted. Note that EMR has been reduced by £71k to create new Budget Development EMR.
Increased Officer Capacity - Equalities Officer	Wilma Bain	41	8	8	41	0	Equalities Officer currently working 0.6fte will revert to 1.0fte from 1/8/14. As a result of saving of £25k being removed in Feb 2014 there is now a funding shortfall of £9k. Service is currently working towards identifying alternative funding for shortfall in 2015/16.
Increased Officer Capacity - Communications Assistant	S McNab	34	14	13	27	7	New Grade F post for 2 year period to support Communications Officer (Media). Post started 28 May 2013.
Discretionary Housing Payments / Welfare Reform - Policy	Jan Buchanan	613	0	24	46	567	Funding to support Policy impacts arising from Welfare Reform changes.
Civica Hospitality (Inverclyde Music Festival)	Gerard Malone	1	0	1	1	0	Complete.
Total		2,391	276	346	857	1,534	

COMMON GOOD FUND

APPENDIX 4

REVENUE BUDGET MONITORING REPORT 2014/15

PERIOD 4 : 1st April 2014 to 30th September 2014

	Final Outturn 2013/14	Approved Budget 2014/15	Budget to Date 2014/15	Actual to Date 2014/15	Projected Outturn 2014/15
<u>PROPERTY COSTS</u>	16,560	5,000	2,500	14,070	5,000
Leq Repairs & Maintenance	530	4,000	2,000	2,570	4,000
Rates	12,210			13,890	0
Property Insurance	2,900	1,000	500	(2,390)	1,000
Marketing Costs	920				
<u>ADMINISTRATION COSTS</u>	11,200	8,500	200	2,150	10,700
Sundries	3,000	300	200	2,150	2,500
Commercial Rent Management Recharge	2,200	2,200	0		2,200
Recharge for Accountancy	6,000	6,000	0		6,000
<u>OTHER EXPENDITURE</u>	113,390	133,000	44,300	15,890	131,600
Christmas Lights Switch On	10,130	10,500	0		10,500
Christmas Dinners/Parcels	17,990	18,000	0		18,000
Christmas Decorations	35,400	35,400	0		35,400
Gourock Highland Games	29,400	29,400	29,400		29,400
Armistice Service	7,990	8,300	0	490	8,300
Comet Festival	13,300	13,300	13,300	13,300	13,300
Fireworks	12,600	12,600	0		12,600
Contingency for future Community Events		2,400	0	600	1,000
Society of the Innocents Rent Rebate	3,000	3,100	1,600	1,500	3,100
Bad Debt Provision	(16,420)	0	0		0
<u>INCOME</u>	(117,950)	(146,500)	(72,300)	(56,240)	(134,700)
Property Rental	(116,650)	(164,150)	(82,100)	(56,200)	(164,150)
Void Rents		19,650	9,800		30,750
Internal Resources Interest	(1,300)	(2,000)	0	(40)	(1,300)
Donations					0
Lease Premium					0
Disposal of Land					0
<u>NET ANNUAL EXPENDITURE</u>	23,200	0	(25,300)	(24,130)	12,600
<u>EARMARKED FUNDS</u>	0	95,000	0	0	95,000
John Wood St/Bay St Shop Improvemnts		95,000			95,000
<u>TOTAL NET EXPENDITURE</u>	23,200	95,000	(25,300)	(24,130)	107,600

Fund Balance as at 31st March 2014

224,590

Projected Fund Balance as at 31st March 2015

116,990

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:

15 John Wood Street
17 John Wood Street
74 Port Glasgow Road

December 2012
March 2014
September 2012

3 Land at Port Glasgow Road

Following a marketing exercise of the site at Port Glasgow Road, Greenock, no satisfactory offers were received. The site will now be re-marketed.

4 Approved Projects

In addition to the annual budget highlighted above committee have previously approved funding for Improvements to Shops in Bay St/John Wood St, Port Glasgow.

Report To:	Policy & Resources Committee	Date: 18 November 2014
Report By:	Chief Financial Officer	Report No: FIN/70/14/JB/CM
Contact Officer:	Jan Buchanan	Contact No: 01475 712225
Subject:	2014/15 General Fund Revenue Budget as at 30 September 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 30th September 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 confirmed the 2014/15 budget in February 2014. The budget incorporated a planned contribution to the General Fund Reserve of £1.777 million.
- 2.2 It can be seen from Appendix 1 that as at the 30th September 2014 the General Fund is projecting a £1.658 million underspend which represents 0.86% of the net Revenue Budget. This is mainly due to:
- Projected significant under utilisation of non-pay inflation allowance, as previously reported.
 - Additional turnover savings across Committees.
 - Early achievement of planned savings across Committees, as previously reported.
 - Partially offset by increased client commitment costs within Older People Services and ASN Services.
 - Over recovery in benefit subsidy, as previously reported.
- 2.3 From Appendix 1 it can be seen that 3 of the 4 Service Committees are currently projecting underspends with the Education & Communities Committee now projecting an underspend compared to a previously reported overspend. The Health & Social Care Committee is projecting an overspend primarily due to increased client commitments costs within Older People Services.
- 2.4 Appendix 2 shows the latest position in respect of Earmarked Reserves, excluding those relating to Asset Plans and Strategic Funds, it can be seen that as at 30th September 2014 expenditure totalled £2.911 million which equates to 34.33% of the projected spend in 2014/15. It can also be seen from Appendix 2 that as at the 30th September 2014 actual expenditure is slightly ahead of phased spend.
- 2.5 Appendix 3 shows the latest position in respect of the General Fund Reserves and shows that the projected balance at 31st March 2015 is £6.301 million which is £2.501 million greater than the minimum recommended balance of £3.8 million. The Committee has already agreed to defer the decisions on use of surplus reserves until the 2015/18 budget is considered. This is of course subject to there being no exceptional issues requiring members consideration in the interim.

-
- 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 30th September 2014 84.28% of the projected savings in 2014/15 has been fully delivered.

3.0 OTHER FINANCIAL MATTERS

- 3.1 The Cabinet Secretary for Finance and Sustainable Growth: John Swinney, announced details of the 2015/16 Revenue Budget Settlement for Local Authorities on 9th October 2014. A more detailed report on the 2015/17 Budget is elsewhere on the Agenda.

4.0 RECOMMENDATIONS

- 4.1 It is recommended that the Committee note the latest position of the 2014/15 Revenue Budget and General Fund Reserves.
- 4.2 It is recommended that the Committee note the 2013/16 Workstream Savings position.

Alan Puckrin
Chief Financial Officer

5.0 BACKGROUND

- 5.1 The Council confirmed the 2014/15 General Fund Revenue Budget in February 2014. In the process the Council agreed a contribution to the General Fund Reserve of £1.777 million.

6.0 POSITION AS AT 30 SEPTEMBER 2014

- 6.1 It can be seen from Appendix 1 that as at 30th September 2014 the General Fund is projecting an underspend of £1.658 million which equates to 0.86% of the net General Revenue Fund Budget.

As previously reported it is projected that approximately £1 million of the £2.13 million allowance for non-pay inflation will not be required in 2014/15. This has largely come about due to lower than anticipated inflationary pressures around utilities, fuel, PPP contract indexation, Social Care and Waste Contracts. The amount allocated out in 2014/15 is the lowest for many years. Whilst officers have reduced the non-pay inflation allowance for future years, pressures are building and the signs are that contracts are costs are increasing when retendered.

In addition there are additional turnover savings across all Directorates, early achievement of planned savings and over recovery of benefit subsidy offset by increased costs in Older People Services and ASN Services.

- 6.2 It can also be seen from Appendix 1 that 3 of the 4 Service Committees are currently projecting underspends with Health & Social Care Committee projecting an overspend.
- 6.3 In summary the main issues relating to the four Service Committees are as follows:-

Policy & Resources Committee – Projected underspend of £1,316,000 mainly due to a significant projected under utilisation of the non-pay inflation contingency plus additional employee cost turnover savings in Finance Services and Organisational Development & Human Resources, over recovery of benefit subsidy and a projected underspend within ICT line rental costs.

Environment & Regeneration – Projected underspend of £112,000 mainly due to excess turnover savings projected due to early achievement of planned savings, a projected underspend in vehicle fuel costs offset by increased subcontractors and material costs due to increased RAMP spend and a shortfall in special catering income.

Education & Communities - £235,000 projected underspend an improved position from the £40,000 overspend previously reported. The main reason for the underspend is due to savings in early years due to nurseries not running at capacity and reduction in Utility costs due to error in previous invoices.

Health & Social Care – Projected overspend £169,000. This is mainly due to increased client commitment costs within Older People Services partially offset by additional turnover savings.

- 6.4 Appendix 2 shows the latest position in respect of the Earmarked Reserves and provides information on performance against phased budget. The 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. The Earmarked Reserve statement excludes those funds that relates to Assets Plans or Strategic Funds.

- 6.5 It can be seen that as at 30th September 2014 the Council has spent £2.911 million against a phased budget target of £2.856 million. This represents a slight over delivery of 1.93% against target and 34.33% of the projected spend of £8.480 million for the year. Performance in respect of Earmarked Reserves is reviewed on a monthly basis by the Corporate Management Team and reported in detail to each Service Committee.
- 6.6 Appendix 3 shows the projected General Fund Reserves position as at 31st March 2015. The projected balance at this date is shown as £6.301million which is £2.501 million greater than the minimum reserve balance of £3.8 million recommended and approved via the Reserves Strategy.
- 6.7 Proposals in respect of the use of the excess General Fund Reserves have been deferred for consideration when the 2015/18 budget is considered unless there are any exceptional items which may require members consideration in the interim.

7.0 WORKSTREAM SAVINGS

- 7.1 An update on the delivery of each of the approved workstream savings is detailed at Appendix 4, the financial information is detailed at Appendix 5 where it can be seen that £488,000 of the £579,000 target has been achieved. In addition the 2015/16 Workstreams reflect the targets agreed at the February, 2014 Council meeting.

8.0 OTHER FINANCIAL MATTERS

- 8.1 The Cabinet Secretary for Finance and Sustainable Growth: John Swinney, announced details of the 2015/16 Revenue Budget Settlement for Local Authorities on 9th October 2014. Details on this announcement is reported later on the Agenda but in line with previous years it contains a number of conditions linked to Council receiving the full settlement.

9.0 CONSULTATION

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

10.0 IMPLICATIONS

10.1 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

10.2 Legal

None

10.3 **Human Resources**

None

10.4 **Equalities**

None

10.5 **Repopulation**

None

11.0 BACKGROUND PAPERS

11.1 None

Policy & Resources Committee
Revenue Budget Monitoring Report
Position as at 30th September 2014

Committee	Approved Budget 2014/2015	Revised Budget 2014/2015	Projected Out-turn 2014/2015	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	18,045	17,440	16,124	(1,316)	(7.55%)
Environment & Regeneration	23,022	21,550	21,438	(112)	(0.52%)
Education & Communities (Note 1)	87,698	81,160	80,925	(235)	(0.29%)
Health & Social Care	49,062	49,158	49,327	169	0.34%
Committee Sub-Total	177,827	169,308	167,814	(1,494)	(0.88%)
Loan Charges (Including SEMP)	13,346	17,756	17,756	0	0.00%
Unallocated Savings	(34)	(16)	(16)	0	0.00%
Contribution to General Fund Reserve	1,777	1,777	1,777	0	0.00%
One off contribution to Reserves (Note 2)	0	114	0	(114)	0.00%
Earmarked Reserves	0	4,330	4,330	0	0.00%
Total Expenditure	192,916	193,269	191,661	(1,608)	(0.83%)
Financed By:					
General Revenue Grant/Non Domestic Rates	(165,173)	(165,526)	(165,526)	0	0.00%
Council Tax	(33,138)	(33,138)	(33,188)	(50)	0.15%
Council Tax Reduction Scheme	5,395	5,395	5,395	0	0.00%
Net Expenditure	0	0	(1,658)	(1,658)	

Note 1 - Reduction reflects loans charges and earmarked reserves.

Note 2 - Relates to one off early achievement of planned savings

Earmarked Reserves Position Statement

Appendix 2

Summary

<u>Committee</u>	<u>Total Funding 2014/15</u>	<u>Phased Budget to 30 September 14</u>	<u>Actual Spend To 30 September 14</u>	<u>Variance Actual to Phased Budget</u>	<u>Projected Spend 2014/15</u>	<u>Earmarked 2015/16 & Beyond</u>	<u>2014/15 %age Spend Against Projected</u>	<u>2014/15 %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	4,110	212	818	606	2,338	1,772	34.99%	385.85%
Health & Social Care	3,005	799	1,069	270	2,607	398	41.00%	133.79%
Regeneration & Environment	4,147	1,565	674	(891)	2,678	1,469	25.17%	43.07%
Policy & Resources	2,400	280	350	70	857	1,543	40.84%	125.00%
	13,662	2,856	2,911	55	8,480	5,182	34.33%	101.93%

Actual Spend v Phased Budget

£55k

1.93%

Appendix 3

GENERAL FUND RESERVE POSITION
Position as at 30/09/14

	<u>£000</u>	<u>£000</u>
Balance 31/03/14		20211
Projected Surplus/(Deficit) 2014/15	1658	
Contribution to General Fund Reserve 2014/15	1777	
Contribution to Common Good Approved P&R 23 Sept 2014	(150)	
Use of Reserves approved February 2013 (See Undernote)	(9992)	
Use of Reserves approved September 2013 (See Undernote)	(1500)	
Use of Reserves approved February 2014 (See Undernote)	<u>(5703)</u>	(13910)
Projected Unallocated Balance 31/03/15		<u><u>6301</u></u>

Minimum Reserve required is £3.8million

Appendix 3

GENERAL FUND RESERVE POSITION
Position as at 30/09/14

Approved Usage February 2013:

Roads Asset Management Plan (2013/16)	(5900)	
Repopulating/Promoting Inverclyde	(1000)	
Community Facilities - Capital Investment	(750)	
Community Grants	(52)	
Play Areas/MUGA's	(300)	
Blaes Football Park Replacement	(830)	
Employment Support	(330)	
Broomhill Area	(250)	
PG Town Centre	(250)	
Creative Scotland - Match Funding	(250)	
Greenock Town Centre - Extra Police	(80)	
	<u>(9992)</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	(250)	
	<u>(1500)</u>	(1500)

Approved Usage February 2014:

Increased expenditure on Roads Defects and Drainage over 14/16	(500)	
Increased Funding for Regeneration Projects:		
Lower Port Glasgow	(500)	
East Central Greenock	(500)	
Central Gourock	(150)	
Employability	(400)	
Commonwealth Flotilla Event	(250)	
Play Area Investment	(150)	
Birkmyre Park, Kilmacolm, Rugby Pitch / Drainage improvements	(100)	
Broomberry Drive Walled Gardens - provision of modular toilet	(40)	
Further investment in I Zone (Port Glasgow & Gourock)	(213)	
Ravenscraig Sports Barn	(600)	
SEMP - increase investment in MUGAs within Primary School Estate	(1100)	
Create Loan Charge EMR to meet spike in Loan Charges from 16/17	(1200)	
	<u>(5703)</u>	(5703)

Workstream Updates as at: 20/10/14

<u>Lead Officer</u>	<u>Workstream Saving</u>		<u>Update</u>	<u>Target (2013/16)</u> <u>£000</u>
G Malone	1	Utility Cost Reductions/Energy Management	SAVING COMPLETE	150k
A Puckrin	2	SEMP Model	SAVING COMPLETE	190k
A Puckrin	3	AMP	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 saving identified and being allocated. Additional savings which will be attributable to the Services due to rationalising the devices is being calculated. Procurement and ICT are liaising with Head of Service and savings will be included as part of the next budget round.	313k To be achieved: 2014/15 16k 2015/16 78k
B Moore	5	Homecare	£125k achieved in 13/14 from <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 	200k To be achieved:

Appendix 4
(Page 2 of 4)

			<p>based on reviews to date, alternative identified and two posts deleted.</p> <ul style="list-style-type: none"> £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, incorporating revised band times for visits. Evergreen, Carewatch and Confident Care are live. Implementation with remaining providers ongoing (with usage linked to 2% uplift), with the exception of Cottage Care who has declined to use CM2000.</p> <p>Development of management information continues, with templates designed to capture month on month changes – implementation of CXAir reporting tool ongoing. A monthly overview takes place. Work continues on developing a framework agreement for providers, with expected implementation for April 2015.</p>	2014/15 75k
CMT	6	2015/16 Operational Saving	<p>CMT agreed to split the savings equally over the 3 Directorates. Proposals approved at September 30th P&R Committee subject to further report on Supported Study to go to E&C Committee in November. Total saving £950,000 to take into account £200,000 from Modernisation.</p>	<p>950k</p> <p>To be achieved: 2015/16 950k</p>
J Mundell	7	Shared Services	<p>The Roads Shared Service Project Steering Group have finalised their report which incorporates Trade Unions input. A shared roads service between the three Councils</p>	Target 0k

Appendix 4
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			<p>is being organised. The report now needs to be considered by the respective Chief Executives and Leaders.</p> <p>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.</p>	
A Puckrin	8	Charging	<p>Council agreed target of £470k.</p> <p>Report approved by CMT September 2014 and submitted to P&R Committee in November.</p>	<p>Target 470k</p> <p>To be achieved: 2015/16 470k</p>
I Moffat	9	Social Transport	<p>Saving approved at September Environment and Regeneration Committee.</p> <p>COMPLETE</p>	<p>Target 50k</p> <p>To be achieved: 2015/16 50k</p>
S McNab	10	Terms & Conditions	<p>Council agreed a target of £30,000 and a report to be submitted to Committee later in 2014.</p> <p>Report submitted and approved by P&R Committee on 20 May 2014 to recommend savings of around £30k from discontinuation of Excess Travel Scheme.</p>	<p>Target 30k</p> <p>To be achieved: 2015/16 30k</p>
S McNab	11	Sessional Budgets	<p>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</p>	<p>Target 30k</p> <p>To be achieved:</p>

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			system changes are in place and work will continue with each service as necessary.	2015/16 30k
S McNab	12	Travel and Subsistence	<p>Proposals to be developed around work of the Energy Saving Trust.</p> <p>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 has met with Patricia Cassidy/Barbara McQuarrie and report is being prepared for CMT.</p>	<p>Target 20k</p> <p>To be achieved: 2015/16 20k</p>

Savings Workstreams - 31/10/14

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
G Malone	1/ Utility Cost Reductions/Energy Management	150	29	121	0	150	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	44	2	219	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	
	Greenlight	0	0	18	0	18	
B Moore	5/ Homecare	200	125	0	0	125	0
A Puckrin	6/ 2015/16 Operational Savings	950	0	0	0	0	0
	Workstreams - Targets to be allocated	600	0	0	0	0	0
J Mundell	7/ Shared Services	0	0	0	0	0	
A Puckrin	8/ Charging	0	0	0	0	0	
I Moffat	9/ Social Transport	0	0	0	0	0	
S McNab	10/ Terms & Conditions	0	0	0	0	0	
S McNab	11/ Sessional Budgets	0	0	0	0	0	
S McNab	12/ Travel & Subsistence	0	0	0	0	0	
	Sub-Total	2563	387	488	2	877	33

Savings Workstreams - 31/10/14

Lead Officer	Savings Planned	2013/14	2014/15	2015/16	Total 2013/16
		£000	£000	£000	£000
G Malone	1/ Utility Cost Reductions/Energy Management	0	0	0	0
A Puckrin	2/ SEMP Model	0	0	0	0
A Puckrin	3/ AMP	0	0	0	0
A Puckrin	4/ Procurement	0	16	78	94
	Unidentified	0	16	78	
B Moore	5/ Homecare	0	75	0	75
A Puckrin	6/ 2015/16 Operational Savings	0	0	950	950
	<u>Workstreams - Targets to be allocated</u>				
J Mundell	7/ Shared Services	0	0	0	0
A Puckrin	8/ Charging	0	0	470	470
I Moffat	9/ Social Transport	0	0	50	50
S McNab	10/ Terms & Conditions	0	0	30	30
S McNab	11/ Sessional Budgets	0	0	30	30
S McNab	12/ Travel & Subsistence	0	0	20	20
	Sub-Total	0	91	1628	1719
	Sub-Total (page1)	387	488	2	877
	Total	387	579	1630	2596

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Chief Financial Officer	Report No:	FIN/65/14/KJ/JB
Contact Officer:	Jan Buchanan	Contact No:	01475 712223
Subject:	Treasury Management – Mid-Year Review Report 2014/15		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise members of the operation of the treasury function and its activities at the mid-year of 2014/15 in compliance with the CIPFA Code of Practice on Treasury Management with which the Council complies.

2.0 SUMMARY

- 2.1 As at 30th September 2014 the Council had debt of £219,693,321 and investments of £51,931,095.
- 2.2 The average rate of return achieved on investments during the first half of 2014/15 was 0.76% which exceeds the benchmark return rate for the period of 0.42% by 0.34% largely due to the Council choosing to invest for longer periods than the benchmark of 3 months.
- 2.3 During the period the Council operated within the treasury limits and Prudential and Treasury Indicators set out in the Council's Treasury Policy Statement, annual Treasury Strategy Statement, Annual Investment Strategy and the Treasury Management Practices other than as previously homologated by the Committee.
- 2.4 The economic situation and financial and banking markets remain uncertain and volatile, both globally and in the UK, but it is considered that the Treasury Management Strategy and the Annual Investment Strategy approved by the Council on 10th April 2014 are still appropriate.
- 2.5 The Council's current contract with its treasury advisers runs until 30th June 2015 so approval is being sought to procure advisers' services beyond this date.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the contents of the Mid-Year Review Report on Treasury Management for 2014/15.
- 3.2 It is recommended that the Mid-Year Review Report be remitted to the Full Council for approval.
- 3.3 It is recommended that approval be given to procuring treasury advisers' services on the basis of a contract for 3 years with the option of a further 1 year extension with procurement by negotiation with the current provider (Capita Treasury Solutions Limited) subject to the approval of the Chief Financial Officer and the Head of Legal & Property Services and the annual cost not to exceed £22,000 per year.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Chartered Institute of Public Finance and Accountancy's Code of Practice on Treasury Management 2011 has been adopted by this Council and the Council fully complies with its requirements. The primary requirements of the Code are:
1. The creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
 2. The creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
 3. The receipt by the Full Council of an annual Treasury Management Strategy Statement (including Annual Investment Strategy) for the year ahead, a Mid-Year Review Report, and an Annual Report (stewardship report) covering activities during the previous year.
 4. The delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
 5. The delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body which in this Council is the Policy & Resources Committee.
- 4.2 Treasury Management in this context is defined as: "The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

Mid-Year Review Report for 2014/15

- 4.3 The purpose of this report is to meet one of the above requirements of the CIPFA Code, namely the Mid-Year Review Report for the financial year 2014/15.
- 4.4 This mid-year review report covers:
- The Council's Treasury Position as at 30th September 2014
 - An economic update of the first six months of 2014/15
 - A review of the Treasury Management Strategy Statement and Annual Investment Strategy
 - A review of the Council's investment portfolio for 2014/15
 - A review of the Council's borrowing strategy for 2014/15
 - A review of any debt restructuring undertaken during 2014/15
 - A review of compliance with Treasury, Prudential, and Council Policy Limits for 2014/15.

Treasury Management is a complex area with its own terminology and acronyms. In order to aid the Committee's understanding a Glossary of Terms is attached as Appendix 1.

4.5 Treasury Position As At 30th September 2014

The Council's debt and investment position was as follows:

	30 th September 2014		1 st April 2014	
	Principal	Rate	Principal	Rate
	£000		£000	
Fixed Rate Funding:				
- PWLB	116,750		117,168	
- Market *	55,000		55,000	
	<u>171,750</u>	3.98%	<u>172,168</u>	3.99%
Variable Rate Funding:				
- PWLB	0		0	
- Market *	47,900		47,900	
- Temporary	43		43	
	<u>47,943</u>	4.97%	<u>47,943</u>	4.97%
Total Debt	219,693	4.19%	220,111	4.21%

* - Market Loans are shown as variable when they have less than 1 year to go until their next call date.

	30 th September 2014		1 st April 2014	
	Principal	Return	Principal	Return
	£000		£000	
Investments:				
- External	42,500	0.86%	32,500	1.02%
- Deposit Accounts	9,431	0.50%	15,609	0.50%
Total Investments	51,931	0.80%	48,109	0.85%

In addition, the Council has items counting as investments under Scottish Government rules as at 30th September 2014 of £268,330 (down from £291,864 on 1st April 2014). Details are given in Appendix 2 and largely relate to loans to third parties.

4.6 Economic Update

The Council's Treasury Advisers (Capita Treasury Solutions Limited) have provided the following economic update:

UK

After strong UK GDP quarterly growth of 0.7%, 0.8% and 0.7% in quarters 2, 3 and 4 respectively in 2013, (2013 annual rate 2.7%), and 0.7% in quarter 1 and 0.9% in quarter 2 of 2014 (annual rate 3.2% in quarter 2), it appears very likely that strong growth will continue through 2014 and into 2015 as forward surveys for the services and construction sectors are very encouraging and business investment is also strongly recovering. The manufacturing sector has also been encouraging though the latest figures indicate a weakening in the future trend rate of growth. However, for this recovery to become more balanced and sustainable in the longer term, the recovery needs to move away from dependence on consumer expenditure and the housing market to exporting, and particularly of manufactured goods, both of which need to substantially improve on their recent lacklustre performance. This overall strong growth has resulted in unemployment falling much faster through the initial threshold of 7%, set by the Monetary Policy Committee (MPC) in August 2013, before it said it would consider any increases in the Bank Rate. The MPC has, therefore, subsequently broadened its forward guidance by adopting five qualitative principles and looking at a much wider range of about eighteen indicators in order to form a view on how much slack there is in the economy and how quickly slack is being used up.

The MPC is particularly concerned that the current squeeze on the disposable incomes of consumers should be reversed by wage inflation rising back above the level of inflation in order to ensure that the recovery will be sustainable. There also needs to be a major improvement in labour productivity, which has languished at dismal levels since 2008, to support increases in pay rates. Most economic forecasters are expecting growth to peak in 2014 and then to ease off a little, though still remaining strong, in 2015 and 2016. Unemployment is therefore expected to keep on its downward trend and this is likely to eventually feed through into a return to significant increases in pay rates at some point during the next three years. However, just how much those future increases in pay rates will counteract the depressive effect of increases in the Bank Rate on consumer confidence, the rate of growth in consumer expenditure and the buoyancy of the housing market, are areas that will need to be kept under regular review.

Also encouraging has been the sharp fall in CPI inflation, reaching 1.5% in May and July, the lowest rate since 2009. Forward indications are that inflation is likely to fall further in 2014 to possibly near to 1%. Overall, markets are expecting that the MPC will be cautious in raising the Bank Rate as it will want to protect heavily indebted consumers from too early an increase in the Bank Rate at a time when inflationary pressures are also weak. A first increase in Bank Rate is therefore expected in quarter 1 or quarter 2 of 2015 with increases after that expected to be at a slow pace to lower levels than prevailed before 2008 as increases in the Bank Rate will have a much bigger effect on heavily indebted consumers than they did before 2008.

The return to strong growth has also helped lower forecasts for the increase in Government debt by £73bn over the next five years, as announced in the 2013 Autumn Statement, and by an additional £24bn, as announced in the March 2014 Budget - which also forecast a return to a significant budget surplus (of £5bn) in 2018/19. However, monthly public sector deficit figures have disappointed so far in 2014/15.

US

In September 2014, the Federal Reserve continued with its monthly \$10bn reductions in asset purchases, which started in December 2013. Asset purchases have now fallen from \$85bn to \$15bn and are expected to stop in October 2014, providing strong economic growth continues. First quarter GDP figures for the US were depressed by exceptionally bad winter weather, but growth rebounded very strongly in quarter 2 to 4.6% (annualised).

The US faces similar debt problems to those of the UK but, thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without appearing to do too much damage to growth, although the weak labour force participation rate remains a matter of key concern for the Federal Reserve when considering the amount of slack in the economy and monetary policy decisions.

Eurozone

The Eurozone is facing an increasing threat from weak or negative growth and from deflation. In September 2014, the inflation rate fell further, to reach a low of 0.3%. However, this is an average for all Eurozone countries and includes some countries with negative rates of inflation. Accordingly, the European Central Bank took some rather limited action in June to loosen monetary policy in order to promote growth. In September it took further action to cut its benchmark rate to only 0.05%, its deposit rate to -0.2% and to start a programme of purchases of corporate debt. However, it has not embarked yet on full quantitative easing (purchase of sovereign debt).

Concern in financial markets for the Eurozone subsided considerably during 2013. However, sovereign debt difficulties have not gone away and major issues could return in respect of any countries that do not dynamically address fundamental issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy, (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise for some countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed.

China and Japan

Japan is causing considerable concern as an increase in sales tax in April has suppressed consumer expenditure and growth. In quarter 2 growth was -1.8% quarter-on-quarter and -7.1% over the previous year. The Government is hoping that this is a temporary blip.

As for China, Government action in 2014 to stimulate the economy appeared to be putting the target of 7.5% growth within achievable reach but recent data has raised fresh concerns. There are also major concerns as to the creditworthiness of much bank lending to corporates and local government during the post 2008 credit expansion period and whether the bursting of a bubble in housing prices is drawing nearer.

4.7 Treasury Advisers' View of Next Six Months of 2014/15

Capita advise that:

They undertook a review of their interest rate forecasts in mid-August, after the Bank of England's Inflation Report. By the beginning of September, a further rise in geopolitical concerns, principally over Ukraine but also over the Middle East, had caused a further flight into safe havens like gilts and depressed PWLB rates further. However, there is much volatility in rates as news ebbs and flows in negative or positive ways. Their latest forecast includes a first increase in Bank Rate in quarter 1 of 2015.

Their PWLB forecasts are based around a balance of risks. However, there are potential upside risks, especially for longer term PWLB rates, as follows: -

- A further surge in investor confidence that robust world economic growth is firmly expected, causing a flow of funds out of bonds and into equities.
- UK inflation being significantly higher than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

Downside risks currently include:

- The situation over Ukraine poses a major threat to Eurozone and world growth if it was to deteriorate into economic warfare between the West and Russia where Russia resorted to using its control over gas supplies to Europe.
- UK strong economic growth is currently dependent on consumer spending and the unsustainable boom in the housing market. The boost from these sources is likely to fade after 2014.
- A weak rebalancing of UK growth to exporting and business investment causing a weakening of overall economic growth beyond 2014.
- Weak growth or recession in the UK's main trading partners - the EU and US, inhibiting economic recovery in the UK.
- A return to weak economic growth in the US, UK and China causing major disappointment in investor and market expectations.
- A resurgence of the Eurozone sovereign debt crisis caused by ongoing deterioration in government debt to GDP ratios to the point where financial markets lose confidence in the financial viability of one or more countries and in the ability of the European Central Bank and Eurozone governments to deal with the potential size of the crisis.
- Recapitalising of European banks requiring more government financial support.
- Lack of support by populaces in Eurozone countries for austerity programmes, especially in countries with very high unemployment rates e.g. Greece and Spain, which face huge challenges in engineering economic growth to correct their budget deficits on a sustainable basis.
- Italy: the political situation has improved but it remains to be seen whether the new government is able to deliver the austerity programme required and a programme of overdue reforms. Italy has the third highest government debt mountain in the world.
- France: after being elected on an anti-austerity platform, President Hollande has embraced a €50bn programme of public sector cuts over the next three years. However, there could be major obstacles in implementing this programme. Major overdue reforms of employment practices and an increase in competitiveness are also urgently required to lift the economy out of stagnation.

- Monetary policy action failing to stimulate sustainable growth in western economies, especially the Eurozone and Japan.
- Heightened political risks in the Middle East and East Asia could trigger safe haven flows back into bonds.
- There are also increasing concerns that the reluctance of western economies to raise interest rates significantly for some years, plus the huge quantitative easing measures which remain in place (and may be added to by the European Central Bank in the near future), has created potentially unstable flows of liquidity searching for yield and therefore heightened the potential for an increase in risks in order to get higher returns. This is a return of the same environment which led to the 2008 financial crisis.

4.8 Capita's Interest Rate Forecast

The latest interest rate forecast produced by Capita is as follows:

	End Sept-14 Actual	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16
	%	%	%	%	%	%	%	%	%	%
BANK RATE	0.50	0.50	0.75	0.75	1.00	1.00	1.25	1.25	1.50	1.75
5yr PWLB	2.77	2.70	2.80	2.90	3.00	3.00	3.10	3.20	3.30	3.40
10yr PWLB	3.46	3.50	3.60	3.70	3.80	3.90	4.00	4.10	4.10	4.20
25yr PWLB	4.04	4.10	4.20	4.30	4.40	4.50	4.60	4.70	4.80	4.80
50yr PWLB	4.03	4.10	4.20	4.30	4.40	4.50	4.60	4.70	4.80	4.80

The above Capita forecasts for PWLB rates are for the PWLB certainty rates which include a 0.20% reduction for new PWLB borrowing from 1st November 2012 by local authorities that apply to access the rate (as most local authorities have done, including Inverclyde Council).

4.9 Treasury Management Strategy Statement and Annual Investment Strategy Update

The Treasury Management Strategy Statement for 2014/15 was approved by the Council on 10th April 2014. The Council's Annual Investment Strategy, which is incorporated in the Treasury Management Strategy Statement, outlines the Council's investment priorities as follows:

- The security of capital
- The liquidity of investments.

The Council will also aim to achieve the optimum return (yield) on investments commensurate with the proper levels of security and liquidity. In the current economic climate it is considered appropriate to keep investments short term (maximum loan period of 12 months), and only invest with highly credit rated financial institutions, using Capita's suggested creditworthiness approach, including sovereign credit rating and credit default swap (CDS) overlay information provided by Capita.

A breakdown of the Council's investment portfolio is shown in Appendix 2.

The Council have undertaken no borrowing so far this year to fund forthcoming capital expenditure. It is anticipated that some borrowing may take place during this financial year in line with the approved Treasury Management Strategy.

Investments during the first six months of the year have been undertaken in line with the Strategy and no changes to credit ratings for UK and other banks and financial institutions have required action by the Council. Continued caution is, however, being exercised with the position being constantly monitored.

As outlined above, the economic situation and financial and banking markets remain uncertain and volatile, both globally and in the UK. In this context, it is considered that the Treasury Management Strategy and Annual Investment Strategy approved by the Council on 10th April 2014 are still appropriate.

4.10 Investment Portfolio 2014/15

In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's low risk appetite. The investment portfolio yield for the first six months of the year compared to its benchmark is as follows:

Average Investment Over First Six Months Of 2014/15	Annualised Rate of Return (gross of fees)	Benchmark Return (3 Month LIBID uncompounded)
£55,300,000	0.76%	0.42%

The Council have outperformed the benchmark by 0.34% resulting in additional income to the Council in the period of £94,000 largely due to the Council undertaking investments for longer periods than the 3 month benchmark and with UK Nationalised/Part Nationalised Banks which are considered to be lower risk.

The level of Deposit Rates during the first 6 months of the year means that the Council will not achieve similar performance against the benchmark in future.

A full list of investments held as at 30th September 2014, compared to Capita's counterparty list and to the position at 1st April 2014, is shown in Appendix 2.

4.11 New External Borrowing

The Council's capital financing requirement (CFR) is, based on the latest capital programme, £2.7m for financial year 2013/14 and £16.2m for 2014/15 (excluding assets funded from PPP). The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions.

For borrowing rates, the general trend has been a decrease in interest rates during the first six months of 2014/15 across longer dated maturity bands, but a rise in the shorter maturities, reflecting in part the expected rise in the Bank rate.

The following table shows the movement in PWLB rates for the first six months of the year and provides benchmarking data showing high and low points etc:

PWLB Borrowing Rates 1 st April – 30 th September 2014					
	1 year	5 year	10 year	25 year	50 year
High	1.49%	2.87%	3.66%	4.30%	4.28%
Date	16/07/2014	03/07/2014	20/06/2014	03/04/2014	02/04/2014
Low	1.20%	2.48%	3.16%	3.74%	3.72%
Date	08/04/2014	28/08/2014	28/08/2014	01/09/2014	29/08/2014
Average	1.35%	2.66%	3.47%	4.10%	4.07%
Spread between High and Low	0.29%	0.39%	0.50%	0.56%	0.56%
01/04/2014	1.24%	2.65%	3.63%	4.29%	4.27%
30/09/2014	1.37%	2.57%	3.26%	3.84%	3.83%
Spread between 01/04/2014 and 30/09/2014	0.13%	0.08%	0.37%	0.45%	0.44%

The Council has not borrowed in advance of need in 2014/15 and has no intention of doing so.

4.12 Debt Rescheduling

No debt rescheduling was undertaken during the first six months of 2014/15.

4.13 Compliance with Treasury, Prudential and Council Policy Limits

It is a statutory duty for the Council to determine and keep under review the "Affordable Capital Expenditure Limits". The Council's approved Treasury and Prudential Indicators (affordability limits) are outlined in the approved Treasury Management Strategy Statement.

During the financial year to date the Council has operated within the treasury limits and Treasury and Prudential Indicators set out in the Council's Treasury Management Strategy Statement and in compliance with the Council's Treasury Management Practices other than the exceeding of the Council's Counterparty Limit with the Bank of Scotland by a maximum of £0.6m for 2 days in July 2014 (and as homologated by the Policy & Resources Committee).

The Prudential and Treasury Indicators and Council policy limits monitored during the year are shown in Appendix 3.

4.14 Performance Measurement 2013/14

Appendix 4 shows the outturn for Prudential Indicators for 2012/13 and 2013/14 along with the Loans Fund Pool Rate for Interest for the last five years. These figures reflect the final position following the completion and audit of the Council's Annual Accounts.

4.15 Other Issues

The Council's contract with its treasury advisers ran until 30th June 2014 with the option for a further one year extension until 30th June 2015. The Council took up the extension.

The treasury advisers are Capita Treasury Solutions Limited who were renamed from Sector Treasury Services Limited on 1 October 2014.

Approval is sought from Committee to proceed with procuring treasury advisers' services on the basis of a contract for 3 years with the option of a further 1 year extension. The provision of such services to public sector bodies is extremely specialised with a very small number of potential providers. Committee are therefore requested to approve that procurement is by negotiation with the current provider (Capita Treasury Solutions Limited) subject to the approval of the Acting Corporate Director Environment and Regeneration and the Head of Legal & Property Services and the annual cost not to exceed £22,000 per year. This cost will be contained within the existing budget for loan charges.

5.0 IMPLICATIONS

5.1 Legal: None. Any borrowing or lending is done under the Council's legal powers.

Finance: Through the achievement of exceeding the investment benchmark return rate, the Council has benefited from additional returns of £94,000. The Council utilises Treasury Management as part of the overall Financial Strategy and Officers will continue to investigate borrowing and investment opportunities to bring financial benefits to the Council, all within the Treasury Management Policy.

Human Resources: None.

Equalities: None.

Repopulation: None

6.0 CONSULTATIONS

- 6.1 This report has been produced based on advice from the Council's treasury advisers (Capita Treasury Solutions Limited).

7.0 LIST OF BACKGROUND PAPERS

- 7.1 CIPFA - Code of Practice on Treasury Management in the Public Services (Revised 2011)
Scottish Government – Finance Circular 5/2010 – The Investment of Money By Scottish Local Authorities
Inverclyde Council – Treasury Management Strategy and Annual Investment Strategy 2014/15-2016/17.

TREASURY MANAGEMENT
GLOSSARY OF TERMS

Affordable Capital Expenditure Limit

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

Authorised Limit for External Debt

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

Bank of England

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

Bank Rate

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

Call Date

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

Capita

Capita Treasury Solutions Limited who are the Council’s treasury management advisers who were previously named Sector Treasury Services Limited (and were normally referred to as Sector).

Capital Expenditure

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

Capital Financing Requirement

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

CDS Spread

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

Certificates of Deposit

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

CIPFA

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

Consumer Prices Index

The Consumer Prices Index (“CPI”) is a means of measuring inflation (as is the Retail Prices Index or “RPI”). The Monetary Policy Committee of the Bank of England set the Bank Rate in order to try to keep CPI at or close to the target set by the Government (currently the target is 2%). The calculation of the CPI includes many items of normal household expenditure but the calculation excludes some items such as mortgage interest payments and Council Tax.

Counterparty

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

Credit Ratings

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

The highest credit rating is AAA.

European Central Bank

Sometimes referred to as “the ECB”, the European Central Bank is the central bank for the Eurozone and is the equivalent of the Bank of England. The European Central Bank sets interest rates for the Eurozone.

Eurozone

This is the name given to the countries in Europe that have the Euro as their currency. Interest rates in the Eurozone are set by the European Central Bank. The Eurozone is comprised of the following 18 countries: Austria, Belgium, Cyprus, Estonia, Finland, France, Germany, Greece, Ireland, Italy, Latvia, Luxembourg, Malta, the Netherlands, Portugal, Slovakia, Slovenia, and Spain.

Fed Rate

This is the interest rate for the US. Rates for the US are set by the Federal Reserve (the central bank for the US and the equivalent of the Bank of England).

Federal Reserve

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

Fixed Rate Funding/Investments

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

Fixed Term Deposit

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

Flat Yield Curve

A flat yield curve occurs where the yield for long-term investments is the same or similar to the yield for short-term investments – the period of the investment makes no or little difference to the yield on the investment.

G7/G8/G20

These are forums for discussions by the governments of large world economies.

The G7 is comprised of Canada, France, Germany, Italy, Japan, the UK, and the USA. The G8 is the G7 plus Russia (with the European Union also attending). The G20 is comprised of 19 countries (including the G7 and Russia) plus the European Union.

Gilt Yields

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

Gilts

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

Gross Domestic Product

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

Growth

Positive growth in an economy is an increase in the amount of goods and services produced by that economy over time. Negative growth in an economy is a reduction in the amount of goods and services produced by that economy over time.

IMF

The International Monetary Fund oversees the world financial system and seeks to stabilise international exchange rates, facilitate development, and provide resources to countries in balance of payments difficulties or to assist with poverty reduction.

Incremental Impact of Capital Investment Decisions

These are Prudential Indicators that reflect the impact on Council Tax of movements in projected and estimated capital expenditure within and between financial years.

Inflation

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

Inverted Yield Curve

An inverted or negative yield curve shows long-term investments having lower yields than short-term investments (an investor gets a better yield by investing for a shorter period).

Investment Regulations

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

LIBID

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

LIBOR

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

LOBO

This is a form of loan that the Council has with some lenders. The term is short for the phrase "Lender Option/Borrower Option".

Money Market Fund

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

MPC

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

Negative Yield Curve

A negative or inverted yield curve shows long-term investments having lower yields than short-term investments (an investor gets a better yield by investing for a shorter period).

Net Borrowing Requirement

This is the difference between the Council's net external borrowing and its capital financing requirement. Under the Prudential Code the Council's net external borrowing should not, except in the short term, exceed its capital financing requirement. The Net Borrowing Requirement should therefore normally be a negative figure.

Operational Boundary

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

Positive Yield Curve

A positive yield curve shows long-term investments having higher yields than short-term investments (an investor gets a higher rate yield for investing for longer).

Prudential Code

Councils are required to comply with the CIPFA Prudential Code for Capital Finance in Local Authorities. These requirements include the production of Prudential Indicators. The Prudential Code was last revised in November 2011.

Prudential Indicators

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

PWLB

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

PWLB Certainty Rates

In the Budget in March 2012, the Chancellor of the Exchequer announced that local authorities that provide information on their long-term borrowing and capital spending plans would be eligible for a 0.20% discount rate for new PWLB borrowing. The PWLB Certainty Rates came into effect on 1st November 2012.

PWLB Rates

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

Quantitative Easing

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

Ratings

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

Repo Rate

This is another name for the Bank Rate as set by the Monetary Policy Committee.

Retail Prices Index

The Retail Prices Index (“RPI”) is a means of measuring inflation (as is the Consumer Prices Index or “CPI”). The calculation of the RPI includes most of the same items as the CPI as well as some items not included in the CPI such as mortgage interest payments and Council Tax whilst excluding items that are in the CPI such as charges for financial services.

Sector

Sector Treasury Services Limited is the former name of Capita Treasury Solutions Limited who are the Council’s treasury management advisers.

Treasury Management Code

This is the “Treasury Management in the Public Services: Code of Practice” and is a code of practice for Council treasury management activities. It is produced by CIPFA and was last revised in November 2011.

Treasury Management Indicators

These are Prudential Indicators specifically relating to Treasury Management issues.

Treasury Management Practices (TMPs)

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

Variable Rate Funding/Investments

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

Yield

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

Yield Curve

A graph showing the yield on investments plotted against the maturity period for investments:

- A positive yield curve shows long-term investments having higher yields than short-term investments (an investor gets a higher rate yield for investing for longer).
- A negative or inverted yield curve shows long-term investments having lower yields than short-term investments (an investor gets a better yield by investing for a shorter period).
- A flat yield curve occurs where the yield for long-term investments is the same or similar to the yield for short-term investments – the period of the investment makes no or little difference to the yield on the investment.

INVESTMENT PORTFOLIO

This Appendix shows the Council's Investment Portfolio as at 1st April 2014 and as at 30th September 2014. The Portfolio includes items included as Other Investments under the latest guidance on such matters.

Investments As At 1st April 2014					
	<u>Capita Colour Category And Maximum Investment Period</u>	<u>Annual Rate</u>	<u>Amount</u>	<u>Deposit Type</u>	<u>Maturity Date</u>
<u>Investments</u>			£		
Bank of Scotland	BLUE - 12 Months	1.05%	5,000,000	Fixed Term	06-May-14
Bank of Scotland	BLUE - 12 Months	1.05%	5,000,000	Fixed Term	22-May-14
Bank of Scotland	BLUE - 12 Months	1.05%	5,000,000	Fixed Term	05-Jun-14
Bank of Scotland	BLUE - 12 Months	1.01%	5,000,000	Fixed Term	02-Jul-14
Bank of Scotland	BLUE - 12 Months	1.01%	7,500,000	Fixed Term	08-Jul-14
Bank of Scotland	BLUE - 12 Months	0.95%	5,000,000	Fixed Term	12-Feb-15
			32,500,000		
<u>Deposit Accounts</u>					
Bank of Scotland	BLUE - 12 Months	0.50%	10,605,700	Call	---
Svenska Handelsbanken	ORANGE - 12 Months	0.50%	5,002,055	Call	---
Santander UK	GREEN - 100 Days	0.40%	494	Call	---
RBS	BLUE - 12 Months	0.25%	275	Call	---
			15,608,524		
<u>Other Investments</u>					
Holdings of Shares, Bonds, and Units	---	---	2,000	War Stock	---
Loans Made To Third Parties	---	---	289,864	---	---
Investment Properties	---	---	0	---	---
			291,864		
TOTAL			48,400,388		

Investments As At 30th September 2014					
	<u>Capita Colour Category And Maximum Investment Period</u>	<u>Annual Rate</u>	<u>Amount</u>	<u>Deposit Type</u>	<u>Maturity Date</u>
<u>Investments</u>			£		
Bank of Scotland	BLUE - 12 Months	0.70%	5,000,000	Fixed Term	05-Dec-14
Bank of Scotland	BLUE - 12 Months	0.70%	5,000,000	Fixed Term	08-Jan-15
Bank of Scotland	BLUE - 12 Months	0.95%	5,000,000	Fixed Term	12-Feb-15
Bank of Scotland	BLUE - 12 Months	0.70%	5,000,000	Fixed Term	16-Mar-15
Bank of Scotland	BLUE - 12 Months	0.95%	5,000,000	Fixed Term	06-May-15
Bank of Scotland	BLUE - 12 Months	0.95%	5,000,000	Fixed Term	21-May-15
Bank of Scotland	BLUE - 12 Months	0.95%	7,500,000	Fixed Term	07-Jul-15
Bank of Scotland	BLUE - 12 Months	0.95%	5,000,000	Fixed Term	15-Sep-15
			42,500,000		
<u>Deposit Accounts</u>					
Bank of Scotland	BLUE - 12 Months	0.50%	4,430,600	Call	---
Svenska Handelsbanken	ORANGE - 12 Months	0.50%	5,000,000	Call	---
Santander UK	RED - 6 Months	0.40%	495	Call	---
			9,431,095		
<u>Other Investments</u>					
Holdings of Shares, Bonds, and Units	---	---	2,000	War Stock	---
Loans Made To Third Parties	---	---	266,330	---	---
Investment Properties	---	---	0	---	---
			268,330		
TOTAL			52,199,425		

PRUDENTIAL/TREASURY INDICATORS AND COUNCIL POLICY LIMITS

Prudential and Treasury Indicators				
	<u>Estimate For 2014/15</u>	<u>Actual For 2014/15 To 30/9/2014</u>	<u>Within Limits</u>	
	<u>£million</u>	<u>£million</u>		
PI 7 - Authorised Limit for External Debt (Excl PPP)	262.000	219.693	Yes	
PI 8 - Operational Limit for External Debt (Excl PPP)	255.000	219.693	Yes	
PI 10 - Compliance with CIPFA code			Yes	
	<u>%</u>	<u>%</u>		
PI 11 - Upper limit on fixed interest rate exposure	140.000%	102.377%	Yes	
PI 12 - Upper limit on variable interest rate exposure	40.000%	-2.377%	Yes	
PI 13 Borrowing fixed rate maturing in each period (LOBOs included based on call dates rather than maturity dates)				
	<u>Upper</u>	<u>Lower</u>	<u>Actual</u>	<u>Within Limits</u>
Under 12 months	40%	0%	3.131%	Yes
1 - 2 years	40%	0%	20.780%	Yes
2 - 5 years	40%	0%	21.207%	Yes
5 - 10 years	40%	0%	26.423%	Yes
10 - 30 years	40%	0%	5.169%	Yes
30 - 50 years	40%	0%	23.290%	Yes
50 - 70 years	40%	0%	0.000%	Yes
TOTAL			100.000%	
PI 14 - Upper limit on sums invested for periods longer than 364 days				
	<u>Limit For 2014/15 £</u>	<u>Maximum In Period £</u>	<u>Within Limit</u>	<u>Comment</u>
PI 14 - Upper limit on sums invested for periods longer than 364 days	10,000,000	0	Yes	---
Gross External Debt Compared To Capital Financing Requirement (Excl PPP)				
	<u>CFR At 30/9/2014</u>	<u>Gross External Debt At 30/9/2014</u>	<u>Gross External Debt Below CFR?</u>	
	<u>£million</u>	<u>£million</u>		
Gross External Debt Compared To Capital Financing Requirement (Excl PPP)	232.403	219.693	Yes	
Council Policy Limits				
	<u>Limit per Council Policy</u>	<u>Actual As At 30/9/2014</u>	<u>Within Limits</u>	
Maximum proportion of borrowing at variable interest rates	40%	21.823%	Yes	
Maximum proportion of debt restructuring in any one year	30%	0.000%	Yes	
Maximum proportion of debt repayable in any one year	25%	18.207%	Yes	

PRUDENTIAL INDICATORS AND LOANS FUND POOL RATE FOR INTEREST

PRUDENTIAL INDICATORS	2012/13	2013/14
	Actual	Actual
Capital Expenditure (Indicator 5) Non – HRA (Including PPP)	£000 48,578	£000 32,646
Ratio of financing costs to net revenue stream (Indicator 1) Non – HRA (Including PPP)	10.93%	12.50%
Net borrowing requirement (Indicator 4) As At 31 March	£000 -66,005	£000 -60,740
Capital Financing Requirement as at 31 March (Indicator 6) Non – HRA (Including PPP)	£000 296,906	£000 304,506
Upper limit for total principal sums invested for over 364 days (Indicator 14)	£0	£0
Gross External Debt compared to Capital Financing Requirement at Year-End	£000	£000
Capital Financing Requirement	296,906	304,506
Gross External Debt	298,215	291,875
Under/(Over) Against Capital Financing Requirement	(1,309)	12,631

LOANS FUND POOL RATE FOR INTEREST		
Year	Interest Rate	
2009/10	3.805%	
2010/11	4.300%	
2011/12	4.208%	
2012/13	3.811%	
2013/14	3.831%	

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Chief Financial Officer	Report No:	FIN/66/14/KJ/JB
Contact Officer:	Jan Buchanan	Contact No:	01475 712225
Subject:	Insurance Fund Position as at 30th September 2014		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise Committee of the position of the Council's Insurance Fund as at 30th September 2014 and to highlight any relevant issues.

2.0 SUMMARY

- 2.1 The insurance claims against the Council and the Insurance Fund for 2013/14 were lower than for 2012/13 mainly due to a lower numbers of public liability claims. Claims have been relatively stable on a rolling 5-year period with claims increasing by around 2.7% although much of this increase is due to the severe 2011/12 winter weather. This remains encouraging given the reported "claims culture" and continual advertising by claims advisers.
- 2.2 The Insurance Fund had a balance of £4.6 million at 30th September 2014 with a decrease in year of £64,600.
- 2.3 Estimated liabilities on claims outstanding at 30th September 2014 are £1.8 million with a provision for clawback on Municipal Mutual Insurance (MMI) claims having been made of £345,159.
- 2.4 As in previous years, the Insurance Fund may be affected by potential Pleural Plaques cases and by MMI's financial position. These matters will continue to be closely monitored.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the contents of this report and the continued financial benefits the Council is achieving from the current Insurance strategy.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 Following a review of available options by the officers of the Council and also on advice from the Council's Insurance Brokers, the September 2003 meeting of the Corporate Business Committee agreed a change in the Council's Insurance Strategy whereby there was a move to a significant level of self insurance.
- 4.2 This approach has delivered significant savings in both external premiums and internal recharges.

5.0 2013/14 PERFORMANCE

- 5.1 The overall insurance picture for 2013/14 has, so far, seen a decrease in the number of claims received compared to 2012/13. As can be seen in Appendix A, the Council have so far received 280 claims for the 12 month period which is a 17.6% decrease on claims received to date for insurance year 2012/13.

Last year the report showed 1,575 claims for the previous 5 insurance years (2008/09-2012/13) whereas Appendix A shows 1,618 claims when the position is moved forward a year (for 2009/10-2013/14), showing an increase of 43 claims or 2.7% on the 5 year rolling basis. This increase over the 5 years is due to the effect of the severe winter weather in 2011/12.

The Fund balance decreased by £64,600 during the year to 30th September 2014 due to claims payments and the first payment for the clawback on MMI claims. The estimated liabilities have also decreased slightly, from £1.78m last year to £1.75m this year.

In addition, part of the Fund has been set aside as a provision for the potential future clawback of claims relating to MMI.

When the estimated liabilities and the provision for the MMI clawback are taken into consideration, there is a balance of £2.5 million in the Fund for future claims as at 30th September 2014. This represents a healthy position.

- 5.2 The Fund is the subject of an actuarial review every 3 years with the last review being undertaken in November 2012. Fund contributions are set at a level consistent with the actuarial review but Fund performance continues to be monitored in case action needs to be taken on the level of contributions.

Continued low interest rates mean that the annual interest earned on the Fund balance remains low.

- 5.3 The Committee should note that some insurance claims may appear several years after the period to which they relate and that the claims paid in a year do not relate solely to the claims arising in that year but also cover some claims arising for previous years. The current balance on the Fund ensures that the self-insurance position remains affordable.
- 5.4 Appendix B shows that payments made by the Council's External Insurers continue to be significantly less than the premium paid although there are estimated outstanding liabilities to be borne by the Insurers of over £407,000 relating to ongoing claims and it can be seen that payments made by insurers in 2013/14 were higher than previous years. Factors affecting the premiums charged and the claims payments by Insurers include:
 - (a) For Property Insurance the Insurers are effectively providing disaster cover and it is hoped by both parties that the Insurer will never be asked to pay out against this policy.
 - (b) For Liability Insurance the Insurers deal with the longer-tailed claims such as Employer's Liability and these claims take longer to be generated and finalised.

- 5.5 High volume, low value claims for public liability continue to be dealt with in-house, whilst the Insurers deal with all other claims.
- 5.6 One area of particular interest relates to claims arising from road or pathway defects. The claim statistics for the last 3 insurance years are as follows:

Insurance Year	No. of Claims	% of Total Claims For Year	Claims Rejected/ Dropped	Claims Paid		Claims Outstanding	
				No. of Claims	Actual Cost of Claims	No. of Claims	Estimated Cost of Claims (Latest, Subject To Revision)
					£000		£000
2011/12	223	55.5%	122	82	64	19	250
2012/13	216	63.5%	140	50	8	26	281
2013/14	171	61.1%	70	29	5	72	411

6.0 OTHER ISSUES

- 6.1 There are ongoing issues on 2 areas affecting the Council's insurance position:
- Pleural Plaques
 - Municipal Mutual Insurance (MMI).

6.2 Pleural Plaques

The Damages (Asbestos-related Conditions) (Scotland) Act 2009 provides that asbestos-related and certain other asymptomatic asbestos-related conditions are compensable in Scotland if it can be established that the conditions were caused by negligent asbestos exposure.

The insurance industry challenged the legal validity of the Act but failed at the Supreme Court in October 2011.

It is expected that the Act will result in additional claims and costs to be borne by insurers although the impact is unknown.

6.3 MMI

MMI is a former insurer which provided insurance primarily to local authorities. As a result of financial difficulties, MMI ceased to write new insurance business in September 1992 and "went into run-off" i.e. it continues but only to pay any claims that were outstanding or any claims that have arisen/may arise.

This "run-off" involved the establishment of a "Scheme of Arrangement" under which each local authority involved essentially assumed an element of mutual ownership of the company to manage the transition. When the Scheme was established it was believed that the company had sufficient resources to meet all existing liabilities and potentially provide a final distribution to participating local authorities of any residual surplus.

As a result of legal developments (including in relation to Pleural Plaques), it is expected that there will be additional claims and therefore costs to be borne by all insurers (including MMI).

MMI do not have sufficient funds to meet the cost of any new claims so, from 1st January 2014, they are only paying 85% of the cost of claims and any claims paid prior to that date under the Scheme of Arrangement are subject to clawback (there being no underwriting or reinsurance to cover this situation). The remaining 15% of the cost of claims and the amount of the clawback are impacting on Inverclyde and on a large number of other local authorities throughout the UK who are part of the Scheme of

Arrangement.

As part of the last Actuarial Review, the Council included an allowance for the above eventuality and continues to monitor and revise that allowance using the latest information from MMI, whilst taking a prudent approach.

7.0 THE YEAR AHEAD

7.1 Officers within Finance Services will continue to monitor the performance of the insurance strategy closely and will continue to present reports to Committee no less frequently than annually.

8.0 IMPLICATIONS

8.1 Legal
None.

8.2 Financial
The expenditure borne by the Insurance Fund in the year to 30th September 2014 amounts to £507,500 whilst the internal contribution to the fund was £442,900. As a result the Fund balance decreased in year by £64,600.

8.3 Human Resources
None.

8.4 Equalities
None.

8.5 Repopulation
None

9.0 CONSULTATIONS

9.1 None.

10.0 LIST OF BACKGROUND PAPERS

10.1 None.

Appendix A**Insurance Fund Financial Summary - Insurance Years 2012/13 - 2013/14**

	Insurance Years		
	2012/2013 (1st Oct 2012 - 30th Sept 2013) £	2013/2014 (1st Oct 2013 - 30th Sept 2014) £	
Fund Income in Year			
Total Contributed to the Fund	500,000.00	425,000.00	
Internal Resources Interest	16,418.31	17,937.32	
	<u>516,418.31</u>	<u>442,937.32</u>	A
Fund Expenditure in Year			
Risk Management	5,000.00	5,000.00	
Consultants/Other Fees	9,450.00	3,400.00	
Computer Replacement Fund	3,000.00	0.00	
	<u>17,450.00</u>	<u>8,400.00</u>	
Actually Incurred Charges to the Fund in Year	771,454.39	499,140.83	
	<u>788,904.39</u>	<u>507,540.83</u>	B
Net Surplus/(Deficit) on Fund in Year	<u>(272,486.08)</u>	<u>(64,603.51)</u>	C=A-B
Fund Balance			
Balance As At Start of Year	4,974,100.86	4,701,614.78	D
Add:			
Net Surplus/(Deficit) on Fund in Year	(272,486.08)	(64,603.51)	C
Actual Fund Balance At End of Year	<u>4,701,614.78</u>	<u>4,637,011.27</u>	E=D+C
Less:			
Estimated Outstanding Charges on Fund	1,784,458.91	1,754,877.85	F
Provision for Clawback for MMI Claims	402,557.00	345,159.00	G
Balance for Future Years Claims At End of Year	<u>2,514,598.87</u>	<u>2,536,974.42</u>	H=E-F-G

Claims Information For Last 5 Insurance Years

(This information is for the number of claims received analysed by the year to which the claim relates)

	No. of Claims Received For Year	No. of Claims Settled/Resolved	No. of Claims Outstanding	Estimated Outstanding Charges On Insurance Fund £
2009/10	281	260	10	154,546.50
2010/11	315	305	10	169,908.79
2011/12	402	371	31	427,955.56
2012/13	340	279	61	551,161.28
2013/14	280	152	128	398,432.72
	<u>1,618</u>	<u>1,367</u>	<u>240</u>	<u>1,702,004.85</u>
Claims Pre-2009/10			7	52,873.00
TOTALS			<u>247</u>	<u>1,754,877.85</u>

Of the claims outstanding 34 relate to Motor Vehicle claims, none of which are payable by the Insurance Fund.

Insurance Premiums/Payments By Insurers

				2013/2014	2013	2012/2013	2012	2011/2012	2011	2010/2011	2010	2009/2010	2009
	Insurer	Policy Excess	Responsibility for Policy Excess	Payments Made By Insurer For Claims	Premium Paid To Insurer (Incl. IPT)	Payments Made By Insurer For Claims	Premium Paid To Insurer (Incl. IPT)	Payments Made By Insurer For Claims	Premium Paid To Insurer (Incl. IPT)	Payments Made By Insurer For Claims	Premium Paid To Insurer (Incl. IPT)	Payments Made By Insurer For Claims	Premium Paid To Insurer (Incl. IPT)
				£	£	£	£	£	£	£	£	£	£
Property Policies (Incl Claims Handling)													
General Properties	Zurich Municipal	£1m	Note 1										
Education Properties	Zurich Municipal	£1m	Note 1										
Professional Fees (First Loss)	Zurich Municipal	£1m	Note 1										
Removal of Debris (First Loss)	Zurich Municipal	£1m	Note 1	162,918.80	124,699.98	0.00	146,288.78	0.00	150,494.88	0.00	163,931.66	0.00	152,937.74
Money	Zurich Municipal	£500	Note 2										
Business Interruption:-													
- Gross Revenue	Zurich Municipal		Note 1										
- Additional Expenditure	Zurich Municipal		Note 1										
All Risks	Zurich Municipal	Various	Note 1										
Industrial/Commercial Property	Zurich Municipal	£250/ £1,000 for subsidence	Note 2										
Museum & Fine Art	Zurich Municipal	£1,000	Note 3	0.00	10,662.02	0.00	34,729.15	0.00	34,729.15	0.00	34,827.96	0.00	34,678.81
Casualty Policies													
Public Liability	Zurich Municipal	£50,000	Note 3										
Employers Liability	Zurich Municipal	£50,000	Note 3	9,507.65	190,526.41	0.00	185,975.94	0.00	182,692.06	11,272.77	177,836.40	0.00	174,863.85
Officials Indemnity	Zurich Municipal	£50,000	Note 3										
Libel & Slander	Zurich Municipal	---	Note 3	0.00	2,038.56	0.00	2,767.66	0.00	2,718.90	0.00	2,693.25	0.00	2,693.25
Professional Negligence	Zurich Municipal	Various	---	0.00	6,545.50	0.00	848.00	0.00	6,784.00	0.00	6,195.00	0.00	2,677.50
Other Policies													
Motor (Incl Claims Handling)	RMP/QBE	£50,000	Note 4	18,588.63	101,038.80	8,844.98	69,232.84	11,929.21	70,447.60	27,035.51	73,983.00	50,637.80	62,601.00
Fidelity Guarantee	RMP/QBE	£10,000	Note 3	0.00	23,687.82	0.00	23,320.00	0.00	23,320.00	0.00	23,100.00	0.00	23,100.00
Work In Progress (Cont. All Risks)	Zurich Municipal	£1m	Note 1	18,532.40	14,875.45	0.00	21,322.73	0.00	24,784.56	0.00	25,218.90	0.00	14,034.30
Contractors Plant	Zurich Municipal	£500	Note 2	0.00	9,695.85	0.00	858.60	0.00	858.60	0.00	850.50	0.00	4,599.00
Engineering Insurance	RMP/ HSB	---	---	0.00	2,713.60	0.00	3,512.91	0.00	3,594.27	0.00	3,600.49	0.00	3,987.90
Public Health Act	Zurich Municipal	---	---	0.00	1,205.57	0.00	1,720.27	0.00	1,792.03	0.00	1,851.00	0.00	1,861.61
Computer	RMP/HSB	£5,000	Note 5	0.00	6,974.80	0.00	13,649.12	0.00	13,649.12	0.00	12,398.65	7,021.99	12,398.66
Hirers Liability	Zurich Municipal	£100	Note 2	0.00	251.75	0.00	997.19	0.00	1,361.20	0.00	2,740.50	0.00	3,222.45
School Journey	Zurich Municipal	Various	Note 2	14,304.03	5,995.47	485.00	4,642.57	75.45	4,186.90	338.00	4,644.36	1,550.00	3,171.21
Business Travel/PA	Zurich Municipal	Various	Note 2	0.00	5,532.88	0.00	6,865.62	0.00	7,314.00	0.00	8,178.01	0.00	8,220.28
				223,851.51	506,444.46	9,329.98	516,731.38	12,004.66	528,727.27	38,646.28	542,049.68	59,209.79	505,047.56

Estimated Outstanding Insurers' Liabilities for Current Claims:
£
407,725.47

Notes

Note 1 - Insurance Fund (except for first £1k which is met by Service).

Note 2 - Excess is met direct by Service.

Note 3 - Insurance Fund.

Note 4 - Insurance Fund (except for first £2.5k which is met by Service).

Note 5 - Insurance Fund pre-1/10/08. Education Service pays excess of £1k from 1/10/08.

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Chief Financial Officer	Report No:	FIN/62/14/JB/LA
Contact Officer:	Jan Buchanan	Contact No:	01475 712223
Subject:	Annual Update in respect of Governance of External Organisations		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the annual update in respect of the governance of external organisations and to assess performance against Audit Commission's Report, Length External Organisations (ALEOs): are you getting it right.

2.0 SUMMARY

- 2.1 In May 2011, the Council approved a risk based approach to the governance of those external organisations with whom the Council had a significant financial relationship. In June 2011 the Audit Commission published a report as part of the 'are you getting it right?' reports on Arm's Length Organisations which highlights good practise and governance when delivering services through Arm's Length Organisations
- 2.2 As part of the approved framework, reports are presented to the relevant Service Committee throughout the year giving updates and assurances in terms of performance and governance whilst an annual report is presented to the Policy & Resources Committee summarising progress and highlighting any areas of concern.
- 2.3 Overall, the Council's approach to the governance of external organisations is progressing well with positive comments particularly from CHCP sub-committee on the information provided. In addition, the Council's External Auditors also recognise the value in this exercise and have carried out a targeted follow up to the Councils performance against the Audit Commission's report. The positive outcome of this audit was reported to the Audit Committee on 26 August 2014 where there was no areas of concerns highlighted.
- 2.4 There are a number of improvements the Council could adopt to improve performance to advanced practice, these are highlighted at appendix 4. It is proposed that the action plan is incorporated into the Governance Oversight requirement at appendix 2.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the 2014 performance in respect of the governance of external organisations as show in Appendix 1.
- 3.2 It is recommended that Committee approve that the action plan at appendix 4 be adopted for the relevant organisations.
- 3.3 It is recommended that the Committee approve the list of external organisations that will form part of this framework for 2015 as shown in Appendix 3.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 In May 2011, the Committee approved a framework for monitoring the governance of key external organisations with whom which the Council has a significant financial relationship.
- 4.2 The purpose of this framework was to provide a formal mechanism for feeding back to the relevant Committee on the organisations performance and to highlight any issues in respect of governance, financial stability or overall performance. This approach was recognised by the Council's External Auditors at the time as being an example of good practice.
- 4.3 In June 2011 the Audit Commission published a 'are you getting it right' report on Arm's Length Organisations (ALEO's), part of their series of improvement reports for Councillors and Officers. During 2013/14 Grant Thornton, External Auditor, carried out a targeted audit on how the Council has responded to this national performance report which was a positive report placing the Council as 'Basic and better practice' in all areas. The full report was presented to the Audit Committee on 26 August 2014.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows the position of the 2014 organisations where it can be seen that for the vast majority of organisations the framework has been fully adhered to. There are however, a small number who have not managed to fully implement the number of meetings required or reported to the Service Committee, this will be addressed during 2015.
- 5.2 The scoring matrix which was reviewed and updated for the 2014 process can be found at Appendix 2. No proposed changes to the scoring matrix are recommended for 2015.
- 5.3 The Council could however take some positive steps to further improve governance in order to be assessed as advanced practice in certain areas which are detailed in the Audit Scotland report. An action plan is attached at appendix 4 and if approved will be incorporated into the Governance Oversight requirements at appendix 2 and applied to the relevant organisations
- 5.4 The process has had a positive impact on the relationship between suppliers and the Council and in particular strengthening the relationships between Care Providers and the Council. This will further support the alternative delivery models available to the community through Self Directed Support and the new Health and Social Care Partnership (HSCP)

6.0 CONCLUSIONS

- 6.1 External Audit have undertaken a targeted audit on this area with specific reference to the Audit Commission's recommendations contained in their report in June 2011, the positive results were reported to the Audit Committee on 26 August 2014.
- 6.2 The Council's approach to the governance of external organisations is working well and has resulted in strengthening relationships with suppliers and the Council. Further improvements are proposed through the implementation of the action plan detailed at appendix 4.
- 6.3 After almost three years, the process has become embedded in most areas of the Council and the Corporate Management Team is keeping an overview of compliance with the framework.

7.0 IMPLICATIONS

7.1 Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

6.2 **Legal**

There are no legal implications arising from this report.

6.3 **Human Resources**

There are no HR implications arising from this report.

6.4 **Equalities**

There are no equalities implications arising from this report.

6.5 **Repopulation**

Whilst there are no direct impacts in respect of repopulation, the Council's approach to the governance of external organisations should provide early warnings of organisations in distress and therefore provide greater stability to these organisations with a resultant impact on job security.

7.0 CONSULTATION

7.1 None

8.0 BACKGROUND PAPERS

8.1 None

Organisation Name	13/14 Spend	Service	Last or planned Governance Monitoring Date	Compliant with Governance Oversight	Date reported to Committee	Total
ICDT LTD	£1,827,120.00	CHCP	28/02/2013	Partial Compliant	28/08/2014	27
CARE CONCERN LIMITED	£617,878.00	CHCP	28/02/2014	Partial Compliant	28/08/2014	27
MILLPORT CARE CENTRE	£301,453.00	CHCP	30/04/2014	Partial Compliant	28/08/2014	27
INVERCLYDE CARERS CENTRE LTD	£127,070.00	CHCP	31/10/2014	Fully Compliant	28/08/2014	27
PARKLEA ASSOCIATION	£85,817.00	CHCP	31/10/2012	Partial Compliant	28/08/2014	27
INVERCLYDE LEISURE	£2,208,945.25	E&C	bi-monthly meetings held	Partial Compliant		26
RIVERSIDE INVERCLYDE	£2,086,881.01	E&R	04/09/2014	Fully Compliant	16/01/2014	26
INVERCLYDE ASS FOR MENTAL HEALTH	£513,879.39	CHCP	31/01/2014	Partial Compliant	28/08/2014	26
BALCLUTHA COURT	£1,246,045.37	CHCP	31/10/2014	Fully Compliant	28/08/2014	25
FLAGSHIP TOWER (GREENOCK) LIMITED	£986,584.29	CHCP	28/03/2014	Partial Compliant	28/08/2014	25
GREENOCK MEDICAL AID SOCIETY	£874,891.37	CHCP	14/03/2014	Partial Compliant	28/08/2014	25
MEALLMORE LODGE LIMITED	£906,604.67	CHCP	13/02/2014	Partial Compliant	28/08/2014	25
ALT-NA-CRAIG LIMITED	£663,619.00	CHCP	09/05/2014	Partial Compliant	28/08/2014	25
RIVENDELL CARE HOMES LIMITED	£277,497.00	CHCP	Now in administration - last meeting 07/02/2013		N/A	25
CALADH HOUSE ASSOCIATION	£168,213.96	CHCP	Contract assigned to Turning Point on 17/12/2012 and regular meetings have been held with this provider	Fully Compliant	28/08/2014	25
ICCF	£135,994.00	CHCP	31/10/2014	Fully Compliant	28/08/2014	25
EVERGREEN HOME SUPPORT	£171,347.36	CHCP	30/05/2014	Fully Compliant	28/08/2014	25
INVERCLYDE WOMENS AID	£101,087.60	CHCP	31/10/2014	Fully Compliant	28/08/2014	25
SIR GABRIEL WOOD'S MARINERS HOME	£435,810.10	CHCP	15/04/2014	Partial Compliant	28/08/2014	24
IVCSS	£98,648.20	CHCP	31/10/2013	Partial Compliant	28/08/2014	24
THE KILMACOLM NEW COMMUNITY CENTRE COMPANY LTD	£78,813.84	E&C	Meeting being requested	Non Compliant		24
QUARRIERS	£3,236,610.09	CHCP	17/01/2014	Partial Compliant	28/08/2014	22
RIVER CLYDE HOMES	£1,155,771.13	CHCP	09/12/2013	Partial Compliant	28/08/2014	22
MARGARET BLACKWOOD HOUSING ASS	£476,370.63	CHCP	31/10/2014	Fully Compliant	28/08/2014	22
CLOCH HOUSING ASSOCIATION LTD	£218,496.00	CHCP	31/10/2014	Fully Compliant	28/08/2014	22
STEPWELL CONSULTANCY LTD	£111,705.87	E&R	24/10/2014	Fully Compliant	31/10/2013	22
TREE TOPS COMMUNITY NURSERY	£79,417.22	E&C	Nursery Closed		N/A	22
KINCAID HOUSE	£1,124,251.00	CHCP	13/02/2014	Partial Compliant	28/08/2014	20
ALLIED HEALTHCARE GROUP LIMITED	£678,572.25	CHCP	10/04/2014	Partial Compliant	28/08/2014	20
BARNARDOS SCOTLAND WEST OFFICE	£164,395.84	CHCP	31/10/2014	Fully Compliant	28/08/2014	20
SPARK OF GENIUS	£219,740.00	CHCP	31/10/2014	Fully Compliant	28/08/2014	20
MUIRSHIEL	£212,449.35	CHCP	25/04/2014	Partial Compliant	28/08/2014	20
CAPABILITY SCOTLAND	£219,565.99	CHCP	31/10/2014	Fully Compliant	28/08/2014	20
SOLAS INSULATION LTD	£217,335.00	E&C	Now in liquidation		N/A	20
CONFIDENT CARE LTD	£189,616.80	CHCP	23/05/2014	Fully Compliant	28/08/2014	20
YOUTH CONNECTIONS	£117,682.11	E&C	Monthly Meetings	Partial Compliant		20
ALZHEIMER SCOTLAND	£236,315.35	CHCP	18/08/2014	Fully Compliant	28/08/2014	20
UNITY ENTERPRISE	£83,288.28	CHCP	04/02/2013	Fully Compliant	28/08/2014	20
KEY HOUSING ASSOCIATION LTD	£919,663.49	CHCP	25/04/2014	Fully Compliant	28/08/2014	18
HC One (took over from Southern Cross)	£733,693.00	CHCP	13/02/2014	Fully Compliant	28/08/2014	18

KARMA HEALTHCARE	£607,579.63	CHCP	11/04/2014	Fully Compliant	28/08/2014	18
LITTLE SISTERS OF THE POOR	£387,150.88	CHCP	06/05/2014	Fully Compliant	28/08/2014	18
ERSKINE HOSPITAL	£253,437.95	CHCP	out of area placement not normally monitored	Partial Compliant	28/08/2014	18
CAREWATCH (INVER & NTH AYRSH)	£215,997.04	CHCP	11/04/2014	Fully Compliant	28/08/2014	18
TRUST HOUSING ASSOCIATION LTD	£148,518.95	CHCP	05/06/2014	Fully Compliant	28/08/2014	18
CRAEGMOOR HEALTHCARE	£69,519.50	CHCP	decommissioned service		N/A	18
CASTLEBECK CARE (TEESDALE) LTD	£100,296.83	CHCP	31/10/2014	Fully Compliant	28/08/2014	18
HANSEL ALLIANCE	£84,480.12	CHCP	31/10/2014	Fully Compliant	28/08/2014	18
BIELD HOUSING ASSOCIATION	£103,316.92	CHCP	25/11/2013	Fully Compliant	28/08/2014	18
THORNTOUN LTD	£61,182.18	CHCP	31/10/2014	Fully Compliant	28/08/2014	18
JAMES WATT COLLEGE NURSERY	£39,576.47	E&C	Meetings 6 monthly April and November	Partial Compliant		18
THE RICHMOND FELLOWSHIP SCTLND	£1,090,065.15	CHCP	31/10/2014	Fully Compliant	28/08/2014	16
SCOTT ASSOC FOR MENTAL HEALTH	£815,154.21	CHCP	31/10/2014	Fully Compliant	28/08/2014	16
TURNING POINT SCOTLAND	£539,043.03	CHCP	27/02/2014	Fully Compliant	28/08/2014	16
THE GRAND LODGE OF SCOTLAND	£184,816.00	CHCP	22/04/2014	Fully Compliant	28/08/2014	16
ARDFERN LEARNING CENTRE	£55,590.00	E&C	Meetings 6 monthly April and November	Partial Compliant		16
THE ABBEYFIELD STRATHGRYFFE SOC LTD	£77,700.78	CHCP	14/01/2014	Fully Compliant	28/08/2014	16
INVERCLYDE COUNCIL ON DISABILITY	£74,251.83	CHCP	31/10/2014	Fully Compliant	28/08/2014	16
NAS SERVICES LIMITED	£67,177.67	CHCP	no longer in use		N/A	16
MADEIRA NURSERY	£24,014.88	E&C	no longer in use		N/A	16
CORNERSTONE COMMUNITY CARE	£27,817.07	CHCP	30/04/2014	Fully Compliant	28/08/2014	16
MCFARLANE HOMES	£29,511.40	CHCP	30/04/2014	Fully Compliant	28/08/2014	16
CORBENIC CAMPBILL COMMUNITY	£32,918.55	CHCP	31/10/2014	Fully Compliant	28/08/2014	16
WRVS	£30,272.50	CHCP	31/10/2014	Fully Compliant	28/08/2014	16
GLENCAIRN NURSERY	£25,581.00	E&C	Nursery Closed		N/A	16
WELLINGTON PRE-FIVE NURSERY	£22,602.60	E&C	Meetings 6 monthly April and November	Partial Compliant		16
TODHILL FARM TRAINING HOME LTD	£20,888.12	CHCP	31/10/2014	Fully Compliant	28/08/2014	16

External Organisations Governance

Matrix

1/	<u>Annual Payment to the Organisation (Ex-Vat)</u>	<u>Points</u>
	Payment over £250,000	6
	Payment £50,000 to £250,000	4
	Payment £20,000 to £49,999	2
	Payment £19,999 and below	Exclude
2/	<u>Proportion of turnover funded by Council</u>	<u>Points</u>
	51% to 100%	8
	26% to 50%	6
	10% to 25%	4
	Below 10%	2
3/	<u>Nature of Payment to Organisation</u>	<u>Points</u>
	Grant – No SLA	8
	Grant – With SLA	6
	Commissioned – No Tender	6
	Tendered	4
4/	<u>Council Representation at Meetings</u>	<u>Points</u>
	No Council Presence	6
	Member on Board	4
	Officers attendance allowed	2

Governance Oversight

Points

- | | |
|-------------|---|
| 20 plus | <ul style="list-style-type: none">a) Annual Accounts received by Service and reviewed by Finance.b) Briefing prepared where appropriate for Council Board Member in advance of any Board Meetings.c) Post Board meeting briefing notes prepared by attendee for Corporate Director, Head of Service, Finance and Procurement.d) Half yearly documented Governance meetings with organisations.e) Annual Committee report covering performance and quality issues. |
| 19 - 16 | <ul style="list-style-type: none">a) As aboveb) Optionalc) Optionald) Annual documented Governance meetingse) As above |
| 15 or Under | <ul style="list-style-type: none">a) No action |

Note: 1. The above are the minimum requirements however Services may decide on more frequent meetings / reporting based on specific risks / intelligence.

Organisations name	13/14 Spend	Service	Nature of Payments	Total
MUIRSHIEL CENTRE	£304,851	CHCP	Commissioning Informal	28
RIVERSIDE INVERCLYDE	£2,797,487	E&R	Commissioning Informal	22
INVERCLYDE LEISURE	£2,260,143	E&C	Grant	22
EVERGREEN HOME SUPPORT	£253,890	CHCP	Grant	26
INVERCLYDE CARERS CENTRE LTD	£237,780	CHCP	Grant	26
PARKLEA ASSOCIATION	£113,730	CHCP	Commissioning Informal	26
COTTAGE CARE SERVICES SCOTLAND LTD	£113,499	CHCP	Grant	26
INVERCLYDE COMMUNITY CARE FORUM	£51,854	CHCP	Grant	26
FLAGSHIP TOWER (GREENOCK) LIMITED	£1,344,388	CHCP	Grant	24
BALCLUTHA COURT	£1,252,722	CHCP	Commissioning national rates	24
ALT-NA-CRAIG LIMITED	£687,099	CHCP	Commissioning National rates	24
CARE CONCERN LIMITED	£670,410	CHCP	Grant	24
INVERCLYDE WOMENS AID	£111,196	CHCP	Grant	24
MARINER SUPPORT ASSOCIATES LTD	£58,637	CHCP	Commissioning Informal	24
THE BEACON	£52,183	E&C	Commissioning Informal	24
INVERCLYDE COUNCIL ON DISABILITY	£32,846	CHCP	Grant	24
CRAIGEND RESOURCE CENTRE	£32,719	CHCP	Grant	24
THE KILMACOLM NEW COMMUNITY CENTRE	£75,700	E&C	Grant	24
QUARRIERS	£2,631,698	CHCP	Commissioning Informal	22
INVERCLYDE COMMUNITY DEV TRUST	£2,297,403	E&R	Grant	22
GREENOCK MEDICAL AID SOCIETY	£830,823	CHCP	Grant	22
SCOTT ASSOC FOR MENTAL HEALTH	£719,570	CHCP	Commissioning Informal	22
MARGARET BLACKWOOD HOUSING ASS	£534,641	CHCP	Commissioning Informal	22
MEALLMORE LODGE LIMITED	£433,086	CHCP	Commissioning Informal	22
INVERCLYDE ASS FOR MENTAL HEALTH	£418,064	CHCP	Grant	22
MOVING ON (INVERCLYDE)	£73,472	CHCP	Commissioning Informal	22
INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£67,384	E&R	Grant	22
INVERCLYDE ASSOCIATION FOR MENTAL HEALTH	£37,914	CHCP	Grant/ Commissioning Formal/Informal	22
ALLIED HEALTHCARE GROUP LIMITED	£725,262	CHCP	Commissioning Informal	20
KARMA HEALTHCARE	£673,621	CHCP	Commissioning Informal	20
CORA FOUNDATION	£430,074	CHCP	Grant	20
LITTLE SISTERS OF THE POOR	£359,297	CHCP	Commissioning Informal	20
CONFIDENT CARE LTD	£200,527	CHCP	Commissioning Informal	20
ALZHEIMER SCOTLAND INVERCLYDE SERVICES	£180,498	CHCP	Grant	20
OAK TREE HOUSING ASSOCIATION	£176,297	CHCP	Commissioning Informal	20
YOUTH CONNECTIONS	£140,694	E&C	Commissioning Informal	20
YOUR VOICE	£119,798	CHCP	Commissioning Informal	20
STEPWELL CONSULTANCY LIMITED	£107,566	E&R	Commissioning Informal	20
ALZHEIMER SCOTLAND-ACTION ON D	£87,704	CHCP	Grant	20
TRANS-PORT GROUP	£84,153	E&C	Grant	20
UNITY ENTERPRISE	£78,664	CHCP	Grant	20

IVCSS	£76,718	CHCP	Grant	20
KINCAID HOUSE	£1,449,294	CHCP	Commissioning Informal	18
THE RICHMOND FELLOWSHIP SCTLND	£1,069,389	CHCP	Commissioning Informal	18
TURNING POINT SCOTLAND	£873,250	CHCP	Grant	18
DUNAN HEALTHCARE UK LTD IN ADMINISTRATION	£738,106	CHCP	Grant	18
HC ONE LIMITED	£567,260	CHCP	Grant	18
SIR GABRIEL WOOD'S MARINERS HOME	£364,650	CHCP	Commissioning Informal	18
RIVER CLYDE HOMES	£186,841	CHCP	Commissioning Informal	18
CAREWATCH (INVER & NTH AYRSH)	£176,930	CHCP	Grant	18
TRUST HOUSING ASSOCIATION LTD	£153,866	CHCP	Grant	18
BARNARDO SCOTLAND	£146,274	CHCP	Grant	18
DANSHELL HEALTHCARE LTD	£99,785	CHCP	Grant	18
SPARK OF GENIUS	£96,007	CHCP	Commissioning Informal	18
BARNARDOS SCOTLAND WEST OFFICE	£95,060	CHCP	Commissioning Informal	18
CAPABILITY SCOTLAND	£86,696	CHCP	Commissioning Informal	18
HANSEL ALLIANCE	£69,573	CHCP	Grant	18
THORNTOUN LTD	£62,922	CHCP	Commissioning Informal	18
TRUST HOUSING ASSOCIATION LIMITED	£55,000	CHCP	Grant	18
CAR - GOMM SCOTLAND	£54,140	CHCP	Grant	18
CLOCH HOUSING ASSOCIATION	£37,298	CHCP	Grant	18
KEY HOUSING ASSOCIATION LTD	£1,070,401	CHCP	Commissioning Informal	16
KIBBLE EDUCATION AND CARE CENTRE	£283,286	CHCP	Commissioning Informal	16
BELLEAIRE HOUSE	£242,124	CHCP	Commissioning national rates	16
EUROPEAN CARE & LIFESTYLES (UK) LTD	£237,546	CHCP	Grant	16
ERSKINE HOSPITAL	£219,132	CHCP	Grant	16
SCOTTISH MASONIC HOMES LIMITED	£165,660	CHCP	Commissioning Informal	16
CIRCLES NETWORK	£100,878	CHCP	Grant	16
THE ABBEYFIELD STRATHGRYFFE SOC LTD	£85,162	CHCP	Commissioning Informal	16
WOODSIDE CARE	£83,020	CHCP	Commissioning Informal	16
SALVATION ARMY TERRITORIAL HEADQUARTERS	£76,542	CHCP	Commissioning Informal	16
CARE UK	£74,154	CHCP	Grant	16
ACTION FOR CHILDREN SERVICES LIMITED	£73,288	CHCP	Grant	16
ACTION FOR CHILDREN	£69,500	CHCP	Grant	16
VOYAGE CARE	£64,980	CHCP	Grant	16
SCOTTISH CARE COMMERCIAL	£62,765	CHCP	Commissioning Informal	16
GEILSLAND SCHOOL	£59,160	CHCP	Grant	16
PARK HOUSE HEALTHCARE LTD	£44,839	CHCP	Commissioning Informal	16
BIELD HOUSING ASSOCIATION	£43,934	CHCP	Commissioning Informal	16
BARNARDOS	£41,524	CHCP	Grant	16
MILLPORT CARE CENTRE	£40,323	CHCP	Commissioning Informal	16
CORNERSTONE COMMUNITY CARE	£38,910	CHCP	Grant	16
CORBENIC CAMPHILL COMMUNITY	£30,007	CHCP	Grant	16
CLOCH HOUSING ASSOCIATION LTD	£29,289	CHCP	Grant	16

Audit Scotland Assessment	Advanced Practice	Action Plan
1. How clear is the council about its reasons for delivering services through ALEOs?	Where services are delivered through ALEOs, the council has a well-developed and soundly based strategy for the delivery of services in this manner which is clearly linked to the council's wider strategic objectives and priorities.	Implement from October 2014 onwards for ALEOs only. This would only apply to Riverside Inverclyde and Inverclyde Leisure and included as part of the annual report to Committee.
2. How well does the council understand the financial commitment and risk to which it is exposed through ALEOs	<p>Risk assessment extends beyond financial risks to other areas, eg reputational risk.</p> <p>Contingency plans are in place to ensure that service delivery is maintained if the agreement ends</p>	<p>Implement for all organisations with scores above 20</p> <p>Implement for all organisations with scores above 15</p>

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Chief Financial Officer & Corporate Director CHCP	Report No:	2014/P&R/AP/20
Contact Officer:	Alan Puckrin	Contact No:	712223
Subject:	Welfare Reforms Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide an update to the Committee on various aspects of the Welfare Reform agenda and to seek Committee decisions as appropriate.

2.0 SUMMARY

- 2.1 Discretionary Housing Payment and Scottish Welfare Fund payments processes are operating well with the new DHP application process in particular achieving far greater take up with current levels sitting at over 90%.
- 2.2 The Single Fraud Investigation Service (SFIS) rollout is continuing across Scotland with Inverclyde due to take part from February 2016. It should be noted however that the outcome of the Smith Commission may impact on the continued role out of the SFIS in Scotland.
- 2.3 The DWP have announced accelerated geographical coverage of Universal Credit and indications are that the Council will be part of the initial group of Councils. These timescales are a cause of great concern for the Council given the amount of work which would be required to ensure effective implementation and these concerns have been communicated to the DWP.
- 2.4 The DWP are implementing an In Work Progression pilot within Inverclyde and the body of the report outlines progress made in this area.
- 2.5 There is significant activity in respect of Financial Inclusion with a comprehensive update within the report. However a concern of officers is that external funding from the Scottish Government, Lottery etc. is due to expire in the early part of 2015 for most projects. In light of this it is proposed that the Council Leader as the Chair of the Inverclyde Alliance write to the Scottish Government seeking re-assurance that the Scottish Government will continue to support the continued funding of these important advice and support services particularly given the delays in the wider roll out of Universal Credit.
- 2.6 The Committee is asked to consider 2 requests for funding. The first relates to the successful telephone triage project operated by the CHCP. This has proven to be a valuable addition to the Council's financial and welfare advice services and has helped direct individuals to the appropriate support. The second issue relates to further cuts in benefit costs brought in by the DWP which is resulting in a reduction in income for the Council's Homelessness Service.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the contents of this report.
- 3.2 It is recommended that the Committee agree that the Council Leader as the Chair of the Alliance Board writes to the Scottish Government seeking support to continue funding those projects set up in response to the Welfare Reform changes.
- 3.3 It is recommended that the Committee approve the 2 requests in Section 10 of the report for funding from the unallocated Welfare Reforms revenue budget.
- 3.4 It is recommended that the Committee note that a further update will be presented to the Committee at February's meeting.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 Regular reports have been presented to the Committee relating to the main Welfare Reform changes and policies have been approved and revised as guidance has developed.
- 4.2 The Financial Inclusion Partnership has co-ordinated significant funding applications and achieved considerable success in developing cross partner working to support those impacted by the Welfare Reform agenda.
- 4.3 The Council allocated £3.2 million for the period 2013/16 in February 2013 to meet some of the costs caused by the Welfare Reform changes. Additional sums have been allocated by the DWP and the Scottish Government to supplement the funding allocated by the Council.

5.0 SCOTTISH WELFARE FUND AND DISCRETIONARY HOUSING PAYMENTS

- 5.1 The processes for dealing with applications for the Scottish Welfare Fund and Discretionary Housing Payments (DHP) are now well established and are operating well.
- 5.2 The latest position in respect of DHP is that the abridged application form used for the social sector size criteria (SSC) has been a significant success with latest figures indicating that over 93% of those entitled to support in relation to SSSC in receipt of DHP payments. The remaining 7% have been specifically targeted by RSLs who will visit households and assist with completion of the abridged application form.
- 5.3 The Scottish Government has announced that it will fully fund the cost of DHP in relation to SSC and final confirmation of the sum due by the Council is awaited. In addition there is a budget of £71,000 for non SSSC, DHP applications and latest projections are that the payments will be contained within this sum.
- 5.4 The Scottish Welfare Fund has received some 2200 claims by 31st October and of these almost 80% has been approved. This has resulted in payments of £451,000 and spend at present is in line with budget.

6.0 SINGLE FRAUD INVESTIGATION SERVICE (SFIS)

- 6.1 The Committee has been advised that the Housing Benefit Fraud Investigation function will transfer the DWP from February 2016.
- 6.2 The transfer of the benefit fraud function will result in a reduction in Inverclyde's benefit administration grant from 2016/17 and it is anticipated that the level of reduction will be higher than the current cost of running the Service. This therefore will result in a further cost pressure for the Council. It should be noted that separate national negotiations around this issue are continuing.
- 6.3 COSLA has established a group focusing on Councils' residual Corporate Fraud responsibilities and this group contains Directors of Finance, Benefits Practitioners and Audit Practitioners. Within the Council Internal Audit and Finance have commenced a scoping exercise and will report to the Corporate Management Team and thereafter to the relevant Committee with recommendations.
- 6.4 Finally it should be noted that whilst this is the current SFIS position there is a potential for future changes arising from increased devolved powers being discussed via the Smith Commission.

7.0 UNIVERSAL CREDIT

- 7.1 The DWP have recently announced an acceleration of their geographical rollout for Universal Credit. Their aim is to cover more areas of the United Kingdom even if this means only a tiny percentage of individuals maybe initially affected. A letter in this regard is attached as Appendix 1 to the report.
- 7.2 The latest indication regarding this acceleration is that there will be an initial rollout within parts of Scotland in February 2015 and a further rollout in May 2015. Indications are that the Council will be selected in the second wave.
- 7.3 The Scottish Government and COSLA are raising strong concerns with the DWP regarding these timescales particularly given the uncertainty caused around the future of welfare benefits arising from the Smith Commission work. Unfortunately the DWP appear to be determined to press on with the rollout.
- 7.4 From an Officer perspective there is a real concern about the Council's capacity to implement a rollout of Universal Credit, albeit for a restricted number of claimants, in this timescale. Finance Services will be required to develop and test new systems and processes, deliver training for housing benefit, council tax, changes around Scottish Welfare Fund and Customer Services. The extent of the development work required to be ready for implementation should not be under estimated.
- 7.5 At the same time there has been an announcement notifying an extension of the timetable to migrate current claimants to Universal Credit. It is anticipated that the revised timetable is partly to allow a digital solution to be developed. The solution is expected by May 2016 meaning the migration of current claimants could take until 2020. It can be seen that operationally this means the Council will need to operate two processes for a considerable period of time if Universal Credits has to be partially implemented from 2015.
- 7.6 Finally the Committee is asked to note that the Local Support Services agenda is now known as Universal Support - delivered locally (USdI). Initial scoping work with the DWP and Financial Inclusion Partnerships has commenced to identify all those with an interest in and a responsibility for this agenda.

8.0 IN WORK PROGRESSION PILOT

- 8.1 The DWP are piloting a scheme across Inverclyde and Renfrewshire to help residents reduce their dependency on welfare benefits. The In Work progression pilot commenced in September 2013 initially offering support to those in full time employment and reliant on in work, benefits such as tax credits and housing benefit. The team worked with 64 customers across Inverclyde and Renfrewshire and over a 6 month period to March 2014 13 Customers had increased their household annual income by a total of £67,000 with benefits savings totalling £27,000.
- 8.2 The pilot was reviewed earlier this year and the remit of the team was extended to include those who worked part time, those who attained temporary employment with Glasgow 2014 Commonwealth Games, those who applied to Inverclyde Council Scottish Welfare Fund and most recently partners of benefit claimants. By the beginning of October 2014 32 part time workers in Inverclyde had accepted support. Of those 9 have increased the number of hours that they work and no longer claim Job Seekers Allowance and 2 have started college. The team continue to work with 7 part time workers and the total benefits savings to date for this group totals £15,000.
- 8.3 Inverclyde Council's Discretionary Payment Team is piloting a referral pathway to the In Work Progression Team for those in employment but because of low income applied to the Scottish Welfare Fund to help with living expenses. Although uptake has been low offers continue to be made. The DWP is developing a similar referral pathway with River Clyde Homes.

9.0 FINANCIAL INCLUSION UPDATE

- 9.1 All of the successful projects funded through SLAB and Big Lottery Support and Connect are continuing to deliver. As reported to previous Committees, the majority of the external funding streams were in place to support the rollout of Universal Credit, however at present we still have no definitive implementation timescale for Inverclyde. As the majority of these external streams are due to finish in March/May 2015 it has been agreed that an evaluation of the current short term funded projects is essential to understand the impact of these projects if withdrawn. A report will be presented to the February 2015 Committee regarding proposals for the continuation and funding of some of these projects dependant on availability of Council funding.
- 9.2 It is proposed that the Leader of the Council as the Chair of the Alliance Board writes to the Scottish Government to seek assurances and support for the various external funding stream to be extended to ensure services remain in place for the extended Universal Credit rollout timeframe. Once positive development has been announced by SLAB that they are undertaking a review of their projects on behalf of the Government to identify which projects merit full or partial continued funding.
- 9.3 Inverclyde Advice First, the triage one stop phone number for information and advice relating to benefits/money advice commenced in March 2014 and took its 1000th call on 30th September 2014. This telephone line, now based at Hector McNeil House, is proving invaluable in supporting the wider community with relevant, timely information and advice, and referral onto the most appropriate service as required. By introducing this triage model, waiting lists for CHCP advice worker appointments have decreased considerably from 4 weeks to 2-3 days, with urgent cases being seen on the same day. Partner organisations have stated that they are finding with the introduction of the Advice First line their appointments are being utilised much more appropriately. This service has been funded from SLAB funding and is due to end in March 2015 however due to its impact and success; it is recommended that this service is mainstreamed through the Council's Welfare Reform allocation at a recurring cost of £60,320. If an extension to the SLAB funding referred to above is received then the main lining of the project will be delayed accordingly.
- 9.4 Both project strands of the Scottish Government Welfare Reform Resilience Fund are progressing. The development of Smarterbuys, the scheme for people to access white goods and furniture at discounted prices alongside a savings element, is currently at market testing stage. A visit to Durham by key partners to meet current Smarterbuys franchise staff was successful and allowed a range of questions and concerns to be alleviated. It is proposed that following the current market testing, Oak Tree Housing will become the main partner in a consortium approach with the Council and other key partners, with a proposed January/February 2015 commencement date.
- 9.5 Inverclyde is the first Local Authority in Scotland to develop the Smarterbuys scheme and the partnership approach to a case management and referral system is seen to be innovative. Both of these projects have attracted interest from other Scottish Local Authorities and a recent presentation at a national event has seen a number of requests for further information.
- 9.6 The Committee will be aware of previous reports regarding Grand Central Savings. This organisation has been supported financially in the main by Inverclyde Council and River Clyde Homes since 2010 and has provided a basic banking service for clients who previously have been unable to access mainstream bank accounts. The Council's commitment was to end in 2013 however due to funding requests from the Grand Central, this commitment in terms of £22,000/year for rent costs has continued in 2014 and is in place currently until March 2015. Concerns regarding the direction of travel for the future; lack of sustainable funding model; and delivery against key outcomes have prompted officers from both organisations to consider that it is an appropriate time to review their funding of Grand Central Savings. Options will be presented to the Committee early in 2015.

- 9.7 The Oakley Report on JSA Sanctions and the Government's response were both published on July 22nd with the Westminster Government indicating acceptance of all the Oakley recommendations. The key improvements relate to: reducing unnecessary stoppage of Housing Benefit, ending suspensions of benefit prior to a decision, relaxation of the conditionality requirements on homeless claimants and a commitment to defining a timescale for mandatory reconsiderations.
- 9.8 Of note is that the stoppage of Housing Benefit was an issue already identified and addressed by Officers in Inverclyde with steps to mitigate already in place. Both the issues of poor communication and suspension before a decision as to disentitlement/sanction is made, were areas of concern identified in the last report to Committee. In order to best support clients, discussion is on-going between Council Officers and DWP with the proposal that the Guide to Sanctions leaflet developed locally could be issued when any client is sanctioned. This is currently under discussion.
- 9.9 In addition, agreement has been approved from DWP HB Security Division permitting the Benefits Team to share 'Sanction' information received from DWP with the CHCP Advice Team. An information sharing protocol has been approved and a process will be in place to ensure all clients who are known to the benefits team as having been sanctioned will be contacted by the Advice team to offer support as appropriate.
- 9.10 Information from DWP in July 2014 is that there were 210 PIP claims in payment in Inverclyde. We are now supporting new clients who are applying for PIP and have had 68 telephone contacts to Inverclyde Advice First Triage for PIP since April. In addition there have been 24 referrals for Tribunal representation with 13 appeals having been heard and 11 awaiting listing by HM Courts and Tribunal Service. Nationally the volume of appeals is artificially low, attributable to a hiatus in relation to DWP decision making with less than 25% of all PIP claims made decided. As the logjam clears numbers seeking assistance from Advice Services will undoubtedly increase significantly.
- 9.11 The migration process of current recipients of DLA in Inverclyde over to PIP will start to gain momentum by October 2015. The DWP statistical release on September 17th indicates that a third of DLA claimants subject to the migration process to PIP are unsuccessful resulting in complete loss of disability benefit. The migration process will have affected the 4,030 working age claimants receiving DLA in Inverclyde as at February 2014. On the basis of the current national trend 1,029 stand to lose entitlement to disability benefit. The Scottish Government (Financial Impacts of Welfare Reform on Disabled People in Scotland) estimate the least possible financial loss to be a yearly figure of £1,120 per claimant. The potential loss to the Inverclyde economy as a result of the migration process can therefore be conservatively estimated at £1.3million per annum.
- 9.12 Previous reports to Committee have outlined a proposed short term project between Renfrewshire CAB and Inverclyde Financial Inclusion Partnership which was to support JSA claimants to move from Post Office Card Accounts to mainstream banking in time for Universal Credit rollout. Unfortunately Renfrewshire CAB Board did not approve this proposal and discussions are still on-going between Citizens' Advice Scotland, DWP and Inverclyde Financial Inclusion partners. CAB has proposed that they base an Officer in JC offices to offer advice services. DWP have stressed that any support offered by CAB requires to be delivered in partnership with local advice provided by the range of Financial Inclusion Partners, and should not be duplicated services.

10.0 FUNDING REQUEST

- 10.1 There are two funding requests contained in this report as follows:
- (a) Telephone Triage Service – External Funding was used to temporarily fund a telephone triage service which initially operated from the Customer Contact Centre and was operated by the CHCP. Details of the schemes successful are included in Paragraph 9.3.

(b) Changes to benefits for temporary accommodation are leading to a reduction in income for the Council's Homelessness Service. It is estimated that the annual costs will be approximately £115,000 and this cost is unavoidable based on the current number of tenancies operated by the Homelessness Service. It should be noted that the Corporate Director CHCP is carrying out a review of the Homeless service and options to see whether this cost pressure can be reduced will be included.

10.2 Officers would recommend that both these funding requests are approved and funded from the unallocated Welfare Reforms Revenue Budget. Subject to the caveats above.

11.0 IMPLICATIONS

11.1 Financial:

One off Costs

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

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virements From (if Applicable)	Other Comments
CHCP	Financial Advice	2015/16	62		Funded from unallocated WR revenue budget
Benefits	Income	2016/17	115		

11.2 Legal Implications

None

11.3 HR Implications

Maintaining the triage service will create 2 permanent advice worker posts.

11.4 Equalities Implications

None

11.5 Repopulation Implications

The Council and its partners continue to work hard to mitigate the impacts of Welfare Reform on the local community. This action will assist in retaining individuals in the area.

12.0 CONSULTATION

12.1 This has been produced in consultation from Officers from Finance and CHCP and is based on discussions at the Welfare Reforms Officer Board which is also attended by the DWP and River Clyde Homes.



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APPENDIX 1

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29 September 2014

For the attention of:
Chief Executives,
GB Local Authorities

Dear Colleague,

I wrote to you on 30 April, setting out our plans for the roll out of Universal Credit in the North West of England. I am pleased to say that tranche one rolled out successfully during June and July including expanding the service to new claims from couples.

On 1 September the Department laid the commencement order covering the continued roll out of Universal Credit to the remaining Local Authorities in the North West of England. This stage of the roll out began on 15 September and the new service is already available in over 50 Jobcentres in England, Scotland and Wales covering 26 different Local Authorities. Once complete by Christmas, nearly 100 Jobcentres across Great Britain will offer Universal Credit to single people and couples.

We are also on track to further expand the service for new claims from families from the autumn. I will share further details with you about this nearer the time. A list of the current live Universal Credit sites can be accessed through the following link <https://www.gov.uk/jobcentres-where-you-can-claim-universal-credit>

I am pleased to tell you that today the Work & Pensions Secretary, Rt. Hon. Iain Duncan Smith has announced that Universal Credit will be rolled out across the country to all Jobcentres and Local Authorities from early next year. National expansion of Universal Credit will commence from February 2015 for single claimants previously eligible for Jobseekers Allowance.

This updates some details given in my April letter and represents a significant acceleration in one of the Government's biggest reforms and is a sign of the success of the policy so far. This approach is consistent with our *test and learn* commitment to expand the service in a safe, secure and controlled manner. This plan will ensure we establish Universal Credit across Great Britain with new claims to legacy benefits closed from 2016 with migration to follow thereafter.

Finally I would like to update you on the progress that we have made on the Local Support Services Framework.

On 10 July 2014 Ministers announced the successful partnerships that will formally trial aspects of local support, now referred to as 'Universal Support – delivered locally', these trials began on 1 September in eleven partnership areas across Great Britain. These trials will help to inform future delivery and will include the sharing of data, skills and estate to support more households into work.

The rebranding brings Local Support Services into the Universal Credit family. The original name was seen as a working title as the framework was produced but now that we have moved into a formal testing arena it is more appropriate to use a name that reflects that the support itself will be available and delivered locally rather than continuing to refer to the framework.

The expansion of Universal Credit during 2015 will also allow us to build a secure platform for the introduction of Universal Support by mobilising local partnerships nationwide, putting in place a robust infrastructure ready for later expansion to all claimant groups, including the more complex and vulnerable.

To ensure the right integrated local foundations are established for expansion, the Department will put in place Delivery Partnership Agreements between Jobcentre Plus and Local Authorities to make available funded support for those who need extra help. Funding for these arrangements will be negotiated individually, and will not directly affect the figure agreed to administer Housing Benefit during the 2015/16 financial year.

We are working closely with the national Local Authority associations (LGA, WLGA and COSLA) and other Local Government representatives to determine the details of the roll out. We will be in touch with each authority in good time before you are directly affected, to give you further information and begin preparations.

May I take this opportunity to thank you for your on-going support in the delivery of Universal Credit and I look forward to initiating more integrated planning with you at both national and local level to align our expansion plans from early 2015.

Yours sincerely

Ann Harris
Universal Credit Programme Director
Department for Work and Pensions

Report To: Policy and Resources Committee

Date: 18 November 2014

Report By: Angela Edwards, Head of Inclusive Education, Culture and Corporate Policy

Report No: PR/119/14/PC/KB

Contact: Miriam McKenna, Corporate Policy and Partnership Manager

Contact No: 01475 712042

Subject: Corporate Performance Report

1. PURPOSE

- 1.1 The purpose of this report is to update the Committee on the achievement of key objectives in the Education, Communities and Organisational Development Corporate Directorate Improvement Plan 2013/16 and the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16.

2. SUMMARY

- 2.1 This is third progress report on the implementation of the two Corporate Directorate Improvement Plans (CDIPs). Details are provided in the Appendices.

APPENDIX 1
APPENDIX 2
APPENDIX 3

- 2.2 The current status of improvement actions is:

blue – complete	red – significant slippage	amber – slight slippage	green – on track
43	0	23	82

3. RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- a. notes the performance information outlined in this report; and
 - b. agrees to consider the fourth progress report at its meeting on 24 March 2015.

Angela Edwards
Head of Inclusive Education, Culture and Corporate Policy

4. BACKGROUND

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

4.2 Progress regarding delivery of the Council's two Corporate Directorate Improvement Plans (CDIPs) is reported to every second meeting of the relevant Service Committee. This report provides Members with a summary of progress with the CDIPs' implementation and aims to give Committee and officers the opportunity to make appropriate judgements on where performance across the Council is improving, good or starting to decline, in line with the wellbeing outcomes adopted in the Council's Corporate Statement 2013/17.

4.3 This report comprises information extracted from the third round of CDIP progress reports which were presented to the Education and Communities Committee, Policy and Resources Committee and the Environment and Regeneration Committee. The improvement actions are grouped under the well-being outcomes which are Safe, Healthy, Achieving, Nurtured, Active, Respected and Responsible (SHANARRI).

Min Ref
E&C Cttee
9.9.14, para
544

Min Ref:
P&R Cttee
23.9.14, para
568

4.4 As detailed in Appendix 1, improvement actions have been allocated a 'BRAG' status: blue – complete; red – significant slippage; amber – slight slippage; green – on track.

4.5 This report also contains key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide an important measure of how Directorates contribute to the Council's strategic aims. Details are attached as Appendix 2.

4.6 Information on action taken to improve performance regarding our indicators which fall within the third and fourth quartiles in the Local Government Benchmarking Framework nationally is attached as Appendix 3.

4.7 There are three new actions in the improvement plan:

- extension of library services for young people, learners and readers;
- self-evaluation of the Environment, Regeneration and Resources Directorate by initially conducting a Public Service Improvement Framework assessment; and
- archiving in the Libraries service.

4.8 Performance information for the CHCP is reported separately to Members, principally through the Integrated Performance Improvement Exceptions Reports, the most recent of which was submitted to the CHCP Sub-Committee in August 2014.

Min Ref
CHCP Sub-
Cttee
28.8.14, para
483

5. PROGRESS

5.1 This is the third progress report rolling up the CDIPs' improvement actions. The last Corporate Performance Report was approved by the Policy and Resources Committee in May 2014. The overall status of the CDIPs' improvement actions is:

Min Ref
P&R Cttee
20.5.14
Para 360

blue – complete	red – significant slippage	amber – slight slippage	green – on track
43	0	23	82

5.2 The status of improvement actions, grouped under the well-being outcomes, is:

Well-being outcome	blue – complete	red – significant slippage	amber – slight slippage	green – on track
Safe	4	-	3	7
Healthy	-	-	-	7
Achieving	25	-	14	38
Nurtured	3	-	2	14
Active	3	-	3	2
Respected and Responsible	4	-	1	8
Included	4	-	-	6.

5.3 Since the last report in May 2014, examples of progress with improvement actions that contribute to the delivery of the well-being outcomes are outlined in sections 5.3.1-5.3.7 of this report.

5.3.1 Safe:

- several secondary schools are now involved in the Mentors in Violence Prevention Programme which aims to tackle violence and knife crime; and
- the Inverclyde Anti-Social Behaviour Strategy 2014/18 was endorsed by the Education and Communities Committee on 9 September 2014.

There has been slight slippage with the improvement actions around data protection and enforcement action regarding health and safety issues.

5.3.2 Healthy:

- a number of projects under the Strategic Local Programme 2012/15 are on track and due for completion in March 2015; and
- to improve outcomes for young people in Port Glasgow and Gourock, funding has been identified for facilities with a proposed opening date of December 2014.

5.3.3 Achieving:

- the attainment results were positive in the first year of the new National Qualifications for S4; and
- the Council is leading on a benchmarking initiative (on the subject of looked-after children) which aims to assess performance and deliver improvements across family councils.

This well-being outcome contains the most improvement actions (75), 82% of which are either complete or whose progress is on track. There has been slight slippage (17%) around some improvement actions including improving budget management by budget holders (whilst managing a reduction in accountancy staff) and the review and design of the Council's new website

5.3.4 Nurtured:

- a survey has been issued to identify the deployment of volunteers, together with new opportunities for volunteer placements; and
- funding has been secured to 'co-produce' a three year plan for community learning and development.

The extension of the Young Scot card system to include Kidzcards has been postponed, pending discussions with the Improvement Service.

5.3.5 Active:

- Inverclyde's third community sports hub is being set up and is on track to be fully operational by March 2015; and
- more primary schools are providing a minimum of two hours PE per week.

While a new officer is in post whose remit will include developing a PE Plan for primary schools, there was a delay in the recruitment process because of difficulties in confirming on-going funding from Education Scotland. Meanwhile, Glasgow 2014 delayed the design of a Sports Framework; however its launch is now imminent.

5.3.6 Respected and Responsible:

- significant progress has been made with reviewing the Housing Enforcement Policy;
- the iHEAT energy efficiency project is making good progress and additional funding has been secured to install practical measures in householders' homes in 2014/15.

While there was a delay in implementing the Council's Parking Strategy, it was launched on 6 October 2014 and the enforcement staff are now in post. There is also slight slippage with delivery of the Council's Carbon Management Plan 2011/16: between 2012/13 and 2013/14, our emissions increased by 1.1% or 290 tonnes. However, between the Plan's baseline year of 2011/12 and 2013/14, we achieved a reduction in emissions of 0.8%.

5.3.7 Included:

- work is underway to develop an Equalities Sub-Group for the Community Planning Partnership with invited representatives from community groups; and
- the Financial Inclusion Partnership has visited the guidance team in every secondary school to outline the consequences of the Welfare Reform Bill and the relevant roles of schools.

All of the improvement actions under the 'Included' well-being outcome are either complete or on track.

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

5.5 Appendix 2 provides performance indicator information, the status of which is as follows:

performance
improved
16

performance
declined
4

maximum performance
achieved
12.

6. **IMPLICATIONS**

6.1 There are no direct financial implications arising from this report.

Financial implications – one-off costs:

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

Financial implications - annually recurring costs/(savings):

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

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

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

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

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

7. CONSULTATION

7.1 Updates on progress with the CDIPs' implementation have been provided by the lead officers of each improvement action.





8. BACKGROUND PAPERS

8.1 Education, Communities and Organisational Development CDIP 2013/16.
Environment, Regeneration and Resources CDIP 2013/16.

9. CONCLUSION

9.1 The third progress report on the delivery of the Council's agreed outcomes is presented for Members' approval with the recommendation that the fourth report is submitted to the Policy and Resources Committee's meeting on 24 March 2015.

Corporate Performance Report – November 2014

Safe				
	Where do we want to be?	How will we get there?	Status August-October 2014	Commentary August-October 2014
1	<p><u>Data protection</u></p> <p>All close circuit television (CCTV) installations and deployment 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>	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	 amber - slight slippage	This is being covered as part of the data governance work stream. Officers from Safer and Inclusive Communities will contribute to standard setting. Work on procurement is currently affected by uncertainties around the future transmission costs for public space CCTV.
2	<p><u>Tackling violence and knife culture</u></p> <p>Further reduction in the incidences of violence, knife crime and bullying</p> <p>Mentors in Violence Prevention (MVP) embedded in all secondary schools</p>	<p>Roll out MVP to other secondary schools</p>	 green - on track	Steering group taking forward work in St Columba's Secondary School. Action plan available. Three secondary schools now involved.
		Violence Prevention Programmes including No Knives Better Lives developed and sustained	 green - on track	A new school is now implementing the MVP.
		Anti-bullying policy fully implemented	 green - on track	The policy has been revised based on consultation and will be implemented in 2014/15.

Safe					
	Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
3	<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 Food Standards Agency's Cross-Contamination Guidance across businesses in line with the programme detailed in the Official Feed and Food Services Plan by March 2015</p>	●	blue - complete	<p>Programme complete. Now working on backlog of lower risk inspections.</p>
4	<p><u>Health and safety</u></p> <p>The enforcement priorities of Inverclyde Council should be clear and understandable to local employers and those likely to be affected by their actions, both employees and others</p> <p>Enforcement will be consistent with national policies but at the same time will give maximum protection to the community and maximum support to local businesses</p>	<p>Develop a new Health and Safety Strategy and Enforcement Policy for Inverclyde</p>	●	amber - slight slippage	<p>Some consultation has taken place with business groups and the current review of the implementation of the National Local Authority Enforcement Code on Health and Safety will be used to inform the final Strategy.</p>
		<p>Annual review to ensure it remains consistent with national policy</p>	●	amber - slight slippage	<p>Currently reviewing the impact of the initial phase of the National Local Authority Enforcement Code on Health and Safety.</p>
5	<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>Carry out a full review of anti-social behaviour which will cover strategy and partnership working; a</p>	●	green - on track	<p>The Anti-Social Behaviour Strategy 2014/18 was endorsed by the Education and Communities Committee on 9 September 2014. The</p>

Safe					
	Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
	Match resources to community needs	reassessment of priorities and any reconfiguration of services required. Review to be carried out by April 2014 with recommendations implemented over 2014/15, if approved.			Service, along with Police Scotland, is currently introducing new style reports to be made available to community councils to help identify community concerns and meet current needs. The Service is introducing a new tasking system for the Community Wardens by October 2014. Focus to shift to anti-social behaviour priorities as indicated in the Anti-Social Behaviour Strategy during quarters 3 and 4.
6	<u>Data protection</u> The Council's approach to data protection is fully developed	Develop training, policies and procedures	●	blue - complete	
7	<u>Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA)</u> Implement recommendations regarding improvements to be made at the last inspection by the Surveillance Commissioner	Carry out actions required to meet recommendations and report to the Council on progress	●	green - on track	A positive report with only minor recommendations has been received from the Commissioner following the update inspection on 27 February 2014. The action points arising and outstanding from this report are: 1. Policy on the Use of Mobile Cameras/Devices;

Safe					
	Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
					and 2. Guidance Note on the Use of Social Media
8	<u>Risk management</u> Implement and embed risk management in key business/management processes	Develop a Risk Management Action Plan by 31 August 2013	●	blue - complete	
		Action Plan fully implemented by 31 March 2015	●	green - on track	Annual report on risk management activity was submitted to the Audit Committee on 26 August 2014 and included action plan progress.
9	<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	●	blue - complete	
10	<u>Roads network</u> Maintain and improve the quality of the roads network infrastructure	Proposed programme of projects undertaken in 2014/16 using Roads Asset Management Plan (RAMP)/capital funding	●	green - on track	The RAMP is being delivered to programme; lighting progress taking account of the outline business case/future business case for lanterns and column replacement to achieve energy, carbon and maintenance savings. A report on a lighting strategy will be brought to the Environment and Regeneration Committee in January 2015.

Healthy				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<p><u>School Health and Alcohol Reduction Project (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 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>●</p>	<p>green - on track</p>	<p>Research is continuing in our secondary schools, both in the test secondaries and also the control schools.</p>
<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 (RSLs)</p>	<p>●</p>	<p>green - on track</p>	<p>The Strategic Local Programme projects due for completion in March 2015 are currently on track with site starts on 3 projects and a further 2 due to commence shortly; contract progress will be closely monitored through regular Programme Meetings with RSLs and the Scottish Government's Housing Supply Division, and through regular liaison with RSL partners.</p>
	<p>Contributions in-kind (Inverclyde Council) and new innovative funding proposals (registered social landlords) will be developed</p>	<p>●</p>	<p>green - on track</p>	<p>Land with potential for affordable housing development has been identified as part of the Local Development Plan process; discussion with RSLs on projects for inclusion in the Strategic Housing Investment Plan 2015/20 is on-going. A Strategic Land Use Group is to be established to agree Inverclyde Council contributions in-kind to future RSL developments.</p>
	<p>Regular project team meetings and monitoring by HSD</p>	<p>●</p>	<p>green - on track</p>	<p>Regular Programme Meetings are held with HSD and RSLs to ensure delivery of SLP projects by March 2015; liaison with RSLs and the HSD on forthcoming Strategic Housing Investment Plan 2015/20 (SHIP) is ongoing as part of regular monitoring and</p>

Healthy				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
				forward planning process. Future projects currently under development for inclusion in new SHIP.
<u>Health and well-being of young people</u>	Identify suitable premises	●	green - on track	Report to September 2014 Committee identifying premises and proposing start dates in December 2014.
Develop a similar facility to Youthzone for young people in Port Glasgow and Gourrock	Develop funding package for refurbishment and running costs	●	green - on track	Earmarked Reserves being utilised to open premises. Other funding options being explored.
Improved outcomes for young people of Port Glasgow and Gourrock	Establish new facility with a range of programmes to meet the needs of young people of Port Glasgow and Gourrock	●	green - on track	Earmarked Reserves funding for Gourrock and Port Glasgow facilities - plans in place with a view to opening both facilities in December 2014.

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<u>External Funding Group</u> Establish development sessions for managers to support funding applications Work in closer partnership with the community and voluntary sector	Development group and funding officer to be more proactive in setting up training sessions/events	●	blue - complete	
<u>Literacy</u> National Literacy Action Plan is in place and able to evidence improved practice and outcomes for literacy across all establishments and sectors	Use of evidence-based approaches which lead to key improvements in literacy skills for all	●	amber - slight slippage	An example of an evidence-based approach is the Reciprocal Teaching initiative which has been trialled in one Inverclyde primary school, together with one school in Renfrewshire Council and one in West Dunbartonshire Council. Assessment scores showed increases in comprehension and in higher order literacy skills. This approach will now be rolled-out across all primary schools.
<u>Learning communities</u> Improve joint planning with partners including schools to create a network of learning communities with increased community use in schools	Pilot learning community in one identified area. Set process in place in line with Education Scotland (Her Majesty's Inspectorate of Education) advice and guidance.	●	amber - slight slippage	Meetings to progress this have taken place with senior officers and with the head teachers at the Port Glasgow Community Campus. Discussion was scheduled to take place at the extended senior management team meeting on 18 August 2014.

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<u>Employability</u> Youth Employment Action Plan implemented and able to evidence improved practice and outcomes for employability across partner providers and partnerships Employability component of Adult Learning and Literacy Action Plan integrated within Working for Growth: Refreshed Employability Framework	Implementation and robust evaluation of Inverclyde Youth Employment Action Plan	●	amber - slight slippage	Awaiting clarification of submission for amendments to the Youth Employment Action Plan.
	Implementation and robust evaluation of employability component of Adult Learning and Literacy Action Plan integrated within Working for Growth refreshed employability framework	●	green - on track	Figures will be reported in the next quarter.
<u>Continuous Improvement Team</u> Embed core functions of 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	Fully implement Continuous Improvement Team guidelines	●	blue - complete	
	Implement plans to further develop and share an understanding of excellent practice across establishments and learning communities	●	green - on track	On-going self-evaluation of the effectiveness of the Team has taken place.
	Better partnership working regarding self-evaluation	●	green - on track	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. Self-evaluation is also a standing item on the agenda for all Heads of




Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
				Establishment meetings.
<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>	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	●	green - on track	All schools have been given an additional in-service day during session 2014/15 to reflect on the implementation of the Curriculum for Excellence. Inverclyde schools will have this additional in-service day in October 2014.
	Work in partnership with the SQA to support secondary teachers with delivery of the new National Qualifications	●	green - on track	This is first year of the new National Qualifications for S4 pupils and the attainment results to date have been positive. Secondary schools are preparing for implementation of the new Higher Grade courses with some departments presenting the new Higher course this session and some deferring until session 2015/16.
	Fully embed the principles from the national 'Building the Curriculum' documents to deliver better outcomes for all children and young people	●	green - on track	This is a focus of reflection on the implementation of the Curriculum for Excellence at school and authority levels.
	Review our interim Senior Phase Model involving extensive consultation with all stakeholders	●	blue - complete	Our revised Senior Phase Model will see S4 pupils studying 6 National Qualifications from August 2015 with option choices taking place at the end of S3
	Providing training and advice to primary and secondary teachers to enable them to support pupils	●	blue - complete	Training and advice has been provided and all P7 and S3 pupils are using profiles.

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
	with the production of P7 and S3 profiles			
<u>Developing leadership in teachers</u> 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	●	green - on track	The senior management team is continuing to look at ways to improve leadership capacity across all establishments.
	Develop a new partnership with the university where there is a shared responsibility for key areas of teacher education	●	green - on track	Some Inverclyde schools worked in partnership with Strathclyde University during session 2013/14 and will continue to develop this partnership in session 2014/15. Other schools will be working in partnership with Glasgow University.
	Review our PRD process to ensure that it needs the needs of all staff and will focus on professional needs	●	blue - complete	Professional update began in August 2014. All teaching staff are aware of the requirements.
<u>Teacher employment</u> Implement recommendations and advice from national reviews relating to teachers' terms and conditions of service	Working closely with HR and teacher trade unions to ensure a smooth implementation of recommendations based on advice received from the SNCT	●	blue - complete	This area of work is on-going and is a particular focus during the annual school staffing exercise.
	Ensure planned changes are the focus of work of the informal Local Negotiating Committee for Teachers (LNCT)	●	blue - complete	The informal LNCT will continue to meet every 6-8 weeks.
<u>Virtual school</u> Establish a 'virtual school' for pupils who have proved more challenging to track in terms of progress and outcomes	Create a 'virtual school' which will be managed by a 'virtual team' at the centre	●	blue - complete	
	Identify pupils in out-of-authority placements	●	green - on track	We know all pupils but Skills Development Scotland has not been able to show this information from S4 onwards on the datahub.

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
These pupils will be regularly tracked and monitored through the ASN monitoring forum	Improved tracking and transition planning	●	amber - slight slippage	We are working with the Educational Psychological service to ensure all external pupils have the appropriate support when returning.
	Better support provided for pupils identified	●	green - on track	Developing and improving support.
<u>New libraries</u> Improved library facilities in Central Greenock and Inverkip	Full refurbishment of ground floor of Wallace Plan to house Greenock Central Library (by end 2014)	●	green - on track	The Greenock Centre Library is due to open in the Wallace Place building by December 2014.
	Inclusion of library space within new community centre planned for Inverkip (by 2015/16)	●	green - on track	Confirmation of library space in the new Inverkip community centre is still to be decided.
<u>Adult learning service</u> 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	●	green - on track	Training being organised for Job Centre Plus staff to take place in September 2014.
	Development of outreach techniques	●	green - on track	University of Glasgow has delivered classes in Summer 2014 in the South West Library as part of a pilot project. Existing partnerships have also been strengthened with new classes organised with Inverclyde Council on Disability.
<u>New action: Library services for young people, learners and readers</u> Build on and extend success of Bookbug in Inverclyde	Detailed information for this improvement action is available in the Inverclyde Libraries Service Plan 2014/15			New action






Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<p>More engagement with the 12-15 age group</p> <p>More and better school/group visits focussing on information literacy and the Curriculum for Excellence</p> <p>Build links with partners to improve the range of classes available</p> <p>Further development and promotion of the e-Library and training of staff</p>				
<p><u>Environmental 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>	<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 key performance indicators (KPIs) to be agreed by March 2014.</p>	<p>●</p>	<p>amber - slight slippage</p>	<p>Agreed KPIs will now be trialled by all Scottish Environmental Health departments following the consultation phase. No clear picture on the Trading Standards position as yet however.</p>
<p><u>Adult learning</u></p> <p>All adult learning provision is mapped</p> <p>Processes are in place to ensure</p>	<p>Map all adult learning provision, process developed and agreed with providers receiving public funding to support continued engagement</p>	<p>●</p>	<p>green - on track</p>	<p>Figures will be reported in the next quarter.</p>

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
no learner completes a programme without being encouraged to continue their learning				
<u>Service accountancy</u> Improve the budget management by budget holders whilst managing a reduction in accountancy staff by 4 full-time equivalents	Improve systems and associated management information. Improve budget holder knowledge and increase self-reliance.	●	amber - slight slippage	Resources being identified with work commencing in October 2014 to improve the management information system to support budget holders. This is being progressed in line with the budget 2015/18 exercise.
<u>Finance-related systems</u> Implementation of SWIFT (social work) finance module Full on-line payment capability 24 hour access	Pilot implemented by March 2013; full roll-out programme during 2013/14	●	green - on track	Several successful modules were rolled-out in 2013/14 with the remainder to be implemented during 2014/15.
Reduction in face-to-face payments	Upgrade systems and implement new procedures	●	blue - complete	
<u>Digital Access Strategy</u> Greater on-line and telephone contacts, speeding up service delivery and making efficiencies	By working with ICT and Corporate Communications to ensure effective systems and processes are in place to facilitate channel shift. Progress will be tracked through the Customer Services Action Plan.	●	green - on track	The upgraded version of the LAGAN customer relationship management system, which includes the self-service module, has been procured. ICT are working with the supplier on implementation which is expected to be complete by 31 January 2015.

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<u>Customer Services Centre (CSC) development</u> Expand the range of customer service enquiries at first point of contact	Migration of appropriate services into the CSC for front-facing and telephony contact with customers. Progress will be tracked through the Customer Services Action Plan and the Corporate Improvement Group		green - on track	Since November 2013, new services delivered by the CSC are Education Services additional support needs applications and iHEAT energy efficiency scheme referrals. Further Education services are being scoped. A Veterans' Advisor has also been appointed. The CSC Hub opened in Port Glasgow on 15 May 2014.
<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		green - on track	April 2013 schemes are in place. A revised Discretionary Housing Payment Policy was approved in May 2014. Despite a delay by the Department for Work and Pensions to introduce Universal Credit, work has commenced through the Welfare Reform Project Board and the Financial Inclusion Partnership to prepare for the impact.
<u>Procurement Framework</u> Deliver strategic Procurement Framework and achieve improved Procurement Capability Assessment (PCA) performance	Monitored via the Procurement Board and regular committee updates		blue - complete	The PCA in 2013 achieved improved performance.

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<u>Competitiveness</u> Effective processes are in place to ensure challenge and improvement These are consistently used across Services	Enhancement of self-evaluation guidelines and processes regarding competitiveness and challenge	●	green - on track	The Local Government Benchmarking Framework continues to roll out. Inverclyde has been involved in 2 family group pilots and has volunteered to lead on the new looked-after children group and participate in the new Council Tax group in the next round of family groups to assess performance and deliver improvements across family councils.
<u>Self-evaluation</u> Self-evaluation is embedded into everyday performance and management and planning processes	Training rolled out across Services and guidance distributed across the Council by December 2014	●	blue - complete	A new round of Public Service Improvement Framework assessments is underway.
<u>Strategic Planning and Performance Management Framework</u> All employees are aware of the Council's vision, outcomes and values and these are embedded in service planning Integration of the well-being outcomes across all planning and performance management across the Council and Inverclyde Alliance partners	Information to be readily accessible on Icon	●	blue - complete	
	Develop information packs	●	blue - complete	
	Provide further training sessions	●	blue - complete	
	Provision of drop-in sessions to support Services in the development of plans and strategies	●	blue - complete	
<u>Public performance reporting (PPR)</u>	Improve information on the Council's website from all Services	●	green - on track	We are reviewing Audit Scotland's report on compliance with PPR requirements.

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
PPR is easily accessible to members of the public All Services play a role in making performance information accessible	Provide information in varying formats	●	green - on track	No requests for alternative formats have been received. Financial implications mean that alternative formats will only be provided on request.
	Work with libraries to assess demand and to facilitate access via the web to members of the public by March 2016	●	green - on track	This action will be progressed when the Central Library moves to Wallace Place.
	Utilise InView as a means of providing performance information to all households	●	amber - slight slippage	Information was submitted to Corporate Communications but, due to requirements to have other content, PPR information was not included in the Summer 2014 issue of InView.
	Provide information in different formats to ensure that it is meaningful at all levels of the organisation	●	green - on track	Content on Icon and the website is being reviewed in light of the new website's development.
<u>Inverclyde Performs</u> Inverclyde Performs is used: to record and report all performance across the Council for both performance management and on-going self-evaluation by managers, officers and Councillors	Further training for Inverclyde Performs users	●	green - on track	Demonstrations and training continue to be provided to groups of employees across the Council.
	Work with DMTs and EMTs to establish training needs and develop a training plan	●	green - on track	Training continues to be provided to Services as information is uploaded to Inverclyde Performs.
	Work with Services to identify which plans, strategies and projects should be developed on Inverclyde Performs	●	green - on track	This is improvement action is on-going. Recent plans to be added to the System include the Inverclyde Libraries Service Plan 2014/15 and the Local Government Benchmarking Framework 2012/13 indicators.

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<u>HR21</u> The maximum number of employees are able to use HR21 to manage their personal information requests for leave, employee development, etc	HR21 to be rolled-out to Education Services and the CHCP in 2013 and to Environmental and Commercial Services and Property Assets and Facilities Management in March 2014		blue - complete	All pilots complete. HR 21 version 3 went live in September 2014.
Sickness absence recording and statistics drawn from Chris 21 Pensions auto-enrolment Real-time information from Her Majesty's Revenue and Customs (HMRC)	Pilot for compiling statistics from Chris 21 in Organisational Development, Human Resources and Communications in September 2013. Extend Chris 21 pilot to other Services in parallel with self-service in April 2014.		blue - complete	All statistics for absence reporting being drawn from Chris 21.
	Software installation and process review to ensure compliance; liaison with the Pensions Regulator, the Strathclyde Pension Fund Office and the Scottish Public Pensions Agency by May 2013		amber - slight slippage	Appropriate software has not been installed due to supplier failure. Manual workarounds are in place to ensure compliance.
	Software installation and process review to ensure compliance; liaison with the HMRC and Bankers' Automated Clearing Services software provider		blue - complete	
<u>Recruitment portal</u> Recruitment portal to be	Training/e-learning/development of new recruitment handbook for managers		green - on track	Awaiting software from COSLA.

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
upgraded. On/Grasp software.	Move to Talent Link	●	green - on track	Awaiting information from COSLA.
<u>Workforce Development Plan</u> To deliver the 4 themes as outlined in the Workforce Development Plan: <ul style="list-style-type: none"> • organisational development • leadership, succession planning and skills development • employer of choice • grading and pay 	Implement the actions as identified within the 4 work streams in the Plan	●	green - on track	The Plan is in full progress.
<u>Corporate Communications Strategy</u> To have an agreed Corporate Communications Strategy	Development of a Communications Strategy, working with Services and the CMT	●	amber - slight slippage	Corporate Communications has been benchmarking its service against other council communications teams and developing proposals for a draft communications strategy aimed at dovetailing with the Inverclyde Living communications campaign. New timescale for delivery is December 2014.
<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	●	blue - complete	
<u>Website</u>	Review content of the website via a cross-departmental content	●	amber - slight	Timelines now established.

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
Review and design a new Council website including on-line services	review team		slippage	
	Draft a new design and agree with CMT	●	amber - slight slippage	Timelines now established.
<u>Events</u> Carry out reviews of certain events – Fireworks, Gourrock 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	●	green - on track	Council events are on-going.
<u>Press and media</u> Conduct a review of the Media Relations Protocol	Prepare a draft media relations protocol and issue to the CMT and senior Councillors by end June 2013	●	blue - complete	
	Carry out media training for key Council staff by end December 2013	●	amber - slight slippage	Looking at alternative media training.
<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	●	blue - complete	
<u>SOA</u> New, revised SOA available with new approaches developed to meet Scottish Government expectations, including preventative and early	Hold workshops with all partners	●	blue - complete	
	Sub-groups set up to deal with resource development and measurement	●	green - on track	Pilot approach being taken with a health inequalities project to identify how to map resources and quantify the time required to do so. Questionnaire to be distributed to partners.

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
intervention work and policy and resources across the Partnership				
<u>Absence management</u>	Continuation of the automation of processes (links to HR21 development)	●	amber - slight slippage	Quarter 1, 2014/15: 2.7 workdays lost per full-time equivalent employee.
Reduce the average number of working days lost per full-time equivalent employee through sickness across the Council to 9 days ¹	New HR interventions/pilots to assist management and reduce absence level	●	amber - slight slippage	Rankings not yet known. However, expect slight slippage.
	Report to the CMT and the Policy and Resources Committee on the standardisation of KPIs	●	blue - complete	Key performance indicators and statutory performance indicators are now standardised to 'days per full-time equivalent'.
New action: <u>Self-evaluation</u>	By conducting a Public Service Improvement Framework (PSIF) assessment for the Environment, Regeneration and Resources Directorate and devising an action plan by June 2015			New action
Self-evaluation is embedded into the Environment, Regeneration and Resources Directorate's everyday performance and management and planning processes	By implementing the action plan during 2015/18			
<u>Property Estates Management</u>	Asset Management Plan agreed, implemented and on-going with funding in place. Projected completion by October 2014 with the exception of the District Court offices in the Greenock Municipal Buildings	●	green - on track	The Asset Management Plan is progressing with regular updates reported.
Reduce the number of buildings; refurbish and improve the efficiency of those remaining				
The Asset Management Plan includes the refurbishment of Greenock Municipal Buildings, the				

¹ From April 2014, the unit of measurement for the absence rate changed from a % to the number of days

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
Central Library offices and Wallace Place; and the creation of a new Port Glasgow office Closure of Cathcart House, the West Stewart Street office, Newark House, the Strone office and others				
<u>School Estates Management Plan (SEMP)</u> The School Estates Management Plan is complete with all schools replaced or fully-modernised	Complete current projects and complete the primary school refurbishment programme	●	green - on track	The SEMP is on track. Refurbishment projects are being progressed with contractors on site at Ardgowan, St Patrick's and Kilmacolm Primary Schools.
<u>Grounds Asset Management</u> Fully-developed Land Asset Plan to include open spaces, cemeteries, strategies and play area provisioning	Continue phased play area development Identify cemeteries, implement the next phase of investment in 2014/15 On-going site-by-site condition assessment to inform budget-setting priorities	●	green - on track	A play area investment programme update report was discussed at the Environment and Regeneration Committee on 6 March 2014 and recommendations are being taken forward. Work on the cemeteries investment and site condition assessments is now underway and on track.
<u>Tourism</u> All available tourism opportunities are maximised	Utilisation of current Tourism Action Plan	●	green - on track	Actions are being progressed and delivered as per the Plan. 12 tourism grant offers were made. 9 tourism development projects are underway: pedestrian signage; Discover Inverclyde and Inverclyde Tourist Group support; visitor statistics survey; water access survey, coastal trail signage; John Galt sculpture, new publications; and Doors Open Days support.

Achieving				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<u>Building Standards</u> Compliance with nationally-agreed Local Authority Building Standards Scotland and the Scottish Government Building Standards Division Continuous Improvement Plan	Undertake procedural changes identified as Key Performance Outcomes (KPO), completion dates staged	●	blue - complete	All KPO procedural change targets complied with.
<u>Development Management</u> Compliance with targets set in the Planning Service Improvement Plan	Encourage use of the e-planning system Work with customers to deliver faster planning decisions Review the Planning Enforcement Charter	●	blue - complete	52.5% of applications submitted online, slightly down from 52.6% in 2013/14; but 91% of applications were decided in under 2 months, up from 87% in 2013-14. The Enforcement Charter was updated in January 2013 and is due for review in January 2015.
<u>Riverside Inverclyde</u> Deliver the Operating Plan	On-going monitoring and review against Riverside Inverclyde milestones	●	green - on track	The Inverclyde Economic Development and Regeneration Operating Plan 2014/17 was discussed at the Environment and Regeneration Committee on 6 March 2014, detailing priority projects and investments and creating a focal point for joint working between the Council's Regeneration Team and Riverside Inverclyde.
<u>Repopulation</u> Stabilise the population within Inverclyde	Develop and implement an action plan	●	green - on track	The action plan is being delivered and reported on to every second Policy and Resources Committee. An increased budget request is being developed for the Members' consideration.

Nurtured				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<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>●</p>	<p>green - on track</p>	<p>A steering group has been formed. An action plan is in place with sub-groups taking responsibility for key areas.</p>
<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, the Youth Employment Action Plan and voluntary sector and identify opportunities for accreditation</p>	<p>●</p>	<p>green - on track</p>	<p>Survey issued to identify deployment of volunteers and new opportunities for volunteer placements.</p>
<p><u>Strategic guidance for community learning and development (CLD)</u></p> <p>Implementation Plan in place</p> <p>Progress made in realising outcomes of CLD strategic guidance, specifically:</p> <p>a. improved life chances for people of all ages, including young people in particular, through learning, personal</p>	<p>Develop implementation plan using process agreed at Education Committee with emphasis on Single Outcome Agreement Delivery Groups</p> <p>Establish priorities and baseline for measuring progress towards achievement of outcomes</p>	<p>●</p>	<p>green - on track</p>	<p>CLD Strategic Implementation Group has been convened (October 2014). Funding has been secured to 'co-produce' a 3-year plan for CLD.</p>

Nurtured				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
development and active citizenship b. Stronger, more resilient, supportive, influential and inclusive communities				
<u>Children and Young People (Scotland) Act 2014</u> Fully implement GIRFEC model and use of well-being outcomes. GIRFEC champions continue to provide support for education staff regarding implementation	Implementation of getting it right for every child (GIRFEC)	●	on track?	Child's plan is in draft form ready for consultation. GIRFEC champions continue to take work forward in schools.
Business processes across the Education, CHCP and partners to support the implementation of the Act A training strategy, both single and multi-agency, is in place Fully implement by 2016 additional extra years hours	Training strategy delivered by April 2016	●	green - on track	A training programme to implement the Children and Young People (Scotland) Act 2012 will be devised and implemented by April 2016.
<u>Early Years/Nurturing Collaborative</u> We are delivering tangible improvements in outcomes and reducing inequalities in vulnerable children in Inverclyde	Establishment of the Nurturing Collaborative	●	blue - complete	
	Engagement in the Early Years Collaborative (EYC) learning sessions run by the Scottish Government	●	green - on track	22 officers attended learning session 4 at the SECC. 6 officers are trained in the EYC improvement model. A further 10 officers from the Implementation Team will attend

Nurtured				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
				one day of training.
	Development of an action plan focused on early intervention and prevention in relation to the EYC 'stretch aims'	●	green - on track	An EYC Implementation Team has been established and an action plan developed. 12 tests of change are underway.
<u>Museum accreditation</u> Maintain McLean Museum accredited status under the Arts Council in England/Museum and Galleries in Scotland scheme	Fulfil the requirements of the ACE/MGS Scheme in the areas of organisational health; collections; users and their experiences	●	blue - complete	
<u>New cultural hub for Inverclyde</u> This requires successful Round 1 HLF bid, plus development funding for Round 2. If the bid is unsuccessful, an alternative plan must be put in place.	Complete Round 1 bid and submit by March 2013. Round 2 bid submitted by September 2014.	●	blue - complete	Round 1 bid unsuccessful. Alternative plan being developed.
New action: <u>Archives</u>	Further cataloguing of records	●	green - on track	Cataloguing of historic records has risen to 10,600 records.
Improved collections management	Increasing finding aids available on-line	●	green - on track	A finding aid for the Burgh of Greenock Archival Collection has been added on-line. The Burgh of Port Glasgow and Burgh of Gourock finding aids have been updated.
Improved access and inclusion	Conducting at least 3 class visits within the Watt Museum	●	green - on track	Two class visits have taken place with a third planned for September/October 2014.
Improved management policies and procedures	Creation of a disaster plan and other management policies	●	green - on track	Access and security policies are in draft format. A disaster plan is being created in co-operation with the McLean Museum.

Nurtured				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
	Take part in the McLean Museum's World War 1 commemorations and involvement in Greenock Philosophical Society's bid for Heritage Lottery Funding to digitise archives	●	green - on track	We contributed to the World War 1 commemorations through two volunteer projects: Greenock Council and Gourock Council volunteer databases. We are in discussion with the Greenock Philosophical Society regarding a proposed bid.
<u>Community councils</u> All community representatives are skilled and confident in meeting the challenges of their changing role	Enhanced programme of training and support for community representatives, including embedding of training in on-going activities and meetings	●	green - on track	March 2014 events identified the need to create a Forum of Community Councils and Associations and other actions to enhance community engagement. Implementation plans developed at strategic and operational level.
<u>Young Scot cards</u> Young Scot card system extended to include Kidzcards for all children aged between 4 and 11 resident or attending school in Inverclyde	Negotiate with Young Scot to introduce Kidzcards in Inverclyde	●	amber - slight slippage	Discussions with the Improvement Service still on-going. Plans for pilot on hold.
	Establish systems and quality assurance procedures	●	green - on track	Annual audit took place on 25 August 2014.
	Develop Young Scot to be part of the Cashless Catering System	●	amber - slight slippage	Under discussion following review activities.

Active				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<u>Community sports hubs</u> A minimum of 3 community sports hubs will be established and fully operational in Inverclyde	First hub fully operational by August 2013	●	blue - complete	
	Second hub fully operational by April 2014	●	blue - complete	
	Third hub fully operational by April 2015	●	green - on track	Hub now in set-up phase. Will be fully operational by March 2015.
<u>PE provision</u> 100% of primary schools achieving two periods per week of quality PE	PE Co-ordinator recruited by May 2013	●	blue - complete	
	PE Plan implemented	●	amber - slight slippage	Officer in post from May 2014 following delays to appointment caused by difficulties in confirming on-going funding from Education Scotland. Planning on-going.
	Number of schools providing minimum 2 hours PE to be increased by June 2014	●	green - on track	Still some schools where physical constraints are limiting progress. Position improving however.
<u>Sports Framework</u> Sports Framework will be drafted, consulted on and finalised. Group established to monitor implementation.	Draft for consultation prepared by April 2013 with final Plan reported to Committee and launched in August/September 2013	●	amber - slight slippage	Sports Framework approved by Committee. Final design and launch delayed by Glasgow 2014. Launch imminent.
	Annual review of implementation from May 2014	●	amber - slight slippage	New timescale to be established.

Respected and responsible				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<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>	<p>Health and Well-being Programme universally available</p> <p>Produce a teenage pregnancy strategy</p>	<p>●</p>	<p>green - on track</p>	<p>This action is on-going.</p>
<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 of disrepair</p> <p>Minimum formal enforcement role for the Council in the future</p>	<p>Review Housing Enforcement Policy</p>	<p>●</p>	<p>green - on track</p>	<p>Significant progress has been made with the review of the Housing Enforcement Policy. It has been agreed to provide a report to Education and Communities Committee on 4 November 2014.</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 disrepair to their property</p>	<p>●</p>	<p>green - on track</p>	<p>The project has been publicised via the Scottish Housing Best Value Network (SHBVN) and the Association of Local Authority Chief Housing Officers (ALACHO) and is now hosted by the Royal Incorporation of Architects in Scotland. Organisations will have the opportunity to subscribe to the site allowing their users to access information. Inverclyde has agreed to this. An update on the project was given from the ALACHO at the meeting of the SHBVN on 20 August 2014.</p>
<p><u>Home energy efficiency (private)</u></p> <p>Better take-up of grants by private owners</p>	<p>Promote grant availability and improved energy efficiency to owners</p>	<p>●</p>	<p>green - on track</p>	<p>New leaflet publicising grant availability widely distributed across Inverclyde and budget for 2014/15 agreed with delivery partners including Inverclyde Care and</p>

Respected and responsible				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
More use of new available measures for 'difficult to treat' houses				Repair. i.HEAT energy efficiency advocacy project progressing well and additional funding secured for practical measures to assist householders in 2014/15.
	Continue to target 'difficult to treat' houses for investment	●	green - on track	Phase 1 of Central Greenock area Home Energy Efficiency Programme Scotland (HEEPS): Area-Based Scheme programme progressing well and Phase 2 scheduled for Autumn 2014; funding for 2014/15 notified by Scottish Government and major HEEPS projects agreed with RSLs in addition to continuing targeted improvement of 'difficult to treat' houses based on areas with highest SIMD scores.
<u>Parking management and enforcement</u> Parking is decriminalised and enforcement transferred to the Safer and Inclusive Communities Service	Transfer of enforcement following decriminalisation with fully-trained team in place, likely to commence in August 2014	●	blue - complete	Implementation of the parking strategy began on 6 October 2014. Enforcement staff now in post.
<u>Freedom of Information publication scheme</u> New scheme in place for implementation by 31 May 2013	Develop and populate new Scheme, liaising with Services, as required	●	blue - complete	
<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	●	blue - complete	A Handbook on the operation of community councils under our Scheme for the Establishment of Community Councils has been completed and published on the Council's website.

Respected and responsible				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<u>Public Information Notices Portal</u> Council public notices published on-line	Redevelopment of the Council website and public notices published on the Public Information Notices portal	●	blue - complete	
<u>Policy development</u> Remaining corporate policies to be updated and brought in to line with current legislation, case law and guidance/good practice	Identify priority policies based on legislative need, risk to the Council and information gaps	●	green - on track	Respect at Work policy on-going, Attendance Management on-going, Equality and Diversity Policy, Infection Control and First Aid at Work.
<u>Gender equality</u> The % of female employees in the top 2% of earners is increased	Monitor application of the Council's equal opportunity policies by Services	●	green - on track	Top 5% has increased. Top 2% no longer required as a statutory performance indicator measurement.
	Link with the Corporate Equalities Officer to include as part of the overall Equality Strategy for the Council	●	green - on track	Collaborative working is on-going.
<u>Carbon management</u> Reduction in the Council's carbon emissions which are monitored from the following sectors: energy use in buildings, street lighting, fleet transport, business travel, water and waste	Implement the Council's Carbon Management Plan 2011/16	●	amber - slight slippage	The Council was requested to revise its reported carbon emissions figures to use Department for Environment Food and Rural Affairs/Department of Energy and Climate Change carbon dioxide equivalent conversion factors for waste and water. This change has resulted in differences in our carbon reduction performance to that previously reported. Between the baseline year of 2011/12 and 2013/14, a reduction of 0.8% has been achieved.

Included				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<p><u>Corporate Equalities Group</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>	Continue to provide appropriate guidance and support to Directorates	●	green - on track	Practical advice is provided to Directorates regarding Equality Impact Assessments, policy and training.
	Appoint an Equalities Officer to progress the Council's commitment to equalities consistently across all Services to ensure better outcomes	●	blue - complete	
	Increase representation on the Corporate Equalities Group to include a wide range of people with protected characteristics	●	green - on track	Work is underway to develop an Equalities Sub-Group for the Community Planning Partnership with invited representations from community groups.
<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>	Continue implementation of financial learning component of Financial Inclusion Strategy	●	green - on track	Every secondary school's guidance team has been visited by the Financial Inclusion Partnership to outline the consequences of the Welfare Reform Bill and the roles of schools regarding it.
	Liaise with Registered Social Landlords regarding the impact of Welfare Reform	●	blue - complete	<p>A Financial Inclusion Partnership Officer was appointed in June 2014 to co-ordinate liaison with RSLs on Welfare Reform issues including advice and information for RSLs and their tenants; the post is funded by River Clyde Homes as part of their wider action programme.</p> <p>Inverclyde Council is a member of the Welfare Reform Service established by the Scottish Housing Best Value Network in 2013 and local RSLs take part in the West of Scotland Forum hosted by the Service to keep social landlords and their tenants up-to-</p>

Included				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
				date with the impact of Welfare Reform changes etc.
<u>Engagement with young people</u> 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 SOA 6	●	green - on track	The Youth Participation Strategy Development Group is meeting and developing the Youth Participation Strategy. This action is captured in the Best Start in Life Outcome Delivery Plan.

Included				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
<p><u>Communication-friendly schools</u></p> <p>Signage in and around the 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 will 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>	●	blue - complete	
<p><u>Looked-after and accommodated children (LAAC)</u></p> <p>Reduce the number of LAAC exclusions</p> <p>Improved attainment for LAAC</p>	<p>Roll out Positive Relationships and Positive Behaviour Policy</p> <p>Proportionate visits to specific educational establishments by Head of Service and Principal Education Psychologist are planned to continue to highlight LAAC</p>	●	green - on track	<p>Visits in diary based on proportionate approach: schools showing significant increase/decrease.</p> <p>The Council is leading on Local Government Benchmarking Framework family group pilot which aims to assess performance and deliver improvements across family councils.</p>
<p><u>Museum services for young people (16-24)</u></p> <p>Work in partnership with the</p>	<p>Liaise with the NMS Project Manager and Steering Group to create exhibitions/event programmes in Greenock by</p>	●	blue - complete	

Included				
Where do we want to be?	How will we get there?	Status August-October 2014		Commentary August-October 2014
National Museum of Scotland (NMS) on a project for this age group entitled 'Scotland Creates' with the theme 'A Sense of Place'	August/September 2013 and in Edinburgh by July/December 2014			
<u>Outreach activities for ethnic minorities</u> Barriers to participation in English for speakers of other languages and adult learning programmes are overcome	Enhanced programme of outreach and engagement developed and in place	●	green - on track	Figures will be reported next quarter.

Performance Indicators

The Council's key performance indicators help demonstrate performance in terms of strategic and operational objectives. These indicators include statutory performance indicators and local performance indicators.

Figures for the first quarter of 2014/15 are shown below, together with full year figures for 2013/14 and 2012/13:

Key performance measure	Relevance	2014/15 performance: quarter 1	Target 2013/14	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
Community Wardens: <ul style="list-style-type: none"> • high priority calls - % responded to within 30 minutes • medium priority calls - % responded to within 60 minutes 	Demonstrates the response times of the Community Warden service	95.3%	95%	96.45%	95.97%	Performance is consistently high
		97%	95%	100%	100%	Maximum performance maintained
Creditor payments: number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	Demonstrates the efficiency and effectiveness of arrangements for paying creditors	98.01%	100%	96.3%	96.03%	Performance improved by 0.27%
Council Tax in-year collection ²	Demonstrates the efficiency and effectiveness of the Council Tax billing and collection processes	27.6%	94%	94.51%	94.2%	Performance improved by 0.31%
Speed of Benefits processing – average number of days per case	Demonstrates the effectiveness of the quality assurance					Processing time improved by one day for each indicator

² This information is reported annually to Audit Scotland. The Council's performance is also benchmarked against that of other local authorities.

Key performance measure	Relevance	2014/15 performance: quarter 1	Target 2013/14	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
to process: <ul style="list-style-type: none"> • new Housing Benefit/Council Tax Benefit reduction claims • Housing Benefit/Council Tax Benefit reduction claim changes of circumstances 	measures in place within the Benefits service	23 days	23 days	22 days	23 days	
		5 days	8 days	5 days	6 days	
Incident resolution times	Demonstrates the responsiveness of the ICT Service Desk to reported incidents, against service level agreements	91.11%	85%	95.37%	92.46%	Performance improved by 2.91%
Service request resolution times	% of reported ICT service requests resolved within targets defined in service level agreements	90.49%	85%	94.96%	93.13%	Performance improved by 1.87%
Network availability	Demonstrates the availability of the network and access to the ICT services required by Directorates in their day-to-day activities	100%	99.5%	99.97%	99.94%	Performance improved by 0.03%

Key performance measure	Relevance	2014/15 performance: quarter 1	Target 2013/14	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
Key applications availability	Demonstrates the availability of key applications required by Services	100%	99.5%	100%	100%	Maximum performance maintained
Corporate absence rate ³ : the average number of working days per full-time equivalent employee lost through sickness absence for: <ul style="list-style-type: none"> teachers all other local government employees 	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	2.7 work days lost per full-time equivalent employee Quarter 2 = 2.2 Quarterly target = 2.25	9 days 9 days	7.6 days 11.9 days	8.3 days 10.7 days	The absence rate for teachers reduced by 0.7 days while the number of days lost for all other local government employees increased by 1.2 days. In quarter 2 the Council has met its quarterly target.
Health and safety incident rates: <ul style="list-style-type: none"> number per 1,000 employees average time lost (in days) to the Council per incident 	Examples of incidents include animal exposure, building/masonry faults, contact with electricity, road traffic accidents and a slip, trip or fall	17 days 1.8 days	39.4 0.5	55.7 2.1	44.4 3.3	There was a substantial increase in the number of incidents reported in 2013/14; this was not unexpected given the roll-out of the Council's new incident reporting system which has made it easier to report incidents. The amount of lost time following incidents reduced by 1.2 days.
Waste management: refuse recycling	% of household waste composted and recycled		50%	55.4%	54.1%	Our recycling rate increased by 1.3%
Traffic lights repairs	% completed within 48 hours		98%	89.3%	95.8%	There are only a small number of traffic lights and variations are largely due to the small statistical sample size

³ The unit of measurement for this indicator was changed in April 2014 from a % to the number of days. This was agreed at Policy and Resources Committee in March 2014.

Key performance measure	Relevance	2014/15 performance: quarter 1	Target 2013/14	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
Street lighting repairs	% completed within 7 days		95%	78.56%	98.4%	The reduction is due to issues with the last lighting maintenance contractor. The new contractor is now achieving target figures.
Potholes:						
<ul style="list-style-type: none"> category 1 - emergency/urgent 	Make safe/repair within 24 hours of identification		90%	94.3%	70%	There are only a small number of category 1 defects and variations are largely due to the small statistical sample size. Significant improvements have been achieved for category 2 and 3 repairs.
<ul style="list-style-type: none"> category 2 – high risk 	Make safe/repair within 7 days of identification		80%	41.9%	26%	
<ul style="list-style-type: none"> category 3 – medium risk 	Make safe/repair within 28 days of identification		90%	79.6%	14%	
Property enquiries	% fulfilled within 28 days	100%	100%	100%	100%	Maximum performance maintained
Planning applications:	Processing times for planning applications					There is an overall trend of improved performance based on a fairly consistent number of applications year-on-year
<ul style="list-style-type: none"> % of all applications decided in under 2 months % of householder applications decided in under 2 months 			80%	84%	81%	
			90%	97%	93.5%	
Building warrants: % assessed within 20 working days of registration	Processing time against target for assessment of building warrants		100%	100%	87%	Maximum performance achieved

Local Government Benchmarking Framework
Improvement Plan – 3rd and 4th Quartile Indicators

No.	Indicator	Improvement action	Progress – October 2014
1.	Cost per pre-school place	<ul style="list-style-type: none"> • procedure for ensuring census information is accurate has been implemented 	Awaiting information
		<ul style="list-style-type: none"> • increase marketing of ‘wraparound’ places to make use of surplus capacity and increase income 	Awaiting information
		<ul style="list-style-type: none"> • as part of the Children and Young People (Scotland) Act 2012, monitor the impact of the implementation of 600 hours for 3 and 4 year olds on capacity and roll 	Awaiting information
		<ul style="list-style-type: none"> • extend the 600 hours provision 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 	Awaiting information
		<ul style="list-style-type: none"> • continue to monitor uptake and review/adapt capacity, where appropriate 	Awaiting information
2.	% of S4 pupils gaining 5+ awards at Level 5 for standard grades	<p>There is no set improvement action for standard grades as these were replaced by National 5 examinations in this session. However, the following improvement actions are aimed at improvement attainment on the whole:</p>	Awaiting information
		<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 	Awaiting information

No.	Indicator	Improvement action	Progress – October 2014
		<ul style="list-style-type: none"> • use monitoring and tracking of attainment to devise school and departmental action plans 	Awaiting information
		<ul style="list-style-type: none"> • continue to support pupils to improve their attainment through good learning and teaching, discussion about how to improve, and partnerships with parents 	Awaiting information
3.	% of employees in the highest 5% of earners that are female	<ul style="list-style-type: none"> • continued roll-out of the management development programme including new cohorts for 2014/15, Chartered Management Institute (CMI) 'Introduction to management' course hosted by West College Scotland and CMI 'Award in management and leadership' hosted by the University of the West of Scotland • new Work-Life Balance Policy which extends flexible working (compressed working/home working etc) beyond those with child care/caring responsibilities • the roll-out of succession planning will allow talented employees, male and female, to be identified/mentored and helped to achieve the skills necessary to achieve promotion • development of more sophisticated statistics to monitor gender breakdown in recruitment applications/short leets/successful candidates etc 	<p>Awaiting information</p> <p>A report on the Council's new Work-Life Balance Policy was approved at the Policy and Resources Committee on 12 August 2014. The Policy is now being promoted to Directorates.</p> <p>Awaiting information</p> <p>Awaiting information</p>
4.	Days lost per full-time equivalent	<ul style="list-style-type: none"> • make changes to how we monitor quarterly 	A report on sickness absence

No.	Indicator	Improvement action	Progress – October 2014
	employee	<p>absence statistics from 1 April 2014. The focus will be on the number of days lost instead of the % absence rate. This will enable us to assess whether we are on target for the new annual target of 9 days and to identify hot spots. This will be monitored on an on-going basis.</p>	<p>reporting was submitted to the Policy and Resources Committee on 25 March 2014. Changes were subsequently made to how the absence rate is calculated. Historically, Services collated information manually and submitted it to Human Resources. Figures are now extracted from the HR/Payroll System. The unit of measurement was changed in April 2014 from a % to the number of days lost.</p>
		<ul style="list-style-type: none"> • refresh the Absence Management Policy 	Awaiting information
		<ul style="list-style-type: none"> • set up new absence frequently-asked questions sessions 	Awaiting information
		<ul style="list-style-type: none"> • roll-out of CHRIS/HR21 report designer with training for Services 	Awaiting information
5.	Domestic noise: average time between the complaint and attendance on site for those requiring attendance on site	<ul style="list-style-type: none"> • further work is required on the Association for Public Service Excellence (APSE) benchmarking pilot 	<p>Benchmarking measures are currently being trialled for environmental health in Scotland. It is likely there will be discussion in 2015 on development for a more meaningful performance indicator for noise enforcement.</p>
6.	Cost per library visit	<ul style="list-style-type: none"> • implement the Inverclyde Libraries Service Plan 2014/15 	On track
		<ul style="list-style-type: none"> • continue to run more and better events and classes to encourage library use 	<p>The number of library issues per 1,000 population and the usage of computer facilities increased between 2012/13 and 2013/14. During the same period, the number of adult learners attending classes in Inverclyde libraries almost</p>

No.	Indicator	Improvement action	Progress – October 2014
			<p>doubled. The University of Glasgow delivered classes in Summer 2014 in the South West Library as part of a pilot project. Existing partnerships have also been strengthened with new classes organised with Inverclyde Council on Disability.</p> <p>Computer use remains extremely popular in Inverclyde Libraries and the extension of the Central Library to include a learning centre is helping to cope with high demand for this service (an increase of 26% between 2012/13 and 2013/14).</p> <p>A slight fall in visits related to increased uptake of eBooks, audio and magazines is inevitable and is a national trend in library use.</p>
7.	% of adults satisfied with libraries	<ul style="list-style-type: none"> 3 members of Inverclyde libraries' staff to undergo intensive training in community consultation and engagement which will lead to the creation of an engagement strategy 	Training is complete and work is beginning on an engagement strategy.
8.	Cost per museum visit	<ul style="list-style-type: none"> implement the extension, refurbishment and upgrading of the McLean Museum and Watt Library, improve disabled access and address other access barriers modernise and improve all aspects of the museum service by working closely with 	<p>The Round 1 bid to the Heritage Lottery Fund was unsuccessful and an alternative plan is currently being developed.</p> <p>The cataloguing of historic records has risen to 10,600 items. A finding aid for</p>

No.	Indicator	Improvement action	Progress – October 2014
		library and archives colleagues and utilise data platforms to the maximum	<p>the Burgh of Greenock Archival Collection has been added on-line and the Burgh of Port Glasgow and the Burgh of Gourrock finding aids have been updated.</p> <p>Access and security policies are currently in draft format. A disaster plan is also being created for the McLean Museum.</p>
9.	Cost of environmental health per 1,000 population	<ul style="list-style-type: none"> • participate in a working group with APSE, Dundee City Council, South Lanarkshire Council and Argyll and Bute Council to development realistic benchmarking measures for environmental health, including cost measures 	Key benchmarking measures are currently being trialled for environmental health in Scotland. However, there is no clear picture yet on Trading Standards.
		<ul style="list-style-type: none"> • further discuss with Finance Services the Local Finance Return and the services that should be included in the calculations 	Awaiting information
10.	Cost per dwelling of collecting Council Tax	<ul style="list-style-type: none"> • continue to review this key area for the Council 	Ongoing
11.	% of income due from Council Tax received by the end of the year	<ul style="list-style-type: none"> • continue to review processes to look for new initiatives that could help increase collection levels • continue to utilise resources on the water direct project which should help facilitate an increase in collection levels 	2013/14 collection was the highest ever achieved and 2014/15 is in line with this. Proposal in 2015/17 budget to increase ultimate collection rate to 96.5%. No further action required

No.	Indicator	Improvement action	Progress – October 2014
12.	Cost of parks and open spaces per 1,000 population	<ul style="list-style-type: none"> • conduct a full review of service costs to identify any anomalies in service costs versus other family groups' costings • management to visit a selection of top quartile performing councils to gain an insight into how they can operate at a lower cost • develop a Parks and Open Spaces Strategy 	Further savings are planned for 2015/16 associated with a reduction in the number of fleet vehicles and plant and equipment.
13.	% of adults satisfied with open spaces	<ul style="list-style-type: none"> • further invest to improve park facilities, including outdoor gym equipment and a new skate park; invest in traditional grass playing field drainage systems to ensure maximum usage is available • consult and visit highest scoring authorities and regularly attend APSE seminars • continually engage with local community groups • introduce park management rules to improve the enjoyment of use of parks 	<p>Improvement refurbishment projects of over £400,000 are currently in progress within Inverclyde's parks.</p> <p>The implementation of the Play Area Strategy continues apace with several play areas being refurbished over the next 2/3 years, including a new skate park, multi-use games area and a play area to accommodate wheelchair users.</p>
14.	Net cost of street cleaning per 1,000 population	<ul style="list-style-type: none"> • management and Finance Services to conduct a full review of service costs versus other family groups' costings • management to visit a selection of the top quartile performing councils to gain an insight into how they can operate at a lower cost 	Further savings are planned for 2015/16, associated with a reduction in the number of fleet vehicles and plant and equipment.
15.	Overall cleanliness index	<ul style="list-style-type: none"> • continually monitor high litter areas; continued investment in litter bins; engagement with community groups and participation in, for example, Keep Scotland Beautiful campaigns 	A new method of measuring the cleanliness of sites has been implemented and, as well as being more accurate, it will be less

No.	Indicator	Improvement action	Progress – October 2014
		<ul style="list-style-type: none"> work closely with the Safer and Inclusive Communities Service and the Wardens to impose litter fines 	expensive to complete.
16.	Cost of maintenance per km of road	<ul style="list-style-type: none"> shared service/collaborative working with neighbouring authorities officer attendance at the Society of Chief Officers of Transportation in Scotland (SCOTS) and APSE meetings/seminars devise a SMART (specific, measurable, attainable, realistic and timely) plan to improve defect management performance, including increased investment for pot holes, patching repairs and drainage works further invest in staff structure and technology to improve productivity, asset management recording and 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 	Investment from the Roads Asset Management Plan (RAMP) is ongoing and generally to programme. Shared service/collaboration discussions are also ongoing. Defect management performance has improved with increasing productivity. Discussion on new technology is ongoing. Participation on the SCOTS asset management project continues.
17.	% of A, B, C and U class roads that should be considered for maintenance treatment	<ul style="list-style-type: none"> continue with the Roads Asset Management Programme investment with a total capital programme of £17 million to make improvements to carriageway condition continue with increased drainage works to prevent pluvial flood damage to roads continue to invest in flood prevention capital works to protect the road network shared service/collaboration working with 	<p>See progress for indicator 14: <i>Cost of maintenance per km of road.</i></p> <p>The latest Scottish Roads Maintenance Condition Survey results indicate an improvement in all classes of roads:</p> <p>A: 3.9%</p>

No.	Indicator	Improvement action	Progress – October 2014
		neighbouring authorities <ul style="list-style-type: none"> • continually engage with other authorities; officer attendance at SCOTS and APSE meetings/seminars 	B: 5.4% C: 2.2% U: 2.8%.
18.	Proportion of operational buildings that are suitable for current use	<ul style="list-style-type: none"> • continue with the implementation of the School Estates Management Plan and the Office and Depots Rationalisation Plan 	87% of operational property was classed as suitable for current use as at 31 March 2014, an increase from 80% as at 31 March 2013.
19.	Proportion of the internal floor area of operational buildings that is in a satisfactory condition	<ul style="list-style-type: none"> • continue with the implementation of the School Estates Management Plan and the Office and Depots Rationalisation Plan 	84% of operational floor space was classed as 'satisfactory' as at 31 March 2014, an increase from 82% as at 31 March 2013. This is largely due to new and refurbished buildings including schools.
20.	Self-directed support (SDS) spending on adults 18+ as a % of total social work spend on adults 18+	<ul style="list-style-type: none"> • fully deliver option choices to clients • deliver staff training across the CHCP • identify 12 SDS key workers to highlight within various teams • work closely with the third sector to promote SDS take-up • offer all new clients all 3 SDS options to make up their package of care 	All new clients are now given 4 SDS option choices to make up their packages of care. Since the last update and throughout 2013/14, a number of staff training sessions have been delivered and a further tranche is planned to take place early in the new year 2015. This will include 1 day training for Community Care team leads with the

No.	Indicator	Improvement action	Progress – October 2014
		<ul style="list-style-type: none"> • continually monitor performance and activity through quarterly performance service reviews • develop systems to record and monitor SDS activity and report management information timeously • carry out benchmarking through a local authority benchmarking working group 	<p>aim to roll out to the wider teams going forward.</p> <p>The service continues to work closely with the third sector and a number of meetings have taken place between the SDS project manager and a variety of third sector organisations: e.g.</p> <ul style="list-style-type: none"> • Carers Groups • CHCP Advisory Group • CVS who are developing a local directory <p>We continue to monitor performance through our quarterly service reviews, from which a few technical IT issues have been identified, and are currently being addressed to allow for more robust recording and reporting of data on SDS.</p> <p>The potential for LA benchmarking is still an option –it is possibly too early to get any valuable feedback at this point. However, opportunities to engage in a national subgroup of Social Work Scotland (formerly ADSW) have been taken up by the SDS Project Manager over the past year.</p>
21.	% of people aged 65+ with intensive needs receiving care at home	<ul style="list-style-type: none"> • focus on assessing the needs of clients and better target those needs into Re-enablement 	All new clients and discharges from hospital undergo reablement and

No.	Indicator	Improvement action	Progress – October 2014
		Services or increase intensive care at home to reduce the number and costs of care home placements	those no longer requiring a package after 6 weeks remains around 40%
		<ul style="list-style-type: none"> work closely and collaboratively with community nursing and health colleagues as this client group has a range of complex health needs. Continue to develop and improve links with primary care as we move towards our health and social care arrangements 	Community nurses contribute to training of care at home staff. There are regular meetings between the services and close working to negotiate lead professional/ agency for those with palliative care needs.
		<ul style="list-style-type: none"> carry out benchmarking through a local authority benchmarking working group 	The potential still exists – however, this particular project is not scheduled on the LA benchmarking list, at this point in time.

Report To: Policy and Resources Committee

Date: 18 November 2014

**Report By: Angela Edwards, Head of Inclusive
Education, Culture and Corporate Policy**

Report No: PR/120/14/PC/KB

**Contact: Miriam McKenna, Corporate Policy and
Partnership Manager**

Contact No: 01475 712042

Subject: Statutory and Key Performance Indicators Annual Report 2013/14

1. PURPOSE

- 1.1 The purpose of this report is to present to Committee the Council's Statutory Performance Indicator return which details the progress made in 2013/14 towards the achievement of performance indicator targets.

2. SUMMARY

- 2.1 The indicators contained in this report fulfil the requirement set out in the Audit Scotland Statutory Performance Indicator (SPI) Direction 2012. The Direction specifies that the Council must report on how well it has performed in 2013/14, firstly, in two categories, Corporate Management and Service Performance. The third component of the SPI Direction is the Local Government Benchmarking Framework (formerly referred to as the SOLACE benchmarking indicators), and this information is scheduled for publication by the Improvement Service in late December 2014. A report will be made to this Committee once this information is available and has been analysed.
- 2.2 The Appendix provides full details of how we performed across the range of performance indicators which includes Audit Scotland's former prescriptive indicators (commonly referred to as SPIs) and our own key, self-assessment performance indicators (commonly referred to as KPIs). Data is provided for 2011/12, 2012/13 and 2013/14 (where available), including target and RAG status (red, amber, green), details of whether performance has improved or declined and a commentary on performance. This information is aimed at providing the public with a more rounded picture of our performance.
- 2.3 It is important to note that it is possible for performance to decline but the indicator will still have a 'green' status if performance remains above target.
- 2.4 Inverclyde Council has 117 performance indicators covering the two thematic areas of Corporate Management and Service Performance. The 2013/14 status of the indicators is:

APPENDIX

green – good
performance
62

amber - within
tolerance
14

red – poor
performance
12

no target set
8

There are two indicators where there has been no activity, therefore no status is available i.e. there were no abandoned vehicles or major planning applications in 2013/14. Information is awaited on 14 indicators, within the education of children category. This information will be available in February 2015. A further five indicators have no up to date information: % of residents who accessed Council buildings in the past 12 months; % of residents who found Council buildings easy to access; % of residents satisfied they can influence decisions affecting the local community; % of carers feeling they receive enough support in their caring role; and % of Inverclyde residents participating in sport/similar activity at least every two weeks. These are measured via the Citizens' Panel and questions regarding them will be asked in the New Year.

3. RECOMMENDATIONS

3.1 It is recommended that the Committee:

- a. notes the performance information outlined in this report;
- b. agrees that the information contained in the Appendix is used to update the performance pages on the Council's website; and
- c. notes that a further report will be made regarding the 2013/14 Local Government Benchmarking Framework indicators once these are published.

Angela Edwards
Head of Inclusive Education, Culture and Corporate Policy

4. BACKGROUND

- 4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is given to key stakeholders to allow them to evaluate and make informed judgements about performance and the achievement of key outcomes. Key performance indicators, comprising the former statutory performance indicators and local performance indicators, provide an important measure of how Directorates contribute to the Council's strategic aims.
- 4.2 The Local Government Act 1992 requires local authorities to publish annual performance information. As per the Audit Scotland Statutory Performance Indicator Direction 2012, the Council must monitor and report its performance to the public on a range of information under the headings Corporate Management and Service Performance. The aim of this is to provide the public with a rounded picture of the Council's performance. The information contained in the Appendix will also be published on the Council's website.
- 4.3 The indicators in this report are arranged around two categories as set out in the Audit Scotland SPI Direction under SPI 1 and SPI 2:

Corporate management (SPI 1)

- Assets
- Employees
- Equality and diversity
- Procurement
- Responsiveness to communities
- Revenues and service costs
- Sustainable development

Service performance (SPI 2)

- Benefits administration
- Child protection and children's social work
- Community care
- Criminal justice social work
- Culture and community services
- Health and trading standards
- Homelessness
- Planning
- Protective services
- Education of children
- Waste management services.

- 4.4 Historically, the Council reported on 20 prescribed indicators set by Audit Scotland. However, as discussed at the Policy and Resources Committee in March 2013, these indicators have been supplemented from 2013/14 by the Society of Chief Executives in Scotland Local Government Benchmarking Framework (SOLACE LGBF) indicators. The LGBF sits within the Audit Scotland SPI Direction under SPI 3. The LGBF 2013/14 indicators will be published by the Improvement Service in November 2014 and will be the subject of a future report.
- 4.5 The Appendix contains data for 2011/12, 2012/13 and 2013/14, together with target information and a commentary from the appropriate Council Service.
- 4.6 Performance information has been extracted from the Council's electronic performance management system, Inverclyde Performs. Using a balanced scorecard approach, Inverclyde Performs allocates the performance of each measure a status: green = good performance, amber = performance is within tolerance and red = poor performance.
- 4.7 Each indicator has two set values, a target and an alarm. It should also be noted that the targets are not definitive targets as such. The target is the point where the status turns

green for good performance and the alarm point is where it turns red for what is considered poor performance. Anything that is in between these two points is designated amber (within tolerance).

5. PROGRESS

5.1 The Appendix provides details of the Council's performance during the three years from 2011/12. The overall status of the 103 indicators for which we have information for 2013/14 is:

green – good performance	amber - within tolerance	red – poor performance	No target set
63	15	12	8.

5.2 Two performance indicators had no activity in 2013/14:

- the average time (in weeks) to deal with major planning applications determined during the year - there were no major planning applications
- abandoned vehicles: % of vehicles uplifted within 14 days – there were no abandoned vehicles.

5.3 Due to the nature of the service provided, target and status details have not been allocated to four child protection indicators; three community care indicators and one trading standards indicator.

5.4 Information for 14 of the Education of Children indicators is still awaited and will be available in February 2015. These are related to the national comparisons of data and the school leaver destination results.

5.5 Five indicators have no up to date information: % of residents who accessed Council buildings in the past 12 months; % of residents who found Council buildings easy to access; % of residents satisfied they can influence decisions affecting the local community; % of carers feeling they receive enough support in their caring role; and % of Inverclyde residents participating in sport/similar activity at least every two weeks. These are measured via the Citizens' Panel and questions regarding them will be asked in the New Year.

6. 2013/14 PERFORMANCE INDICATORS OVERVIEW

6.1 Overall, performance in 2013/14 regarding the performance indicators was good.

6.2 In 2013/14, maximum performance was achieved or maintained across 10 indicators:

- community regeneration: % of community organisations within disadvantaged neighbourhoods and excluded groups who had increased their capacity;
- supervision requirement: % of children issued with a new supervision requirement who were seen by a supervising officer within timescale;
- % of criminal justice social enquiry reports submitted to the courts by the due date;
- pest control: high priority service requests - % attended by next working day;
- trading standards: % of advice requests completed within 14 days;
- successful planning appeals as a % of all determinations;
- % of building warrants assessed within 20 working days of registration;
- anti-social behaviour response times: medium priority - % received during the

- Wardens' shift hours attended within 60 minutes;
- public health complaints: high priority - % attended by next working day; and
- % of schools/early years establishments receiving positive inspection reports.

6.3 Fourteen indicators show room for improvement (red status). These are listed below with a summary of commentary from services.

- **Health and safety: incident rate per 1,000 employees**

There has been an expected increase in incidents reported by employees, especially within the Education Service. The majority of this increase in reported incidents lies within the area of pupils or service users with additional support needs and is in general related to a small number of pupils or service users with very complex support needs.

While on paper it would appear that there has been an increase in reported incidents, much of this increase is due to increased understanding of the requirement to report incidents through the implementation of the *Positive Relations, Positive Behaviour Policy*.

The significant rise in incidents reported also coincides with the introduction of a new on-line accident reporting system which has raised the profile of incident reporting across the Council. It has also made it easier for employees to record incidents. It was anticipated that the numbers of incidents reported would increase with the introduction of the new system and the Organisational Development, Human Resources and Corporate Communications Service will reassess the target for this indicator in line with the new reporting mechanisms and heightened awareness.

- **Collection of sundry debtors accounts: % proportion of outstanding debt that is more than 90 days old from date of invoice as at 31 March 2014**

It is difficult to control the performance of the sundry debt indicator as one or two very large outstanding invoices can have an adverse effect on the percentage of debt outstanding. The Council carried out enforcement works on properties in the area from which there are unpaid invoices. The Council's Revenue services have robust processes in place to ensure that appropriate recovery action is undertaken. Many of the sundry debtors, although having outstanding balances that are reflected in the outstanding percentage figure, have payment plans in place

- **CO₂ emissions within the scope of influence of the local authority, per capita, in CO₂ tonnes**

Inverclyde's 'area-wide' emissions increased by 0.3 CO₂ tonnes per capita between 2011 and 2012. This is explained by a decrease in emissions from the transport sector but an increase from the industrial, commercial and domestic sectors. Emissions from gas consumption also increased which is perhaps surprising since both 2011 and 2012 experienced similar winter temperatures. Electricity use increased for all sectors during the same period, significantly so for the domestic sector.

This indicator calculates emissions from the use of gas, electricity and other fuels by the industrial and commercial, agricultural and domestic sectors along with emissions from the transport sector.

Although we saw an increase in these emissions between 2011 and 2012, Inverclyde's figures have been consistently lower than the Scottish average since 2010.

- **Reduction in the Council's carbon emissions**

While the Council's carbon emissions increased between 2012/13 and 2013/14, we have seen a reduction of 210 CO₂ tonnes since our Carbon Management Plan's baseline year of 2011/12.

Between 2012/13 and 2013/14, our emissions increased overall by 1.1% or 290 tonnes. During this period, emissions from the Council's energy use in buildings decreased slightly (0.5%) while emissions from waste increased by 0.5%. All other sources also increased their emissions from 2012/13 to 2013/14: water +32.3%; street lighting +8.9%; fleet transport +1.6%; and business travel +0.3%.

It should be noted that, while emissions from street lighting and fleet transport increased between 2012/13 and 2013/14, our electricity use for street lighting and fuel for fleet transport actually reduced. The increase in emissions was the result of amendments made to the conversion factors used to calculate the carbon emissions.

- **Homelessness: permanent accommodation - % of decision notifications issued within 28 days of initial presentation**
- **Homelessness: temporary accommodation - % of decision notifications issued within 28 days of initial presentation**
- **Homelessness: average time in weeks between presentation and completion of duty by the Council for cases assessed as homeless or potentially homeless**

The length of time people spent in a homeless situation increased; this may be due to the pre-allocation of housing which can result in people waiting longer for the allocated house.

The indicators regarding the % of decision notifications issued within 28 days of initial presentation (permanent and temporary accommodation) are linked and show a slight increase in our decision-making times. It should be noted that many clients presenting to the service are quite complex and therefore it is not surprising that investigating homelessness and assessing their need can be quite challenging.

In this reporting year, the homelessness service carried out a service review following a full staffing restructure in 2011/12. This resulted in the reconfiguration of the staffing structure which reduced the assessment and support team by two members of staff and increased the accommodation team by two members of staff.

- **Successful planning appeals as a % of all appeals**

There is an overall positive trend towards the faster delivery of both planning decisions and building warrant approvals. This indicator has a red status as the number of successful appeals was above target, however the numbers involved are small. In 2013/14 there were 3 successful appeals out of 5 appeal applications.

- **Traffic light repairs: % completed within 48 hours**

There are only a small number of traffic lights and variations in performance are largely due to the small statistical sample size.

- **Street lighting repairs: % completed within 7 days**

The reduction in the percentage of street lighting repairs completed within 7 days was due to issues with the previous lighting maintenance contractor

- **% of looked-after children who achieved SVQ Level 3 or better in English and mathematics by the end of S4**

Unlike the overall school population, which remains broadly stable over time, the cohort of Looked-after (LAC) pupils in any given year can vary considerably, as can the “distribution” of LAC pupils across the schools. In 2014, there was a relatively high number of LAC pupils in S4, and the spread of pupils across the schools was quite uneven. It would be accurate to state that levels of joint attainment in English and mathematics was lower in the school with the largest LAC population.

This has impacted on the authority figures for this measure, however, the general attainment of LAC pupils has increased from last year - **in all schools**. Pupils have completed S4 with, taken as an average, a greater number of qualifications - the issue for this measure is that they are not necessarily in **both** English and mathematics.

- **Refuse: net cost in £ of refuse disposal per premise**

Although the data shows a declining performance for refuse disposal, this is to be expected as a result of an £8 per tonne increase in landfill tax (a 12.5% increase from the previous year). Furthermore, the increase in the level of service provision for new food waste services required under legislation has increased our collection costs accordingly.

7. IMPLICATIONS

7.1 There are no direct financial implications arising from this report.

Financial implications – one-off costs:

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

Financial implications - annually recurring costs/(savings):

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

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

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

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

7.5 Repopulation: Provision of Council Services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde

support the Council's aim of retaining and enhancing the area's population.

8. CONSULTATION

8.1 The information in the Appendix was provided by Council Services.

9. CONCLUSION

9.1 The report on progress made in 2013/14 towards the achievement of performance indicator targets is presented for the Committee's information with the recommendation that the information contained in the Appendix is published on the Council's website.

Inverclyde Council's statutory and key performance indicators

Inverclyde Council has a statutory duty to capture and record how well it is performing in relation to a wide range of performance information. Our performance, as set out in Audit Scotland's SPI Direction under SPI 1 and SPI 2, is presented in this report.

This report contains information relating to how Inverclyde Council has performed in relation to our performance indicators covering Corporate Management and Service Performance and aims to give our stakeholders and the public in particular, a better understanding of how the services provided by Inverclyde Council are performing and how this performance has changed over time.

The status column indicates whether performance is considered:

green – good performance

amber – within tolerance

red – poor performance

There is also information on whether performance has improved over time or whether it has declined. The Council's performance information can be found on the website under *Council and Government* → *Performance at* <http://www.inverclyde.gov.uk/council-and-government/performance/statutory-performance-indicators/>.

You may also be interested in the Council's performance information in relation to the SOLACE Local Government Benchmarking Framework (LGBF) Indicators, set out in the Audit Scotland SPI Direction under SPI 3, which provide full details of the Council's performance across a range of areas compared to the Scottish average, together with our ranking in relation to the 32 Scottish Councils. The LGBF indicators for 2013/14 will be published by the Improvement Service in November 2014 and will be available here <http://www.improvementservice.org.uk/benchmarking/>.

Inverclyde Council
Statutory and key performance indicators performance report


Corporate management

- Assets
- Employees
- Equality and diversity
- Procurement
- Responsiveness to communities
- Revenues and service costs
- Sustainable development

Service performance

- Benefits administration
- Child protection and children's social work
- Community care
- Criminal justice social work
- Culture and community services
- Health and trading standards
- Homelessness
- Planning
- Protective services
- Education of children
- Waste management services

Corporate management - assets

		Status	
SPI 015aK	Access to buildings: % of residents who accessed Council buildings in the past 12 months	no updated information available	
SPI 015bK	Access to buildings: % of residents who found Council buildings easy to access	no updated information available	
SPI 016K	Property maintenance response times: % of repairs completed within target time		green - improving

a. Indicator details: Access to buildings

SPI 015aK	Access to buildings: % of residents who accessed Council buildings in the past 12 months		
2008	2010	2012	Target
27	26	29	27

SPI 015bK	Access to buildings: % of residents who found Council buildings easy to access		
2008	2010	2012	Target
88	93	79	97.65

What the above data tells us:

This data has been extracted from the Council's Citizens' Panel survey results. The first indicator is a measure of visits to Council premises rather than a measure of performance. Instead of calling in person at a Council office, residents may prefer to contact the Council by telephone, in writing or via e-mail.

The % of respondents who found Council buildings easy to access fell between the 2010 and 2012 questionnaires.

Further information: Citizens' Panel questionnaires are distributed to a representative sample of 1,000 Inverclyde residents. Questions are repeated periodically to allow us to assess whether improvement has been achieved. It should be noted that sample surveys are subject to a degree of random error. The margin of error within the data supplied is +/- 4%, therefore the 29% of respondents who accessed Council buildings in the past 12 months will lie within the range 25-33%. With this in mind, when reviewing the 2008, 2010 and 2012 results, it appears that responses in relation to this indicator have remained fairly constant.

The last time this indicator was measured was in 2012. The Council's office modernisation/rationalisation programme will result in improved accommodation and we would expect to see performance in relation to this indicator improve when respondents are asked this question in a future Citizens' Panel survey.

To view the Citizens' Panel results, visit: <https://www.inverclyde.gov.uk/council-and-government/citizens-panel>

b. Indicator details: Property maintenance

SPI 016K	Property maintenance response times: % of repairs completed within target time		
2011/12	2012/13	2013/14	Target
94.3	92.9	93.5	90





What the above data tells us:

This indicator demonstrates the service level response times for maintenance support services achieved for properties under the control of Legal and Property Services. All emergency repairs are identified with a priority 1 category and are responded to by maintenance contractors within agreed timescales. The effectiveness of the existing emergency repairs service is measured against the performance of both in-house and external contractors. Whilst the % of repairs completed on time fell slightly between 2011/12 and 2012/13, it increased between 2012/13 and 2013/14. The performance remains high and above target and therefore is categorised as 'good'.

Further information: The data is collated and measured verifying the contractor's ability to achieve the agreed target i.e. by responding and attending on-site within the first two hours following notification. Whilst there can be different reasons or factors which drive the requirement for emergency repairs responses, such repairs would be attributable to specific building-related issues or faults reported for each individual property under normal circumstances.

However, the very nature, type and volume of emergency repairs can vary significantly and, on occasion particularly when influenced by unforeseen, adverse or seasonal factors (such as flooding, utilities disruption, snow falls or freezing temperatures) can impact upon the contractor's ability to respond within the target time. In this type of situation, such circumstances should be taken into context when evaluating and measuring emergency reactive response levels. Demand-led periods are recognised as being attributable due to the unusually high volume demand placed upon approved term-contractors which, in certain circumstances, can lead to a slight decline in performance levels.

Corporate management – employees

		Status	
SPI 010aK	Health and safety: incident rate per 1,000 employees		red - declining
SPI 010bK	Health and safety: average time lost (in days) to the Council per incident		green - improving
SPI 011K	Employee satisfaction: % of employees who are satisfied with their jobs		green - improving
SPI 012K	Corporate aims: % of employees who understand how their work contributes to the Council's aims		green - improving

a. Indicator details: Health and safety

SPI 010aK	Health and safety: incident rate per 1,000 employees		
2011/12	2012/13	2013/14	Target
51.4	44.4	55.7	39.4

SPI 010bK	Health and safety: average time lost (in days) to the Council per incident		
2011/12	2012/13	2013/14	Target
4.2	3.3	2.1	0.5

What the above data tells us:

There was a substantial increase in the number of incidents being reported in 2013/14; this was not unexpected given the roll-out of the Council's new *Positive Relations, Positive Behaviour Policy* and the simplification of the incident reporting system.

The number of incidents reported within the Community Health and Care Partnership and the Education, Communities and Organisational Development Directorate increased by almost 50%. However, the number of incidents reported by the Environment, Regeneration and Resources Directorate remained relatively static.

The amount of lost time following incidents reduced between 2012/13 and 2013/14. One possible reason is that, where employees have sustained an injury which resulted in a musculoskeletal issue, they are referred to occupational health for assessment and physiotherapy, where appropriate.

Further information: There has been an expected increase in incidents reported by employees, especially within the Education Service. The use of the terms 'violence' and 'abuse' in relation to incidents are often emotive and must be placed in context; there is a significant difference between violence instigated by someone with deliberate intent and that by a young person who, due to communication difficulties, medication changes etc, lacks awareness or control of their actions. The majority of this increase in reported incidents lies within the area of pupils or service users with additional support needs and is in general related to a small number of pupils or service users with very complex support needs. A very typical pattern in reporting is to see an increase in reports associated with one pupil or service user and then to see the number of reports reduce as supported mechanisms are established and support plans implemented.

Overall 60% of the incidents are reported by Education and 36% by the CHCP, the others are spread over the remaining Service areas. For Education 63% of the incidents lie within the additional support needs area and involve some form of physical incident; depending on the sector

these can be either bites or scratches or the throwing of items of furniture, i.e. tables and chairs. Verbal abuse in the additional support needs area accounts for 18% of the incidents, with all other incidents lying out with this area.

The *Positive Relations, Positive Behaviour Policy* sets out strategies for use within the Education Service to bring about positive behaviour changes through support, strategies and understanding, within a calm, controlled environment. While on paper it would appear that there has been an increase in reported incidents, much of this increase is due to increased understanding of the requirement to report incidents. By doing so, a greater understanding of the situation, any triggers, any action taken and the effectiveness of this in terms of the response of the young person, can be measured and monitored. The impact of the new Policy will also be monitored.

The significant rise in incidents reported coincides with the introduction of a new on-line accident reporting system which has raised the profile of incident reporting across the Council. It has also made it easier for employees to record incidents. It was anticipated that the numbers of incidents reported would increase with the introduction of the new system and the Organisational Development, Human Resources and Corporate Communications Service will reassess the target for this indicator in line with the new reporting mechanisms and heightened awareness.

b. Indicator details: Employee feedback

SPI 011K	Employee satisfaction: % of employees who are satisfied with their jobs		
2008	2010	2012	Target
-	69.1	79	77.9

SPI 012K	Corporate aims: % of employees that understand how their work contributes to the Council's aims		
2008	2010	2012	Target
-	50	83	75


What the above data tells us:

The most recent data was extracted from the Council's Employee Survey which was carried out in Spring 2012. The results show there has been a significant improvement both in the level of employee job satisfaction and in the number of employees who understand how their work contributes to the Council's aims.

Further information: Council employees were invited to complete the Employee Survey in March/April 2012. The Survey was carried out by an independent market research company and achieved a response rate of 32%. Employee survey response rates typically range between 25% and 40%, therefore our response rate falls in the middle.

The Council benchmarked the Survey results with councils that make up the Public Service Improvement Framework Benchmarking Network Group. Our results compared very favourably, with Inverclyde Council being one of the best performing local authorities in terms of positive responses. These questions will be repeated in a future Employee Survey.

Corporate management – equality and diversity

		Status	
SPI 025aK	Equalities training: % of employees who have undertaken equalities training		green - improving

a. Indicator details: Equality training

SPI 025aK	Equalities training: % of employees who have undertaken equalities training		
2011/12	2012/13	2013/14	Target
new indicator for 2012/13	2.8	3.21	3.5

What the above data tells us:

There has been a gradual increase in employees making use of the Council's e-learning system, with a number of courses including equality and diversity training regarded as mandatory training.

Further information:

The Council's Equalities Officer will be delivering face to face training across services, focussing initially on impact assessment. There is also training being developed on religion and belief. Targeted guidance for services is also being developed to assist particular service areas to respond to changes to legislation etc.

Corporate management – procurement

		Status	
KPI 06PCA	Procurement Capability Assessment based on Scotland Excel annual audit - %	●	green - improving
KPI 05	Procurement work stream savings	●	green - improved - target exceeded

a. Indicator details: Procurement

KPI 06PCA	Procurement Capability Assessment based on Scotland Excel annual audit - %		
2012	2013	2014	Target
47	54	62	50

What the above data tells us:

The area of procurement has seen a significant improvement with a year-on-year improvement in the Council's Procurement Capability Assessment (PCA) % score from a low of 4% in 2009 to 62% in 2014.

Further information: The Council's PCA score is assessed by Scotland Excel. This is a 2-day evidenced-based audit of procurement which all Scottish public sector bodies within local government, health and further education sectors are subjected to. The objective of the PCA is to assist organisations to improve their structure, capability, processes and ultimately performance, by attaining a level of performance that is appropriate to the scale and complexity of their organisation. Topics covered are procurement leadership and governance; procurement strategy and objectives; defining the supply need; project strategies and collaborative purchasing; contract and supplier management; key purchasing processes and systems; people; and performance management.

The improvement in the Council's performance is the result of the work carried out under the Council's Strategic Procurement Framework which is directly linked to the eight sections of the PCA audit. Our Audit scores are:

	%
2009	4
2010	15
2011	37
2012	47
2013	54
2014	62

As well as improving its PCA audit score, the Council has also achieved savings from improved procurement practice:

KPI 05	Procurement work stream savings in £			
	2011/12	2012/13	2013/14	Target 2013/14
	301,000	299,000	173,000	153,000

To find out more about the Council's procurement practices, visit: <http://www.inverclyde.gov.uk/business-and-trade/procurement/>

Corporate management – responsiveness to communities

		Status	
SPI 001K	Customer feedback: % of residents satisfied they can influence decisions affecting the local community	no updated information available	
SPI 002aK	Community safety: % of residents either fairly or very satisfied with their neighbourhood as a place to live	●	green - improving
SPI 002bK	Anti-social behaviour: % of respondents reporting a reduction in anti-social behaviour	●	green - improving
SPI 003K	Community engagement impact: increased evidence of impact/influence by communities on strategic and service plans	●	amber - slight decline
SPI 004K	Community regeneration: % of community organisations within disadvantaged neighbourhoods and excluded groups who had increased their capacity	●	green - improving

a. Indicator details: Customer feedback

SPI 001K	Customer feedback: % of residents satisfied they can influence decisions affecting the local community		
2008	2010	2012	Target
41	47	38	48

SPI 002aK	Community safety: % of residents either satisfied or very satisfied with their neighbourhood as a place to live		
2009	2011	2014	Target
87	84	85	80

SPI 002bK	Anti-social behaviour: % of respondents reporting a reduction in anti-social behaviour		
2009	2011	2014	Target
11	10	13	14

What the above data tells us:

The performance information for the above has been extracted from the Council's Citizens' Panel questionnaires. Questions within the survey are repeated every two to three years. The questionnaires are subject to random error which means that performance for 2 of the indicators has remained fairly level (see below for further explanation). The percentage of residents satisfied with their neighbourhood remains above target and has maintained its performance and is therefore showing a RAG status of green (good) and the % of respondents reporting a reduction in anti-social behaviour has improved and is therefore showing a RAG status of green (improving). There is no information available for the indicator whilst the % of residents satisfied they can influence decisions affecting the local community. A question on this indicator will be asked in a Citizens' Panel survey in the near future.

Further information:

The data for these performance indicators has been obtained from the Council's own Citizens' Panel. The Panel Questionnaires is distributed to a representative sample of 1000 Inverclyde residents.

Work being led by the Community Learning and Development Service aims to engage communities more effectively across Inverclyde, in a more proactive and positive way, supporting them to better influence decision making locally. It is hoped that this work will improve the numbers of residents feeling that they have influenced local decisions.

Please note that all sample surveys are subject to a degree of random error. The margin of error within the data supplied is +/-4%, thus for example, the 84% of respondents who are either satisfied or very satisfied with their neighbourhood as a place to live will lie within the range 80% and 84%. Bearing this in mind, when reviewing the results over 2010 and 2012 we can see that the responses in relation to these indicators have remained fairly constant.

b. Indicator details: Community engagement and regeneration

SPI 003K	Community engagement impact: increased evidence of impact/influence by communities on strategic and service plans		
2011/12	2012/13	2013/14	Target
15	23	22	12

SPI 004K	Community regeneration: % of community organisations within disadvantaged neighbourhoods and excluded groups who had increased their capacity		
2011/12	2012/13	2013/14	Target
91.3	100	100	80

What the above data tells us:

The data shows that performance for the above indicators improved between 2012/12 and 2012/13 and remained largely static for 2013/14 and remains above target.

Further information:

Community Learning and Development has supported a number of neighbourhood community organisations, ranging from Community Councils, Tenants and Residents Associations (TARAs) and Community Associations to health and interest groups, to effect change and influence local and strategic planning. Groups have successfully effected positive change in a numbers of ways including the development of local services/facilities, improved housing, environmental improvements in local areas such as community gardens/ play parks and have contributed to and shaped thinking on a range of key local issues, e.g. road safety and wind farms. Community groups have also influenced and been involved in the service delivery of community based adult learning and youth services. Targets have been exceeded due to the service adopting more flexible methods of supporting groups, offering short term intensive support (3-6 months) to groups as well as longer term support.

All of the community organisations Community Learning and Development worked with increased their capacity, progressing their confidence, organisational skills, equality and involvement levels through training and active learning, e.g. Committee Skills training, 1:1 support for office bearers, Youth Work legislation, improved understanding of local needs through feedback from consultation events and surveys. Knowledge, skills and understanding of a range of specific issues/areas was also improved through increasing active participation in local developments.

Corporate management – revenues and service costs

		Status	
SPI 008K	Collection of sundry debtors accounts: % proportion of outstanding debt that is more than 90 days old from date of invoice as at 31 March 2014	●	red - declining

a. Indicator details: Sundry debt

SPI 008K	Collection of sundry debtors accounts: % proportion of outstanding debt that is more than 90 days old from date of invoice as at 31 March 2014			
	2011/12	2012/13	2013/14	Target
	11.25	35.89	36.3	30

What the above data tells us:

It is difficult to control the performance of the sundry debt indicator as one or two very large outstanding invoices can have an adverse effect on the percentage of debt outstanding. The Council carried out enforcement works on properties in the area from which there are unpaid invoices. This is an example of where performance can be affected. The Council's Revenue services have robust processes in place to ensure that appropriate recovery action is undertaken.

Further information: Many of the sundry debtors, although having outstanding balances that are reflected in the outstanding percentage figure, have payment plans in place.

Corporate management – sustainable development

		Status	
SPI 021K	Abandoned vehicles: % of vehicles uplifted within 14 days	there were no abandoned vehicles in 2013/14	
SPI 022K	CO ₂ emissions within the scope of influence of the local authority, per capita, in CO2 tonnes	●	red - declining
SPI 023K	Reduction in the Council's carbon emissions	●	red - declining

a. Indicator details: Abandoned vehicles

SPI 021K	Abandoned vehicles: % of vehicles uplifted within 14 days		
2011/12	2012/13	2013/14	Target
80	100	there were no abandoned vehicles in 2013/14	99.9

What the above data tells us:

There were no abandoned vehicles in Inverclyde during 2013/14.

Further information: There can be significant fluctuations in the performance levels of this indicator due to the small number of vehicles involved (for example, 5 in 2011/12 and 3 in 2012/13).

b. Indicator details: CO₂ emissions

SPI 022K	CO ₂ emissions within the scope of influence of the local authority, per capita, in CO ₂ tonnes			
	2010	2011	2012	Target
	5.7	5.3	5.6	6.1

What the above data tells us:

Inverclyde's 'area-wide' emissions increased by 0.3 CO₂ tonnes per capita between 2011 and 2012. This is explained by a decrease in emissions from the transport sector but an increase from the industrial, commercial and domestic sectors. Emissions from gas consumption also increased which is perhaps surprising since both 2011 and 2012 experienced similar winter temperatures. Electricity use increased for all sectors during the same period, significantly so for the domestic sector.

Further information: This indicator calculates emissions from the use of gas, electricity and other fuels by the industrial and commercial, agricultural and domestic sectors along with emissions from the transport sector.

Although we saw an increase in these emissions between 2011 and 2012, Inverclyde's figures have been consistently lower than the Scottish average since 2010.

CO ₂ emissions within the scope of influence of the local authority, per capita, in CO ₂ tonnes				
Year	Inverclyde total	Scotland total	Difference	Inverclyde population estimate used in calculation
2010	5.7	7.2	-1.5	81,200
2011	5.3	6.5	-1.2	81,200
2012	5.6	6.8	-1.2	80,700

The 2012 figures are the most recent available. Source: <https://www.gov.uk/government/publications/local-authority-emissions-estimates>

c. Indicator details: Reduction in carbon emissions

SPI 023K	Reduction in the Council's carbon emissions in CO ₂ tonnes		
2011/12	2012/13	2013/14	Target
25,993	25,493	25,783	3,119 by 2016/17

What the above data tells us:

While the Council's carbon emissions increased between 2012/13 and 2013/14, we have seen a reduction of 210 CO₂ tonnes since our Carbon Management Plan's baseline year of 2011/12.

Between 2012/13 and 2013/14, our emissions increased overall by 1.1% or 290 tonnes. During this period, emissions from the Council's energy use in buildings decreased slightly (0.5%) while emissions from waste increased by 0.5%. All other sources also increased their emissions from 2012/13 to 2013/14: water +32.3%; street lighting +8.9%; fleet transport +1.6%; and business travel +0.3%.

It should be noted that, while emissions from street lighting and fleet transport increased between 2012/13 and 2013/14, our electricity use for street lighting and fuel for fleet transport actually reduced. The increase in emissions was the result of amendments made to the conversion factors used to calculate the carbon emissions.

Further information: The Council's Carbon Management Plan aims to reduce emissions by 12% (or 3,119 CO₂ tonnes) during the five year period from 2011/12. The CO₂ emission figures comprise data from the Council's energy use in buildings, together with street lighting, fleet transport, business travel, water and waste. The conversion factors used in the calculations are based on the latest guidance from the Department for Environment, Food and Rural Affairs and the Department of Energy and Climate Change. The 2011/12 and 2012/13 figures are different from those previously reported due to changes in the conversion factors.

Service performance – benefits administration

		Status	
SPI 026K	Benefits administration: gross administration cost per case in £	●	green – slight increase on 2012/13 costs but still below target
SPI 027K	Accuracy of Benefits payments: % of cases where the calculation of Benefit due was correct	●	green - improving
SPI 028aK	Speed of Benefits processing: average number of days per case to process new Housing Benefit/Council Tax reduction claims	●	green - improving
SPI 028bK	Speed of Benefits processing: average number of days per case to process Housing Benefit/Council Tax Benefit reduction claim changes of circumstances	●	green - improving

a. Indicator details: Benefits administration

SPI 026K	Benefits administration: gross administration cost per case in £		
2011/12	2012/13	2013/14	Target
39.06	37.43	39.99	35.56

SPI 027K	Accuracy of Benefits payments: % of cases where the calculation of Benefit due was correct		
2011/12	2012/13	2013/14	Target
99.6	99.2	99.6	98.8

SPI 028aK	Speed of Benefits processing: average number of days per case to process new Housing Benefit/Council Tax reduction claims		
2011/12	2012/13	2013/14	Target
20.6	23	22	23

SPI 028bK	Speed of Benefits processing: average number of days per case to process Housing Benefit/Council Tax Benefit reduction claim changes of circumstances		
2011/12	2012/13	2013/14	Target
5.8	6	5	8

What the above data tells us:

The gross administration cost per case for processing Housing Benefit and Council Tax reductions is largely outwith the control of the Benefits service. Recharges such as accommodation charges impact on the first indicator above. The Benefits service does, however, have controls in place to ensure controllable costs are kept to a minimum.

The consistently high level of accuracy of Benefits payments reflects the robust quality assurance measures in place within the Benefits service.

The speed of processing both new claims and changes of circumstances for Housing Benefit and Council Tax reduction claims remain ahead

of target and of performance in 2012/13. This reflects the effective management and hard work delivered by the Benefits service.

Further information:

Service performance – child protection and children’s social work

		Status	
SPI 034K	Supervision requirement: % of children issued with a new supervision requirement who were seen by a supervising officer within timescale	●	green - maximum performance achieved
SPI 035aK	Case conferences : % of child protection case conferences where parental drug misuse was identified	no targets have been set due to the nature of these indicators	
SPI 035bK	Case conferences: % of child protection case conferences where parental alcohol misuse was identified		
SPI 053K	% of social background reports submitted to the Scottish Children’s Reporter Administration within timescale	●	green - improving
SPI 055K	Looked-after and accommodated children - community placements as a % of total placements	no targets have been set due to the nature of these indicators	
SPI 056K	Ratio of child protection referrals: % of children who were placed on the Child Protection Register		

a. Indicator details: Supervision requirements

SPI 034K	Supervision requirement: % of children issued with a new supervision requirement who were seen by a supervising officer within timescale		
2011/12	2012/13	2013/14	Target
93.4	96.7	100	75

What the above data tells us:

The data tells us how quickly a child is seen by a social worker following a decision at a children’s hearing to place the child on a statutory supervision order.

Further information: This was previously a national standard; a number of years ago, Inverclyde CHCP children and families management set a local target of 75% in an effort to meet the standard. The data shows we have consistently surpassed this target and reached the desired 100% standard in 2013/14.

b. Indicator details: Case conferences

SPI 035aK	Case conferences - % of child protection case conferences where parental drug misuse was identified		
2011/12	2012/13	2012/14	Target
23	29.8	23.7	-

SPI 035bK	Case conferences - % of child protection case conferences where parental alcohol misuse was identified		
2011/12	2012/13	2012/14	Target
30	42.6	28.8	-

What the above data tells us:

These indicators tell us that parental drug and/or alcohol abuse are amongst a range of concerns, identified for children at child protection case conferences, which are likely to be contributing factors to a child being at risk and may determine the decision or outcome of a child being placed on the child protection register. The data shows a drop in both of these areas of concern for the 2013/14 reporting period.

Further information: This knowledge provides social workers with critical information which helps them in the case management of these children and their families.

c. Indicator details: Social background reports

SPI 053K	% of social background reports submitted to the Scottish Children's Reporter Administration within timescale		
2011/12	2012/13	2012/14	Target
69.09	74.1	75.12	75

What the above data tells us:

This indicator provides information on how quickly a social background report is completed and submitted by social work to the Children's Reporter in time for a children's hearing to take place where an outcome decision may be made for the child. The data shows we have consistently improved our performance over the past three years and exceeded the target, increasing our performance to 75.12% in 2013/14.

Further information: This was previously a national standard and Inverclyde CHCP children and families management set a local target of 75% in an effort to meet the standard.

d. Indicator details: Child protection

SPI 055K	Looked-after and accommodated children: community placements as a % of total placements		
2011/12	2012/13	2013/14	Target
89.26	90.1	87.8	88

SPI 056K	Ratio of child protection referrals: % of children who were placed on the Child Protection Register		
2011/12	2012/13	2013/14	Target
24.4	38	35.7	-






What the above data tells us:

The first indicator tells us that, as part of our *Nurturing Inverclyde* approach, we are continuing to pursue an explicit policy of placing Inverclyde children within Inverclyde (with the exception of adoption). We are pleased to report that the number of Inverclyde children placed in residential settings is at its lowest level and the number of children placed in community-based settings is stable at the 88% target.

The second indicator tells us that, although it is not appropriate to set a target in this area of social work activity, the percentage of referrals that resulted in a child or children being placed on the Child Protection Register, fluctuated between 2011/12 and 2013/14. There was a significant increase from 24.4% in 2011/12 to 38% in 2012/13, followed by a drop to 35.7% in 2013/14. Through close scrutiny of child protection data at quarterly performance reviews, it was identified that the number of child protection referrals decreased over the past few years. The service is due to begin a specific review of the full process of child protection, including referrals, outcome of case conferences and registrations.

Further information: Performance in child protection information can vary, depending upon specific cases that are referred to the service; therefore it is very difficult to set targets in this area. However, the service has always and continues to maintain close scrutiny of all areas of child protection work. Activity is monitored through quarterly performance service reviews, quarterly progress and status reports and the Child Protection Committee. An annual data return on child protection is submitted to the Scottish Government and a national bulletin is published each year showing comparative data.

Service performance – community care

		Status	
SPI 029aK	Number of people aged 65+ receiving homecare		green - improving
SPI 029bK	Homecare hours per 1,000 population aged 65+		amber - slight decline
SPI 029c1K	% of people aged 65+ receiving personal care		amber – slight decline
SPI 029c2K	% of people aged 65+ receiving a service during evenings/overnight		green - improving
SPI 029c3K	% people aged 65+ receiving a service at weekends		green - improving
SPI 030aK	Balance of care (respite) % of all respite care in a traditional setting	no targets have been set due to the nature of these indicators	
SPI 030diK	Total respite care - total overnight provision (nights)		
SPI 030diiK	Total respite care - total daytime hours provided		
SPI 032K	Carers - % carers feeling they receive enough support in their caring role	no updated information available	

a. Indicator details: Homecare and personal care

SPI 029aK Number of people aged 65+ receiving homecare			
2011/12	2012/13	2013/14	Target
1,096	1,125	1,177	1,136

SPI 029bK Homecare hours per 1,000 population aged 65+			
2011/12	2012/13	2013/14	Target
632.2	665.7	662.91	698.99

SPI 029c1K % of people aged 65+ receiving personal care			
2011/12	2012/13	2013/14	Target
96.4	99.6	96.5	100

SPI 029c2K % of people aged 65+ receiving a service during evenings/overnight			
2011/12	2012/13	2013/14	Target
20.3	20.2	28.5	21.3

SPI 029c3K % people aged 65+ receiving a service at weekends			
2011/12	2012/13	2013/14	Target
69.8	68.8	79.1	70.8

What the above data tells us:

The data shows us that there has been a gradual increase (7%) in the number of people aged over 65 receiving homecare services in Inverclyde since 2011/12; this is reflective of the demographic profile of a growing older population. There is also a 5% increase in homecare

hours delivered to this age group, as well as a steady percentage of those in receipt of personal care, which is typically just below 100%.

There have been some significant increases in homecare clients receiving evenings/overnight and weekend services (9% and 10% respectively) which has possibly resulted from new ways of working introduced in recent years, together with the impact of re-enablement which is aligning the balance of service delivery between internal and externally-provided services.

Further information:

b. Indicator details: Respite care

SPI 030aK	Balance of care (respite) % of all respite care in a traditional setting			
	2011/12	2012/13	2013/14	Target
	26.1	32.1	30.8	-

SPI 030diK	Total respite care - total overnight provision			
	2011/12	2012/13	2013/14	Target
	6,063 nights	7,402 nights	7,809 nights	-

SPI 030diiK	Total respite care - total daytime hours provided			
	2011/12	2012/13	2013/14	Target
	618,750	517,641	517,713	-

What the above data tells us:

Whilst the number of overnight short breaks provided in a traditional setting continues to increase, we are beginning to offset this by promoting more natural and community-based short breaks, including city breaks, theatre breaks and family breaks.

Daytime provision has shown an increase in day activities based on a person-centred approach rather than relying on traditional day care provision.

Further information: With the introduction of self-directed support, staff will be encouraged to promote a whole range of short breaks in a variety of settings by adopting creative and innovative responses to the needs of service users and carers. We will build on the model promoted by the Creative Breaks Fund administered by Shared Care Scotland. It is anticipated that the CHCP review of day care services will result in different opportunities as to how individuals receive a break from their caring responsibilities through the day and we continue to explore available opportunities for non-residential overnight care.

c. Indicator details: Carers

SPI 032K	Carers - % carers feeling they receive enough support in their caring role		
2008	2010	2012	Target
51	54	55	55

What the above data tells us:

This performance information was derived from the Council's Citizens' Panel. The % of carers feeling they receive enough support remained fairly steady over the period at just over half of all respondents.

Further information: Citizens' Panel questionnaires are distributed to a representative sample of 1,000 Inverclyde residents. Questions are repeated periodically to allow us to assess whether an improvement has been achieved. Sample surveys are subject to a degree of random error. The margin of error within the data supplied is +/- 4%, therefore the 55% of carers who feel they receive enough support will lie within the range 51-59%. Bearing this in mind, when reviewing the results over 2008, 2010 and 2012, we can see that the responses in relation to this indicator have remained fairly constant.





There are currently 2,564 carers registered at the Inverclyde Carers' Centre. The Centre offers information, advice and support to individual carers at a number of locations including Inverclyde Royal Hospital and community venues, as well as at the Centre itself. With additional funding from the CHCP, the Centre provides a range of relaxation therapies and counselling, together with short breaks for carers and their families.

In the past year, Inverclyde CHCP participated in a pilot project called *EPiC*, one of four demonstrator sites in Scotland. *EPiC* is a training programme for staff around *Carers as Equal Partners in Care*. The project is supported by NHS Education Services and the Scottish Council of Social Services to target front-line staff in health and social care around the key principles and outcomes for supporting carers as equal partners. This involves staff recognising that anyone can be a carer and that carers have a right to be involved in care planning for the person they care for. In addition, carers are encouraged to look after their own health and well-being, as well as have a right to a life of their own. To date, we have targeted 180 staff in health and social care reception and front-line services with further training planned for home care staff. We

adopted a partnership approach by working with staff from the Carers' Centre and the young carers worker. Carers have also been involved in presenting short dramas to put across their messages.

At the same time, we are promoting the use of a self-assessment tool by carers which they are encouraged to return to the Carers' Centre, where staff endeavour to match their needs and desired outcomes.

Service performance – criminal justice social work

		Status	
SPI 057k	% Criminal justice social enquiry reports submitted to the courts by the due date		green - maximum performance maintained
SPI 058ak	% Criminal justice social work interviews on day of court order		amber – slight decline
SPI 058ck	% service users whose induction/first meeting with a supervising officer took place within 5 working days of imposition of the court order		green – slight decline in performance but still above target
SPI 058dk	% service users who began their first work placement within 7 working days of imposition of court order		amber – slight decline

a. Indicator details: Criminal justice

SPI 057k	% Criminal justice social enquiry reports submitted to the courts by the due date		
	2011/12	2012/13	2013/14
			Target
	99.8	100	100
			95

SPI 058ak	% Criminal justice social work interviews on day of court order		
	2011/12	2012/13	2013/14
			Target
	96	91.6	82.4
			85

SPI 058ck	% service users whose induction/first meeting with a supervising officer took place within 5 working days of imposition of the court order		
	2011/12	2012/13	2013/14
			Target
	95	99	88
			85

SPI 058dk	% service users who began their first work placement within 7 working days of imposition of court order		
	2011/2	2012/13	2013/14
			Target
	94	93.2	81.2
			90

What the above data tells us:

Inverclyde Council's criminal justice social workers reached the 100% target in terms of the timing of information submitted to court.

Of the 244 community payback orders issued during 2013/14, approximately 10% were for courts outwith Greenock. For this 10%, the service requires to wait for notification from the issuing courts before arrangements can be made to interview these individuals. The notification does not always happen on the day the order was imposed. Of those orders that were issued locally, this measure was reached in 183 cases which is 82.4%

The measure about induction/first meeting includes all orders and, in recognition of the volume of orders issued at courts outwith Inverclyde,

the performance achieved was 88%, exceeding the target of 85%.

81% of individuals began their work placements within 7 working days of the court order being imposed. Performance has been particularly challenged in this regard due to both the year-on-year increase in orders with an unpaid work requirement and available resources.

Further information: The number of court orders issued in Inverclyde with a requirement to carry out unpaid work increased by 59% between 2011/12 and 2013/14. This increase in activity presented challenges for the criminal justice service which had to meet the Scottish Government's speed and immediacy targets within its existing resources. To help meet this challenge, the service made a concerted effort to improve the efficiency of the resources deployed in this area, particularly in ensuring the full utilisation of all four squads which take service users out on placements. This has seen efficiency levels improve.

Notwithstanding the challenges mentioned above, the service managed to provide a broad range of placements for service users on unpaid work which has not only provided opportunities for them to undertake meaningful payback to the community within Inverclyde, but also to learn new skills which may enhance their employability.

The criminal justice service is presently working on developing systems that will enable us to determine the reasons why an individual was not seen on the day of court, and also to improve communication which will enable quicker first contact to be made for those orders issued by courts outwith Inverclyde.

Each of the measures reported are set by Criminal Justice National Standards to be 100%. However, specific, measurable, realistic and achievable local targets have been set against these measures which reflect the challenges faced by the service, and will allow for continual improvement to be monitored.

Service performance – culture and community services

		Status	
SPI 038bK	Number of library issues per 1,000 population	●	green - improving
SPI 039K	Number of users of computer facilities per 1,000 population	●	green - improving
SPI 040K	Number of adult learners attending classes within Inverclyde libraries	●	green - improving
SPI 042K	Exercise: % of Inverclyde residents participating in sport/similar activity at least every two weeks	no updated information available	

a. Indicator details: Libraries

SPI 038bK Number of library issues per 1,000 population			
2011/2	2012/13	2013/14	Target
2,936	2,702	2,759	2,837

SPI 039K Number of users of computer facilities per 1,000 population			
2011/2	2012/13	2013/14	Target
85	94	119	96

SPI 040K Number of adult learners attending classes within Inverclyde libraries			
2011/2	2012/13	2013/14	Target
1,213	1,277	2,442	1,300

What the above data tells us:

Performance across all three library performance indicators has improved. The number of issues per 1,000 population and the usage of computer facilities increased between 2012/13 and 2013/14. During the same period, the number of adult learners attending classes in Inverclyde libraries almost doubled.

Further information: There is an improving figure across the board with use of libraries increasing at all branches. A large proportion of the increase in 2013/14 has been due to the popularity of the Business Store location for the Central Library; visitor figures at this branch increased by 10% between 2012/13 and 2013/14.

Encouragingly, the number of library issues increased slightly between 2012/13 and 2013/14. This is in contrast to benchmarking activities which found that the national picture is of a declining number of issues, something which is closely related to the increased popularity of e-Books and e-audiobooks and the use of e-Readers/tablets. In response, Inverclyde Libraries launched an e-Books/e-Audio download service

in April 2013 and this service attracts more than 500 issues a month. Additionally, in April 2014, we introduced the use of digital magazines which can be downloaded directly to library users' tablets.

Computer use remains extremely popular in Inverclyde Libraries and the extension of the Central Library to include a learning centre is helping to cope with the high demand for this service. The increase in demand for computer facilities between 2012/13 and 2013/14 is more than 26% and we would expect to see this figure increase further in future years as the impact of the changes to welfare reform and the Government's *Digital by Default* agenda start to have an impact.

With regard to adult learners, the demand for classes, particularly in beginners' computing and using mobile devices such as iPads, remains high and we are working in partnership with other organisations and volunteers to deliver as many classes as possible in Inverclyde Libraries. An example of this is the creative writing classes delivered by the University of Glasgow during Summer 2014.

The Libraries Service undertakes robust self-evaluation and has an annually-updated *Inverclyde Libraries Service Improvement Plan 2014/15* in place. Inverclyde Libraries also undertakes benchmarking with similar-sized authorities across the central belt of Scotland.

To find out more about the wide range of services offered by Inverclyde Libraries, visit: <http://www.inverclyde.gov.uk/community-life-and-leisure/libraries/>

b. Indicator details: Sport and activity

SPI 042K	Exercise: % of Inverclyde residents participating in sport/similar activity at least every two weeks		
2008	2010	2012	Target
61	59	57	59

What the above data tells us:

This data has been extracted from the Council's Citizens' Panel survey results. The % of residents participating in sport/similar activity at least every two weeks remained fairly steady at just over half of respondents.

Further information: Citizens' Panel questionnaires are distributed to a representative sample of 1,000 Inverclyde residents. Questions are repeated periodically to allow us to assess whether an improvement has been achieved. Sample surveys are subject to a degree of random error. The margin of error within the data supplied is +/- 4%, therefore the 57% of respondents who participate in sport/similar activity at least every two weeks will lie within the range 53-61%. With this in mind, when reviewing the 2010 and 2012 results, it appears that responses in relation to this indicator remained fairly constant.

To view the Citizens' Panel results, visit: <https://www.inverclyde.gov.uk/council-and-government/citizens-panel>

Inverclyde Council, together with representatives from SportsScotland, Inverclyde Leisure and Sport Inverclyde, developed the *Inverclyde Sports Framework*. A steering group was also established to oversee the implementation of the Framework whose vision is to inspire a sporting way of life for all in Inverclyde. To view the Framework, visit: <https://www.inverclyde.gov.uk/committees/details/1705/> (agenda item 6).

The Community Health and Care Partnership also developed an Active Living Strategy in partnership with local agencies and organisations to encourage more people to become physically active and improve their long-term health and well-being.

Service performance – health and trading standards

		Status	
SPI 065aK	Pest control: high priority service requests - % attended by next working day	●	green - maximum performance achieved
SPI 065bK	Pest control: low priority service requests - % attended within 5 working days	●	green - slight decline on 2012/13 levels but remains above target
SPI 068aK	Trading standards: % of consumer complaints completed within 14 days	●	green - improving
SPI 068bK	Trading standards: % of advice requests completed within 14 days	●	green - maximum performance maintained
SPI 069aK	Trading standards: number of interventions carried out at business premises in Inverclyde during the year	target not set due to the nature of the measure	
SPI 069bK	Trading standards: % of liable business premises subject to intervention	●	green - improving
SPI 070aK	Food safety hygiene inspections: % of premises broadly compliant	●	green - improving
SPI 070bK	Food safety hygiene inspections: % of interventions achieved	●	green - improving

a. Indicator details: Pest control

SPI 065aK	Pest control: high priority service requests - % attended by next working day			
	2011/2	2012/13	2013/14	Target
	94.9	95	100	95

SPI 065bK	Pest control: low priority service requests - % attended within 5 working days			
	2011/2	2012/13	2013/14	Target
	98.4	99	98.1	95

What the above data tells us:

The percentage of high priority requests attended by the next working day has remained steady over the period 2011/12 and 2012/13 and is above target for 2013/14.

The percentage of low priority requests attended within 5 working days decreased very slightly, but remains above target and is just short of maximum performance.

Further information:

b. Indicator details: Trading standards – complaints and requests

SPI 068aK	Trading standards: % of consumer complaints completed within 14 days		
2011/2	2012/13	2013/14	Target
100	83.7	98.7	95

SPI 068bK	Trading standards: % of advice requests completed within 14 days		
2011/2	2012/13	2013/14	Target
100	100	100	95

What the above data tells us:

The data shows that there has been a significant increase in the percentage of consumer complaints completed within 14 days and this indicator is now above target. Performance in 2012/13 was significantly impacted by a software issue with the reporting process and the 2013/14 figure is more in line with the norm.

The percentage of advice requests completed within 14 days remains at maximum performance for the fifth year running (100% in 2009/10 and 2010/11).

Further information:

First tier consumer advice requests are taken nationally by Citizen's Advice Service (CAS) on a national helpline. These are then uploaded automatically to the Trading Standards Service back office system (Uniform) from the database of the CAS. CAS took on this role on 1 April 2012 from Consumer Direct. Complaints from CAS are categorised as Notifications and Referrals. The bulk of consumer complaints come to Trading Standards as Notifications i.e. CAS has given advice and there is no further action required, these are not included in the PI but are monitored for any underlying trends. Referrals, usually where there is a suspicion of illegal trading, form the basis of this PI. In these cases Trading Standards Officers will investigate further.

Previous issues between the CAS database and Uniform, which is the local system used to manage complaints, have been resolved.

c. Indicator details: Trading standards - interventions

SPI 069aK	Trading standards: number of interventions carried out at business premises in Inverclyde during the year		
2011/2	2012/13	2013/14	Target
198	180	196	n/a

SPI 069bK	Trading standards: % of liable business premises subject to intervention		
2011/2	2012/13	2013/14	Target
14.1	12.1	13.6	12

What the above data tells us:

There is no target set for the number of interventions carried out at business premises in Inverclyde due to the nature of the indicator. There was an increase in the % of liable business premises subject to intervention. The percentage of businesses subject to intervention will vary from year to year depending on the enforcement campaigns run during the year. This is not however a measure of overall activity as some campaigns may involve a number of visits or interventions to individual businesses.

Further information:

d. Indicator details: Food safety

SPI 070aK	Food safety hygiene inspections: % of premises broadly compliant			
	2011/2	2012/13	2013/14	Target
	86.4	87.2	89.9	85

SPI 070bK	Food safety hygiene inspections: % of interventions achieved			
	2011/2	2012/13	2013/14	Target
	95	72.1	84.3	80







What the above data tells us:

In 2013/14 there has been an increase in the number of premises broadly compliant with food safety hygiene, above the 85% target. The percentage of interventions achieved has improved by 12.2% from 2012/13 and is now back above the target of 80%. Over the coming couple of years this % of interventions achieved is expected to return to 2011/12 levels as the impact of a specific enforcement initiative reduces.

Further information:

This performance indicator is based upon Inverclyde's return to the Food Standards Agency, the Local Authority Enforcement Monitoring return (LAEMS). The LAEMS return is based on an authority's performance against its inspection programme. The inspection programme for LAEMS is based upon the risk rating of the premises (A-E) with inspection of premises due at intervals based upon that risk rating.

Service performance – homelessness

		Status	
SPI 058aiK	Homelessness: permanent accommodation - % of decision notifications issued within 28 days of initial presentation		red - declining
SPI 058aiiK	Homelessness: % who are housed into permanent accommodation		green - improving
SPI 058aiiiK	Homelessness: permanent accommodation - % of cases reassessed within 12 months of completion of duty		green - improving
SPI 058biK	Homelessness: temporary accommodation - % of decision notifications issued within 28 days of initial presentation		red - declining
SPI 058biiK	Homelessness: temporary accommodation - % of cases reassessed within 12 months of completion of duty		green - improving
SPI 059K	Homelessness: average time in weeks between presentation and completion of duty by the Council for cases assessed as homeless or potentially homeless		red - declining

a. Indicator details: Homelessness

SPI 058aiK	Homelessness: permanent accommodation - % of decision notifications issued within 28 days of initial presentation		
2011/2	2012/13	2013/14	Target
77.3	78.5	76.7	83.54

SPI 058aiiK	Homelessness: % who are housed into permanent accommodation		
2011/2	2012/13	2013/14	Target
37.1	39.7	45.5	41.69

SPI 058aiiiK	Homelessness: permanent accommodation - % of cases reassessed within 12 months of completion of duty		
2011/2	2012/13	2013/14	Target
7.2	7.7	6.8	5.73

SPI 058biK	Homelessness: temporary accommodation - % of decision notifications issued within 28 days of initial presentation		
2011/2	2012/13	2013/14	Target
77.1	68.2	63	70.2

SPI 058biiK	Homelessness: temporary accommodation - % of cases reassessed within 12 months of completion of duty		
2011/2	2012/13	2013/14	Target
5.7	9.1	3.7	8.09

SPI 059K	Homelessness: average time in weeks between presentation and completion of duty by the Council for cases assessed as homeless or potentially homeless		
2011/2	2012/13	2013/14	Target
24.1	24.69	27.89	23.5

What the above data tells us:











The % of people housed into permanent accommodation improved and exceeded the target between 2012/13 and 2013/14. Access to housing increased during this period, with the introduction of the Inverclyde Common Housing Register and Choice Based Lettings. However, the length of time people spent in a homeless situation also increased; this may be due to the pre-allocation of housing which can result in people waiting longer for the allocated house.

The indicators regarding the % of cases reassessed within 12 months of completion of duty (permanent and temporary accommodation) are linked and show a decrease in repeat homelessness between 2012/13 and 2013/14. Housing options interviewing explores all the alternatives for people threatened with homelessness which allows them to make more informed decisions regarding their housing situation. The Council's homeless service also entered into a joint working arrangement with the Inverclyde Common Housing Register which provides a one stop shop approach which has improved access to housing services.

The indicators regarding the % of decision notifications issued within 28 days of initial presentation (permanent and temporary accommodation) are also linked and show a slight increase in our decision-making times. It should be noted that many clients presenting to the service are quite complex and therefore it is not surprising that investigating homelessness and assessing their need can be quite challenging.

Further information: In this reporting year, the homelessness service carried out a service review following a full staffing restructure in 2011/12. This resulted in the reconfiguration of the staffing structure which reduced the assessment and support team by two members of staff and increased the accommodation team by two members of staff.

Service performance – planning

		Status	
SPI 044aK	Successful planning appeals as a % of all determinations		green - performance maintained
SPI 044bK	Successful planning appeals as a % of all appeals		red - declining
ERR CDIP KPI35	% of building warrants assessed within 20 working days of registration		green - improving
New indicator	Average number of days to register a building warrant application		green - slight decline in performance but still well below target
New indicator	Response to requests for completion certificates within 10 working days		green - improving
New indicator	Average number of days to issue a notice of acceptance of completion certificate		green - improving
ERR CDIP KPI33	% of all planning applications decided in under two months		green - improving
ERR CDIP KPI34	% of all householder planning applications decided in under 2 months		green - improving
New indicator	% of non-householder applications decided in under 2 months		green - improving
ERR CDIP KPI35	% of building warrants assessed within 20 working days of registration		green - maximum performance achieved
SPI 043aK	Average time (in weeks) to deal with major planning applications determined during the year	there were no major planning applications in 2013/14	

a. Indicator details: Planning

SPI 044aK	Successful planning appeals as a % of all determinations		
	2011/2	2012/13	2013/14
			Target
	1.6	1	1

SPI 044bK	Successful planning appeals as a % of all appeals		
	2011/2	2012/13	2013/14
			Target
	66.6	75	60
			30

ERR CDIP KPI35	% of building warrants assessed within 20 working days of registration		
	2011/12	2012/13	2013/14
			Target
	85	87	91
			100

New	Average number of days to register a building warrant application		
	2011/12	2012/13	2013/14
			Target
	0.9	0.9	1.3
			4

New indicator	Response to requests for completion certificates within 10 working days		
	2011/12	2012/13	2013/14
			Target
	92	94	95
			100

New indicator	Average number of days to issue a notice of acceptance of completion certificate			
	2011/12	2012/13	2013/14	Target
	2.9	3.4	2.9	3

ERR CDIP KPI33	% of all planning applications decided in under 2 months			
	2011/12	2012/13	2013/14	Target
	77	80	87	80

ERR CDIP KPI34	% of all householder planning applications decided in under 2 months			
	2011/12	2012/13	2013/14	Target
	88	93	97	90

New	% of non-householder applications dealt with within 2 months			
	2011/12	2012/13	2013/14	Target
		73	78.8	65

ERR CDIP KPI35	% of building warrants assessed within 20 working days of registration			
	2011/12	2012/13	2013/14	Target
	85	87	100	100





SPI 043ak	Average time (in weeks) to deal with major planning applications determined during the year			
	2011/12	2012/13	2013/14	Target
		26	there were no major planning applications in 2013/14	12

What the above data tells us:

There is an overall positive trend towards the faster delivery of both planning decisions and building warrant approvals. SPI044bk has a red status as this is still well above target, however the direction of travel is an improving one, with 15 fewer planning appeals successful in comparison to 2012/13.

Further information:

Service performance – protective services

		Status	
SPI 061K	Traffic light repairs: % completed within 48 hours		red - declining
SPI 062K	Street lighting repairs: % completed within 7 days		red - declining
SPI 063aK	Anti-social behaviour response times: high priority - % received during the Wardens' shift hours attended within 30 minutes		green - improving
SPI 063bK	Anti-social behaviour response times: medium priority - % received during the Wardens' shift hours attended within 60 minutes		green - maximum performance maintained
SPI 064aK	Public health complaints: high priority - % attended by next working day		green - maximum performance achieved
SPI 064bK	Public health complaints: medium priority - % attended within 2 working days		amber - slight decline
SPI 064cK	Public health complaints: low priority - % attended within 5 working days		green - very slight decline on 2012/13 performance but remains above target
SPI 067aK	Roads: customer satisfaction surveys completed		amber - slight decline
SPI 067bK	Roads: % of carriageways reconstructed/resurfaced		green - improving
SPI 067cK	Roads: % of footways reconstructed/resurfaced		green - improving
SPI 067dK	Roads: gullies emptied per year		green - improving

a. Indicator details: Traffic and street light repairs

SPI 061K	Traffic light repairs: % completed within 48 hours		
2011/12	2012/13	2013/14	Target
78.6	95.8	89.3	98
SPI 062K	Street lighting repairs: % completed within 7 days		
2011/12	2012/13	2013/14	Target
99.7	98.4	78.56	95

What the above data tells us:

SPI 061K: There has been a drop in the percentage of traffic light repairs of 6.5%.

SPI 062K: The reduction in the percentage of street lighting repairs completed within 7 days was due to issues with the previous lighting maintenance contractor.

Further information: There are only a small number of traffic lights and variations in performance are largely due to the small statistical sample size. The new contractor for street lighting repairs is now achieving target figures.

b. Indicator details: Anti-social behaviour response times

SPI 063aK	Anti-social behaviour response times: high priority - % received during the Wardens' shift hours attended within 30 minutes		
	2011/12	2012/13	2013/14
			Target
	97.2	96.1	96.2
			95.8
SPI 063bK	Anti-social behaviour response times: medium priority - % received during the Wardens' shift hours attended within 60 minutes		
	2011/12	2012/13	2013/14
			Target
	100	100	100
			95

What the above data tells us:

Anti-social behaviour response times remain high with high priority responses received within Wardens' shift hours above target. All medium priority responses remain at 100% for the third year.

Further information:

c. Indicator details: Public health complaints

SPI 064aK Public health complaints: high priority - % attended by next working day			
2011/12	2012/13	2013/14	Target
93.2	96.7	100	95
SPI 064bK Public health complaints: medium priority - % attended within 2 working days			
2011/12	2012/13	2013/14	Target
92.2	93	91.4	95
SPI 064cK Public health complaints: low priority - % attended within 5 working days			
2011/12	2012/13	2013/14	Target
93.4	98	97.2	95

What the above data tells us:

All high priority public health complaints were attended by the next working day. However, performance dropped slightly for medium priority complaints attended within 2 working days, by 1.6%. Whilst the low priority complaints attended within 5 working days also dropped very slightly (0.8%), this is still above target.

Further information:

d. Indicator details: Roads

SPI 067aK Roads: customer satisfaction surveys completed			
2011/12	2012/13	2013/14	Target
12	9	8	9.45
SPI 067bK Roads: % of carriageways reconstructed/resurfaced			
2011/12	2012/13	2013/14	Target
4	3.3	4	3.5
SPI 067cK Roads: % of footways reconstructed/resurfaced			
2011/12	2012/13	2013/14	Target
0.84	0.39	0.75	0.79
SPI 067dK Roads: gullies emptied per year			
2011/12	2012/13	2013/14	Target
6,026	7,838	8,189	8,229







What the above data tells us:







The return rate for customer satisfaction surveys tends to be low so any changes are negligible.

The increase in the % of roads and footways resurfaced was due to an increase in capital spend. At present levels, we would expect roads to be resurfaced every 25 years and footways every 133 years. Approximately 78% of gullies were cleaned which is a 3% increase on the previous year.

Further information: An increase in capital spend over the next few years will result in an increase in the above figures.

Service performance – the education of children

		Status	
Staying on rates			
SPI 045K	Staying on rates: % for S5 pupils		green - good performance
SPI 046aK	Staying on rates: % for S6 pupils (S4-S6)		amber – within tolerance
SPI 046bK	Staying on rates: % for S6 pupils (S5-S6)		amber – within tolerance
Pupil/teacher ratios			
SPI 047K	Pupil/teacher ratio: primary schools		amber – within tolerance
SPI 048K	Pupil/teacher ratio: secondary schools		amber – within tolerance
School leaver destination results			
SPI 049K	% proportion of school leavers (from Scottish publicly-funded schools) into positive and sustained destinations	Information available in February 2015	
Attendance rates			
SPI 050aiK	% Attendance rate: primary schools		green - good performance
SPI 050aiiK	Attendance rate: primary schools - % difference from the national average	information available in February 2015	

		Status	
SPI 050biK	% Attendance rate: secondary schools		green - good performance
SPI 050biiK	Attendance rate: secondary schools - % difference from the national average	information available in February 2015	
SPI 050ciK	% Attendance rate: special schools		green - good performance
SPI 050ciiK	Attendance rate: special schools - % difference from the national average	information available in February 2015	
School improvement			
SPI 051K	% of schools/early years establishments receiving positive inspection reports		green - maximum performance maintained
Attainment			
SPI 052aiK	% of pupils reaching Level 3 in English and mathematics by the end of S4	not available – see further information below	
SPI 052aiiK	% of pupils reaching Level 3 in English and mathematics by the end of S4 – comparison with the national average	not available – see further information below	
SPI 052biK	% of pupils achieving 5 passes at Level 3 by the end of S4		amber – within tolerance
SPI 052biiK	% of pupils achieving 5 passes at Level 3 by the end of S4 – comparison with the national average	not available – see further information below	
SPI 052ciK	% of pupils achieving 5 passes at Level 5 by end of S4		green - good performance
SPI 052ciiK	% of pupils achieving 5 passes at Level 5 by end of S4 – comparison with the national average	not available – see further information below	
SPI 052diK	% of pupils achieving one pass at Level 6 by the end of S5		green - good performance

		Status	
SPI 052diiK	% of pupils achieving one pass at Level 6 by the end of S5 – comparison with the national average	information available in February 2015	
SPI 052eiK	% of pupils achieving 3 passes at Level 6 by the end of S5		green - good performance
SPI 052eiiK	% of pupils achieving 3 passes at Level 6 by the end of S5 – comparison with the national average	information available in February 2015	
SPI 052fiK	% of pupils achieving 5 passes at Level 6 by the end of S5		green - good performance
SPI 052fiiK	% of pupils achieving 5 passes at Level 6 by the end of S5 - comparison with the national average	information available in February 2015	
SPI 052giK	% of pupils achieving 3 passes at Level 6 by the end of S6		green - good performance
SPI 052giiK	% of pupils achieving 3 passes at Level 6 by the end of S6 - comparison with the family group/national average	information available in February 2015	
SPI 052hiK	% of pupils achieving 5 passes at Level 6 by the end of S6		green - good performance
SPI 052hiiK	% of pupils achieving 5 passes at Level 6 by the end of S6 - comparison with the national average	information available in February 2015	
SPI 052iiK	% of pupils achieving one pass at Level 7 by the end of S6		amber – within tolerance
SPI 052iiiK	% of pupils achieving one pass at Level 7 by the end of S6 - comparison with the family group/national average	information available in February 2015	
SPI 054aK	% of looked-after children who achieved at least one qualification at SVQ Level 3 or better in the current diet for examinations		green - good performance
SPI 054bK	% of looked-after children who achieved SVQ Level 3 or better in English and mathematics by the end of S4		red - poor performance

a. Indicator details: Staying on rates

SPI 045K	Staying on rates: % for S5 pupils		
2011/12	2012/13	2013/14	Target
87.5	89.7	92.3	91.7

SPI 046aK	Staying on rates: % for S6 pupils (S4-S6)		
2011/12	2012/13	2013/14	Target
60.9	64.1	66	66.1

SPI 046bK	Staying on rates: % for S6 pupils (S5-S6)		
2011/12	2012/13	2013/14	Target
71	73.2	73.6	75.2

What the above data tells us:

The data shows that there has been an improvement in staying on rates in both S5 and S6. Staying on rates have improved year on year.

Further information:

Possible reasons for year on year percentage increases for this measure will include the remaining impact of the national economic context, where staying on at school has become a more viable option for many young people than in previous years. The changes to education in the provision of a senior phase of education in Curriculum for Excellence (S4-S6 / 15-18 years) also make staying on at school a more flexible and relevant option for young people who may not be doing traditional academic subjects. Inverclyde is developing personalisation and choice very effectively for more and more young people every year.

Recent national changes brought about by Welfare Reform may also affect staying on rates in Inverclyde yet further in the next few years.

b. Indicator details: Pupil/teacher ratio

SPI 047K	Pupil/teacher ratio: primary schools		
2011/12	2012/13	2013/14	Target
16.7	16.8	16.9	n/a

SPI 048K	Pupil/teacher ratio: secondary schools		
2011/12	2012/13	2013/14	Target
12.4	12.3	12.4	n/a

What the above data tells us:

The ratio of primary school teacher to pupil increased very slightly between 2012/13 and 2013/14, representing a marginal decline in performance as the target is to reduce the number of pupils to every teacher.

The ratio of secondary school teacher to pupil increased very slightly between 2012/13 and 2013/14, representing a marginal decline in performance.

Further information:

The national target for pupil teacher ratios across both primary and secondary sectors combined is 1:13.4. When taken together Inverclyde is currently at 1:13.7 (including special schools). The reason the national target is set, is to maintain the level of teachers in schools, in line with the Parliament's commitment to maintain high levels of teachers.

c. Indicator details: School leavers

SPI 049K	% proportion of school leavers (from Scottish publicly-funded schools) into positive and sustained destinations			
	2011/12	2012/13	2013/14	Target
	94.8	94.9	not available	90

What the above data tells us:

The 2013/14 information regarding school leaver destinations will not be available until February 2015. The methodology is changing in how this indicator will be worked out.

Further information:

In 2003, Inverclyde had the 2nd highest percentage rate of young people leaving school into *negative* destinations. By 2013, Inverclyde ranked 4th in Scotland in relation to *positive* destinations, with 94.9% of school leavers, recorded through the School leaver Destination Return exercise, going onto a positive destination post-school.

A follow-up exercise took place in March 2014, reporting a national positive destination of 90%. In Inverclyde, the follow-up positive destination was 92.2% - 2.2 percentage points higher than the national average.

The collection of this data, including 0% unknowns over the past four years and the work sitting behind the positive outcomes are testimony to the excellent partnership working that exists in Inverclyde.

d. Indicator details: Attendance Rates

SPI 050aiK		% Attendance rate: primary schools		
2011/12	2012/13	2013/14	Target	
96	95	95	95	

SPI 050aiiK		Attendance rate: primary schools - % difference from the national average		
2011/12	2012/13	2013/14	Target	
% difference from national average	% difference from national average	% difference from national average		
Available Feb 2015	Available Feb 2015	Available Feb 2015		

SPI 050biK		% Attendance rate: secondary schools		
2011/12	2012/13	2013/14	Target	
93	92	92	92	

SPI 050biiK		Attendance rate: secondary schools - % difference from the national average		
2011/12	2012/13	2013/14	Target	
% difference from national average	% difference from national average	% difference from national average		
Available Feb 2015	Available Feb 2015	Available Feb 2015		

SPI 050ciK		% Attendance rate: special schools		
2011/12	2012/13	2013/14	Target	
94	93	92	92	

SPI 050ciiK	Attendance rate: special schools - % difference from the national average		
2011/12	2012/13	2013/14	Target
% difference from national average	% difference from national average	% difference from national average	
Available Feb 2015	Available Feb 2015	Available Feb 2015	

What the above data tells us:

Attendance rates at schools remain steady and at a high level.

Further information:

Previously we have been able to compare our figures with a family group, and this information is no longer available. The information in regard to the national average will be available in February 2015, and will help us understand how our attendance rates compare with the national figure.

Attendance at school is regarded as a priority for Education Services as children who miss school frequently can fall behind in their school work. Robust monitoring and recording systems are in place to maximise attendance.

e. Indicator details: Inspection Reports

SPI 051K	% of schools/early years establishments receiving positive inspection reports			
	2011/12	2012/13	2013/14	Target
	100	100	100	100

What the above data tells us:

The data shows that Inverclyde Council has continued to achieve 100% positive school inspection reports.

Further information:

Schools are inspected by Her Majesty's Inspectorate of Education (HMIE), who publish reports on their inspections. You can view the inspection reports that have been carried out in all Inverclyde's schools at the HMIE website <http://www.hmie.gov.uk/>

In addition, school are reviewed regularly by the Council's Quality Improvement Officers. Each review is undertaken in partnership with the staff of the school. The subsequent review report gives the school the opportunity to demonstrate the quality of its work and to share this with parents and other interested parties.

f. Indicator details: S4

SPI 052aiK	% of pupils reaching Level 3 in English and mathematics by the end of S4		
	2011/12	2012/13	2013/14
			Target
	97	97	Not available
			95

SPI 052aiiK	% of pupils reaching Level 3 in English and mathematics by the end of S4 – comparison with the family group and national average		
	2011/12	2012/13	2013/14
			Target
% difference from national average		% difference from national average	% difference from national average
	16	16	Available Feb 2015
			21

SPI 052biK	% of pupils achieving 5 passes at Level 3 by the end of S4		
	2011/12	2012/13	2013/14
			Target
	95	97	93
			95

SPI 052biiK	% of pupils achieving 5 passes at Level 3 by the end of S4 – comparison with the family group and national average		
	2011/12	2012/13	2013/14
			Target
% difference from national average		% difference from national average	% difference from national average
	5	7	Available Feb 2015
			9

SPI 052ciK	% of pupils achieving 5 passes at Level 5 by end of S4			
	2011/12	2012/13	2013/14	Target
	33	35	36	35

SPI 052ciiK	% of pupils achieving 5 passes at Level 5 by end of S4 – comparison with the family group and national average			
	2011/12	2012/13	2013/14	Target
	% difference from national average	% difference from national average	% difference from national average	6
	-2	-1	Available Feb 2015	

What the above data tells us:

The percentage of pupils achieving 5 passes at Level 3 by the end of S4 has dropped slightly however the percentage of pupils achieving 5 passes at Level 5 by the end of S4 has increased slightly.

Further information:

For the indicators regarding % of pupils reaching Level 3 by the end of S4, there is no comparable information this year, due to the change in examination structure. New national benchmarking is being rolled out for the first year, and this information will be used to determine new performance indicators for this area, including a literacy and numeracy indicator.

g. Indicator details: S5

SPI 052diK % of pupils achieving one pass at Level 6 by the end of S5			
2011/12	2012/13	2013/14	Target
48	45	49	40

SPI 052diiK % of pupils achieving one pass at Level 6 by the end of S5 – comparison with the family group and national average			
2011/12	2012/13	2013/14	Target
% difference from national average	% difference from national average	% difference from national average	4
2	-3	Available Feb 2015	

SPI 052eiK % of pupils achieving 3 passes at Level 6 by the end of S5			
2011/12	2012/13	2013/14	Target
26	25	26	22

SPI 052eiiK % of pupils achieving 3 passes at Level 6 by the end of S5 – comparison with the family group and national average			
2011/12	2012/13	2013/14	Target
% difference from national average	% difference from national average	% difference from national average	8
-1	-3	Available Feb 2015	

SPI 052fiK % of pupils achieving 5 passes at Level 6 by the end of S5			
2011/12	2012/13	2013/14	Target
13	10	12	10

SPI 052fiiK % of pupils achieving 5 passes at Level 6 by the end of S5 - comparison with the family group and national average			
2011/12	2012/13	2013/14	Target
% difference from national average	% difference from national average	% difference from national average	8
0	-3	Available Feb 2015	

What the above data tells us:

Performance against each of the indicators has improved across the board except for a very slight dip in performance in regard to the percentage of pupils achieving 3 passes at Level 6 by the end of S6.

Further information:

As set out above there is no family group comparable information this year, but the national information for level 6 and 7 will be available in February 2015.

h. Indicator details: S6

SPI 052giK Attainment S6 Secondary –% achieving 3 at level 6 by the end of S6			
2011/12	2012/13	2013/14	Target (where set)
37	38	37	30

SPI 052giiK	% of pupils achieving 3 passes at Level 6 by the end of S6 - comparison with the family group/national average		
2011/12	2012/13	2013/14	Target
% difference from national average	% difference from national average	% difference from national average	8
1	0	Available Feb 2015	

SPI 052hiK	% of pupils achieving 5 passes at Level 6 by the end of S6		
2011/12	2012/13	2013/14	Target
24	26	23	10

SPI 052hiiK	% of pupils achieving 5 passes at Level 6 by the end of S6 - comparison with the family group/national average		
2011/12	2012/13	2013/14	Target
% difference from national average	% difference from national average	% difference from national average	7
-1	-1		

SPI 052iiK	% of pupils achieving one pass at Level 7 by the end of S6		
2011/12	2012/13	2013/14	Target
17	18	13	15

SPI 052iiiK % of pupils achieving one pass at Level 7 by the end of S6 - comparison with the family group/national average			
2011/12	2012/13	2013/14	Target
% difference from national average	% difference from national average	% difference from national average	10
1	1		

What the above data tells us:

There has been a slight drop off in performance under each of the indicators.

Further information:

i. Indicator details: Looked-after children

SPI 054aK	% of looked-after children who achieved at least one qualification at SVQ Level 3 or better in the current diet for examinations			
	2011/12	2012/13	2013/14	Target
	59.2	61.9	93	66.9

SPI 054bK	% of looked-after children who achieved SVQ Level 3 or better in English and mathematics by the end of S4			
	2011/12	2012/13	2013/14	Target
	72.3	86.8	65	75

What the above data tells us:

Whilst the percentage of looked-after children who have achieved at least one qualification at SVQ Level 3 has increased by a significant amount, the percentage of those who achieved both SVQ level 3 or better in English and mathematics by the end of S4 has dropped off by 21.8%.

Further information:

Unlike the overall school population, which remains broadly stable over time, the cohort of Looked After (LAC) pupils in any given year can vary considerably, as can the “distribution” of LAC pupils across the schools. In 2014, there was a relatively high number of LAC pupils in S4, and the spread of pupils across the schools was quite uneven. It would be accurate to state that levels of joint attainment in English and mathematics was lower in the school with the largest LAC population.

This has impacted on the authority figures for this measure, however the general attainment of LAC pupils has increased from last year – **in all schools**. Pupils have completed S4 with, taken as an average, a greater number of qualifications – the issue for this measure is that they are not necessarily in **both** English **and** mathematics.

Service performance – waste

		Status	
SPI 072aK	Refuse: net cost in £ of refuse collection per premise (combined domestic, commercial and domestic bulky uplift)	●	amber- slight decline
SPI 072bK	Refuse: net cost in £ of refuse disposal per premise	●	red - declining

a. Indicator details: Waste

SPI 072aK	Refuse: net cost in £ of refuse collection per premise (combined domestic, commercial and domestic bulky uplift)		
2011/12	2012/13	2013/14	Target
47.69	52.34	54.93	59

SPI 072bK	Refuse: net cost in £ of refuse disposal per premise		
2011/12	2012/13	2013/14	Target
79.34	74.56	83.39	97

What the above data tells us:

This data measures the cost of service provision per premises.

Further information: Although the data shows a declining performance for refuse disposal, this is to be expected as a result of an £8 per tonne increase in landfill tax (a 12.5% increase from the previous year). Furthermore, the increase in the level of service provision for new food waste services required under legislation has increased our collection costs accordingly.

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Chief Financial Officer	Report No:	2014/P&R/AP/19
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	2015/17 Revenue Budget - Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide Committee with an update on the 2015/17 Revenue Budget and to advise Committee of the £10million savings options produced by the Corporate Management Team which are recommended for wider consultation.

2.0 SUMMARY

- 2.1 On 30 September 2014, the Policy & Resources Committee approved a Revenue Budget Strategy on the basis of an estimated £7million funding shortfall over the period 2015/17. It was agreed as part of this strategy that Officers would bring back £10million of savings options for Members to consider prior to commencing a period of consultation.
- 2.2 On 9 October 2014, the Cabinet Secretary for Finance and Sustainable Growth, John Swinney, announced details of the 2015/16 Revenue Budget Settlement for local authorities. Appendix 1 is the letter Mr Swinney sent to the Leader of CoSLA and it contains a number of conditions linked to Councils receiving the full revenue settlement. Specifically, it confirms that the Council Tax freeze is to continue for 2015/16 as is the need to secure a place for all probationary teachers who require one under the Teachers Induction Scheme. It should be noted that the teacher numbers condition which has been in place for a number of years has been temporarily suspended pending discussions between local authorities, the Government and other interested groups.
- 2.3 As approved at the 30 September Policy & Resources Committee, the Corporate Management Team have produced a list of possible savings which are estimated to generate approximately £10million of savings by 2016/17. These savings have been grouped together and summarised over five corporate themes, and are contained in Appendix 2. If approved by Committee, the next step would be to enter into detailed consultation with those employee groups potentially impacted and also use Appendix 2 as a key part of the budget consultation exercise approved at the 30 September meeting.
- 2.4 Paragraph 6.6 highlights the main areas of remaining uncertainty about the 2016/17 budgetary position. This uncertainty needs to be borne in mind when considering the savings proposals in Appendix 2.
- 2.5 It is estimated that the Council's General Fund Reserve will be £6.8million as at 31 March 2016 on the basis of the assumptions in the approved Budget Strategy. This is £3.0million in excess of the recommended level of General Fund Reserves and it is proposed that decisions in respect of the free General Fund Reserves be taken as part of the overall budget in February 2015.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the contents of the letter from the Cabinet Secretary, John Swinney, and note that a decision on whether to comply with these conditions will be required as part of the consideration of the overall budget in February 2015.
- 3.2 It is recommended that the Committee consider the savings proposals in Appendix 2 produced by the Corporate Management Team and agree that these savings form part of the overall budget consultation exercise which is due to commence later this month.
- 3.3 It is recommended that the Committee note that targeted voluntary severance trawls will take place, where required, in order to deliver the approved savings.
- 3.4 It is recommended that the Committee agree that any decisions in respect of the surplus General Fund Reserves projected as at 31 March 2016 be taken as part of the overall budget decision in February 2015.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Policy & Resources Committee agreed a Revenue Budget Strategy for the period 2015/17 on 30 September 2014. Based on a number of assumptions around future Grant Settlements, pay awards and budget pressures, it was estimated that the Council faces a potential funding gap of £7million by 2016/17.
- 4.2 In light of the extent of this potential funding gap, it was agreed that the Corporate Management Team should report back to this Policy & Resources Committee with £10million of options for Members to consider prior to engaging in a wide consultation exercise.
- 4.3 There are other reports elsewhere on this agenda relating to other aspects of the budget including the 2015/18 Draft Capital Programme, Revenue Budget pressures and the Corporate Charging Workstream.

5.0 2015/16 REVENUE GRANT SETTLEMENT

- 5.1 On 9 October, the 2015/16 budget was discussed in the Scottish Parliament and on that day the Cabinet Secretary for Finance and Sustainable Growth, John Swinney, wrote to the Leader of CoSLA outlining the terms of the 2015/16 Government Grant to local authorities. The letter is attached as Appendix 1.
- 5.2 As has been the case for the last eight years, conditions were attached to local authorities receiving the full level of grant in 2015/16. These conditions were that, in order to receive the full level of grant, local authorities require to freeze their Council Tax for the eighth year in a row. In addition, local authorities are required to secure a place for all probationers who require one under the Teachers Induction Scheme.
- 5.3 Failure to agree to these conditions will result in Councils not receiving their share of the £70million Council Tax Freeze Grant which forms part of the overall settlement. For Inverclyde Council it is estimated that this would remove approximately £1.01million from the overall Grant Settlement which equates to an approximate 3.0% Council Tax increase.
- 5.4 The letter also confirms that the requirement to maintain teacher numbers has been temporarily suspended pending the outcome of detailed negotiations between Councils and the Government regarding the production of national outcomes for teaching. Phase 1 of this exercise is due to complete by 1 March and if sufficient progress is not deemed to have been made then the requirement for Councils to maintain teacher numbers is likely to be reinstated. This needs to be borne in mind when considering any potential savings around teacher numbers.
- 5.5 The letter also details a large number of funding streams, some of which have not yet been distributed to the Council. Officers have examined this list and would confirm there is nothing on this list of which they were not aware and this should have no net overall impact on the savings gap of £7million previously reported.
- 5.6 Finally, the Committee is asked to note that it is not expected that Council's share of the overall Revenue Grant will be confirmed until December.

6.0 SAVINGS OPTIONS

- 6.1 As was reported at the last Policy & Resources Committee, the Corporate Management Team have been working on a list of potential savings totalling £10million, these savings to be achieved by 2016/17. The Corporate Management Team agreed the distribution of these savings in line with that reported to the 30 September Policy & Resources Committee, namely:

- Environment, Regeneration & Resources £1.944million
 - Education, Communities & OD £5.203
 - CHCP £2.853
- £10.0million

6.2 Following the production of long lists, each Directorate went through a Support and Challenge process with the Corporate Management Team and thereafter Directorates have been refining savings options and these are now presented to Committee today.

6.3 There are one hundred and ten detailed savings across the three Directorates, plus one corporate saving proposed an increase in employee turnover savings. These one hundred and eleven savings have thereafter been distilled into twenty six summary savings where similar savings within a Directorate have been grouped together. Thereafter these Savings Summary Sheets have been grouped in line with five corporate themes namely –

- a) Efficiency
- b) Delivery Models
- c) Service Redesign
- d) Income & Charges
- e) Reduced Service Provision

Appendix 2 contains the twenty six Savings Summary Sheets and an analysis of how the £10million is split up over the five corporate themes.

6.4 Committee is asked to note that there are Detailed Sheets for each of the one hundred and ten savings and these will be available for discussion over coming weeks as Members consider options to balance the 2015/17 Revenue Budget.

6.5 Subject to Committee approval that the £10million savings can go forward for consultation, it would be the intention of the Corporate Management Team to engage with the Trade Unions and those employee groups potentially impacted by the savings. This consultation is in addition to the previously approved extensive external consultation exercise.

6.6 It should be noted that there remains a degree of uncertainty of the 2016/17 financial position due to a number of factors including the pay award for 2016/17, the Scottish Block Grant from Westminster not having been agreed and finally the Scottish Government not setting an indicative 2016/17 budget. It is unlikely that the 2016/17 Scottish Block Grant will be known until after the 2015 Autumn Statement and therefore it will be around November 2015 before this information is firmed up. As such it is important that the Committee understand that the £7.0 million savings gap estimated is likely to change.

7.0 GENERAL FUND RESERVES

7.1 It is estimated that the General Fund Reserve balance as at 31 March 2016 will be £6.8million on the basis that the assumptions in the Budget Strategy come to fruition. This is £3.0million in excess of the recommended minimum level of General Fund Reserve.

7.2 It is proposed that Members agree the use of the £3.0million free reserves as part of the overall budget decision in February 2015.

8.0 IMPLICATIONS

Finance

8.1 Based on the latest information available it is estimated that the Council will need to fund approximately £7.0million in revenue savings by 2016/17 to fully close the estimated budget gap.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Reserves	General Fund	By 2016/17	3000		Projected Free Reserves as at 31.3.16 based on the latest information

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (if Applicable)	Other Comments
Various	Various	2016/17	(7000)		Estimated Savings Required by 2016/17

Legal

- 8.2 All savings will be reviewed in detail to ensure the Council can continue to deliver services within their statutory obligations.

Human Resources

- 8.3 Implementation of the £7m of savings will result in changes to the shape and size of the workforce. Supporting and developing people through a period of change and innovation will be a major priority and as outlined in the report, a number of the proposals will involve the voluntary release of a number of staff across a range of service areas. Active and ongoing consultation and engagement will be maintained throughout the process with Trade Union and relevant workforce groups. The Council has a Redundancy Policy, however as has been the case in previous years, a key objective is to avoid the need for compulsory redundancies, if at all possible.

Equalities

- 8.4 Individual Equality Impact Assessments are ongoing for each of the detailed savings which require one. These will be completed by February 2015.

Repopulation

- 8.5 Budget reduction of this scale will undoubtedly impact on some of the services offered by the Council and the impact of these savings on the repopulation agenda will form part of their consideration.

9.0 CONSULTATIONS

- 9.1 The Corporate Management Team have had initial discussions with the Trade Unions via the Joint Budget Group regarding the long list of savings and these discussions will continue in the period up to the consideration of the 2015/17 budget.
- 9.2 Consultation with the community and stakeholders is due to commence later this month in line with the previously approved report.

10.0 BACKGROUND PAPERS

- 10.1 Savings Detailed Sheets.

Cabinet Secretary for Finance, Employment and Sustainable Growth
John Swinney MSP

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Councillor David O'Neill
President
COSLA
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In 2014 Scotland Welcomes the World



Copy to: The Leaders of all Scottish local authorities

9 October 2014

This letter sets out the terms of the local government finance settlement allocations to be provided to local government for 2015-16 as part of our continuing partnership negotiations and confirms a number of changes to the allocations that we have agreed since the indicative figures for 2015-16 were previously confirmed.

This settlement is set against the challenging fiscal environment and austerity measures set out by the current UK Government in their budget projections, which are set to continue in the coming years. Over the course of 2010-11 to 2015-16, the Scottish Government's Fiscal DEL Budget has been cut by around 10% in real terms with the Capital budget facing a particularly challenging real terms reduction of around 26% over the same period.

Despite that the terms of this offer on the funding package to be provided to local government represent a very fair settlement and delivers on this Government's priority to continue to protect Scottish local authorities from the cuts imposed on the Scottish budget. This is in stark contrast to the swingeing cuts the UK Government has applied to local authority funding in England.

Local government is an integral and essential element of the overall good governance of Scotland and continues to be a critical partner in the Scottish Government's transformative programme of public service reform. This funding package builds on the priorities laid out in the Scottish Spending Review 2011 and the Draft Budget 2014-15 and continues to be focussed on delivery of our joint priorities of growing the economy together with protecting front-line services and the most vulnerable in our society. COSLA is invited to agree the terms of the settlement set out below on behalf of local authorities.

For 2015-16, in addition to the pursuit of our joint priorities, individual local authorities, in return for this settlement will require to agree formally to work with the Scottish Government to deliver a council tax freeze for the eighth consecutive year and secure places for all probationers who require one under the teacher induction scheme. The Scottish Government and COSLA have also agreed to:

- A five month timetable to reach an in-principle agreement on an outcomes based approach to educational outcomes subject to the completion of work which is satisfactory to both Scottish Government and Local Government. We would embark on this work immediately with the first phase to be completed by 1st March 2015. This process should be inclusive and engage other parties notably trade unions, parent bodies and others with an interest in educational outcomes. This approach would consider a broader range of indicators of educational improvement and should include teacher numbers as an important contributory factor.
- Commencing over the same five month period and in relation to 2015-16: if a local authority is able to reach agreement with partners through engagement mechanisms, including the LNCT, to introduce flexibilities which impacts on the numbers of teachers then this may be viewed as a derogation to the national commitment on teacher numbers.
- That the commitment to maintain teacher numbers in line with pupil numbers along with associated sanctions remain in place for 2014-15. While the work to reach an in-principle agreement (as above) is on-going, the sanctions in relation to teacher numbers are suspended for 2015-16. If a new agreement is not reached for 2015-16 there will be a continued Scottish Government commitment to maintain teacher numbers in line with pupil numbers at a national level.

The financial support to be distributed to authorities will be the subject of consultation with COSLA and set out in a Scottish Local Government Finance Circular early in December 2014. As in previous years, the Scottish Government will hold back £70m from the Local Government Finance Order put to Parliament in early February 2015, representing the amount that is included in the settlement to deliver the Council Tax Freeze. Parliamentary approval to pay out the remaining amount will be sought in March 2015 once all councils have set their budgets and their council tax rates for the year ahead.

Delivery of these commitments will be monitored and in the event of a failure to deliver, appropriate adjustments made to distributable resources as described below.

I can confirm that for 2015-16 I will only require those Council Leaders who do not intend to take up the offer and agree the full package of measures to write to me setting out the reasons why they do not wish to comply. Any Leader not intending to take up the offer should write to me confirming their Council's decision by no later than 11 March, but preferably by the end of February, (and ideally as soon as possible after they have set their budgets and announced their council tax rates for 2015-16). Any Council not taking up the offer will not receive their share of the monies held back to be distributed later in March 2015.

The total funding as set out in the Draft Budget 2015-16 document, including provision for the council tax freeze and the support for teacher employment, which the Scottish Government will provide to local government in 2015-16 is £10,756.7 million.

Within the total funding package, revenue funding will amount to £9,895.4 million,

including the funding to deliver a council tax freeze and capital £861.3m for 2015-16.

This total includes the Government's estimate of non domestic rate income over the period.

The 2015-16 total of £10,756.7 million includes a number of changes since the publication of the £10,608.2 million included in the 2014-15 Draft Budget. The additional sums are as follows:

- £54m for free school meals in General Revenue Grant (GRG);
- £44m for pre-school entitlement (GRG);
- £6.5m for the Council Tax Reduction Scheme administration costs (GRG);
- £39m for Children and Young People Act in General Capital Grant (GCG); and
- £5m for Shetland Islands Council to support future house building projects (GCG).

The cash neutral changes are as follows:

- £7m increase in GRG with a corresponding reduction in Specific Revenue Grants as a result of the re-classification of the Hostels Grant funding; and
- £83.5m increase in GRG with a corresponding reduction in Non Domestic Rates because of the impact of the cap on the 2014-15 poundage and further estimating changes.

There have also been changes to the published 2014-15 total funding figure of £10,531.4 million and the revised total is now £10,586.7 million. The changes are as follows:

- £13m for free school meals (GRG);
- £18.5m for pre-school entitlement (GRG);
- £0.3m for Blanefield contaminated land project (GRG); and
- £23.5m Children and Young People Act in General Capital Grant (GCG).

The only cash neutral change was as follows:

- £38.5m increase in GRG with a corresponding reduction in Non Domestic Rates because of the impact of the cap on the 2014-15 poundage.

It should be note that these published sums do not include a number of other agreed, or still to be finally agreed, sums that will be included in the final local government finance settlements for both 2014-15 and 2015-16 and added to the Draft Budget figures at either Autumn Budget Revision (ABR) or Spring Budget Revision (SBR). These additions include:

2014-15

- £15m additional Discretionary Housing Payments (GRG);
- £5.1m for additional teacher support (National Qualifications) (GRG);
- £3m additional Family Support funding (GRG);
- £2m agreed as a result of the teacher pay agreement in 2014 which adds to the £39 million already included in the settlement (GRG);
- £24.8m for Free School Meals (GCG); and
- £17.5m top-up for the Children and Young People Act (GCG).

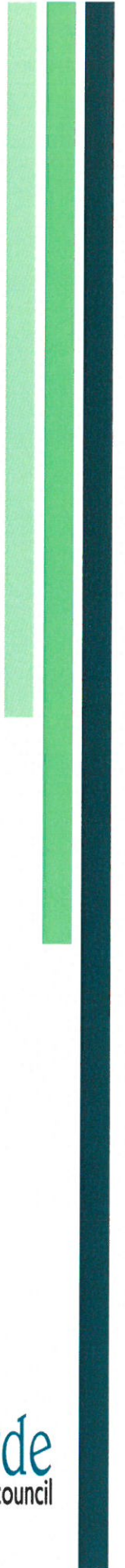
2015-16

- £38m for the Scottish Welfare Fund (GRG);
- £35m for the Discretionary Housing Payments (GRG); and
- £2m baselined agreed as a result of the teacher pay agreement in 2014 which adds to the £39 million already included in the settlement (GRG).

This settlement package for 2015-16, which funds councils to maintain the council tax freeze to households and provides additional resources to deliver our shared priorities around school education, free school meals and childcare, remains a fair settlement in the continuing challenging financial circumstances. The package continues to be focussed on delivery of our joint priorities of growing the Scottish economy and protecting front line services and the most vulnerable in our society, and supported by continued investment in prevention and wider reform actions.

JOHN SWINNEY

2015/17
Revenue Budget
Savings



2015/17 Revenue Budget Savings Options

1. The Policy and Resources Committee remitted it to the Corporate Management Team to generate savings options which could be delivered by 2016/17 totalling £10 million.
2. These savings would then be considered by Members and widely consulted upon with all stake holder groups and the wider public. The intention there after being that Members would make decisions on setting a legally balanced budget on the 19th February 2015 for the period 2015/17.
3. The £10million savings target was allocated over the Councils three Directorates pro-rata to the net budget plus variable charging income. This resulted in savings targets for the three Directorates as follows:
 - a) Environment, Regeneration & Resources – £1.944 million
 - b) Education, Communities & Organisational Development – £5.203 million
 - c) Community Health & Care Partnership – £2.853 million
4. The following booklet contains the summary saving proposals agreed by the Corporate Management Team for Member consideration and wider consultation. The savings have been grouped into five areas as follows:
 - a) Efficiencies – These are savings where the Council can deliver the same outputs but for less money.
 - b) Delivery Models – These are savings were by the Council would engage with a third party to deliver Council services.
 - c) Service Redesign – These savings involve a fundamental review of an aspect of the Council's service delivery and will involve restructuring and changing the way that services are delivered.
 - d) Income and Charging – These are proposals where the Council generates income from either its own resources or for increasing its fees and charges to third parties and the public.
 - e) Reduced Service Provision – These are proposals which will have a direct impact on the internal and external services that the Council delivers.
5. The Policy & Resources Committee agreed a comprehensive consultation strategy at its meeting on the 30th September and following the Policy & Resources Committee meeting on the 18th November this will now commence. The consultation will take the form of community meetings, online questionnaires, consultation with the citizen's panel, comments received through the Council's website and consultation with the business community.

	Income & Charging		Service Redesign		Efficiency		Reduced Service Provision		Delivery Models	
	2015/16 £'000	2016/17 £'000	2015/16 £'000	2016/17 £'000	2015/16 £'000	2016/17 £'000	2015/16 £'000	2016/17 £'000	2015/16 £'000	2016/17 £'000
Education, Communities & ODHR:										
Income and Charging	0	170								
External Providers /Commissioning Arrangements										
Asset Management										
Administration / Clerical Reductions					52	108				
Management Restructures			75	292						
Efficiencies (Other)					0	990				
Reduced Service Provision							607	1,515		
Delivery Models									26	82
Service Redesign			818	2,046						
Total	0	170	893	2,338	52	1,098	607	1,515	26	82
Environment, Regeneration & Resources:										
Income and Charging	200	520								
External Providers /Commissioning Arrangements							0	250		
Asset Management					0	225				
Administration / Clerical Reductions					0	89				
Management Restructures			0	325						
Efficiencies (Other)					30	165				
Reduced Service Provision							0	370		
Total	200	520	0	325	30	479	0	620	0	0
CHCP:										
External Providers /Commissioning Arrangements			0	692						
Administration / Clerical Reductions					0	185				
Management Restructures			0	16						
Efficiencies (Other)					81	316				
Reduced Service Provision							0	1,504		
Delivery Models									0	68
Service Redesign			0	72						
Total	0	0	0	780	81	501	0	1,504	0	68
Corporate:										
Efficiencies (Other)	0	0	0	0	550	550	0	0	0	0
Overall Totals	200	690	893	3,443	713	2,628	607	3,639	26	150

Summary	Saving Target		Over Achieved / (Shortfall)	
	2015/16 £'000	2016/17 £'000	2015/16 £'000	2016/17 £'000
Education, Communities & ODHR	0	5,203	1,578	0
Environment, Regeneration & Resources	0	1,944	230	0
CHCP	0	2,853	81	0
Corporate	0	0	550	550
Total	0	10,000	2,439	550

Education, Communities & Organisational Development

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Education, Communities and ODHR

Saving Category: Income and Charging

Saving Title: Income and Charging

	15/16	16/17	17/18
Saving £'000	0	170	170
FTE	0	0	0

Ref Number: ECOD\IC\F

Equalities Impact Assessment Required No

Description:

- Propose to increase income through a number of routes:
- Charging all users for pitch hire (does not impact on charging policy).
 - Charging for advertising and events sponsorship
 - Increased Service Level Agreements for HR & Payroll Services.

Risk Summary:

Minimal risk anticipated.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Education, Communities and ODHR

Saving Category: Efficiency

Saving Title: Administration / Clerical Reductions

	15/16	16/17	17/18
Saving £'000	52	108	108
FTE	1	1	1

Ref Number: ECOD\EFVA

Equalities Impact Assessment Required No

Description:

Saving will be achieved from a number of areas:

- A review of working time arrangements of non-teaching staff in schools.
- A review of resources within Administration/Clerical support in ODHR.

Risk Summary:

Low – Review of Admin / Clerical within ODHR
Moderate – Converting to term time.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Education, Communities and ODHR

Saving Category: Service Redesign

Saving Title: Management Restructures

	15/16	16/17	17/18
Saving £'000	75	292	292
FTE	2.4	5.4	5.4

Ref Number: ECOD\SR\G

Equalities Impact Assessment Required Yes

Description:

This saving will be as a result of management restructures within Education Headquarters and looking at shared headship for primary schools.

Risk Summary:

There is an associated risk regarding teacher numbers and the budget settlement. The reviews may have an impact on capacity. It is envisaged that it will provide a more focused, streamlined service provision.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Education, Communities and ODHR

Saving Category: Efficiency

Saving Title: Efficiencies (Other)

	15/16	16/17	17/18
Saving £'000	0	990	990
FTE	0	2	2

Ref Number: ECOD\EF\D

Equalities Impact Assessment Required Yes

Description:

The saving consists of a number of streams.

Firstly surplus budgets were identified in all Services, advertising, occupational health, regeneration fund, SOA, Early Years, Psychological Services, school catering services and other expenditure lines.
Promotion of buying additional annual leave scheme will also assist in generating savings.

Secondly, vacancies have been identified and removed for therapy posts and library posts and the natural ending of salary conservation for teachers has been recognised also. This will impact on 2 FTE.

Thirdly there are Efficiencies within the SEMP Operating Model and from the IL Management Fee as a result of changes to energy for heat & light.

Risk Summary:

Minimal risk anticipated.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Education, Communities and ODHR

Saving Category: Reduced Service Provision
 Saving Title: Reduced Service Provision

	15/16	16/17	17/18
Saving £'000	607	1515	1515
FTE	21.2	21.2	21.2

Ref Number: ECOD\RS\H

Equalities Impact Assessment Required Yes

Description:

This saving proposal directly impacts on service provision either by reducing or stopping a service, however, considering the overall savings target, this proposal amounts to approximately 26% of the savings proposed.

The saving will be achieved across a number of areas.

- A review of the transport policy will revise the eligibility criteria resulting in approximately 43% of the above saving.
- Reducing school budgets.
- Adjusting school staffing formula.
- Stopping P6 swimming lessons.
- Fruit for schools.
- Some school initiatives.
- Areas of music provision including stopping Saturday Music Club.
- Review of Community Safety Services.
- Review of CLD and Community Hubs provision.
- Remove free swimming.
- Review Speech & Language contract.
- Reduce Events Management budget
- Reduce SEMP Maintenance Allowance.

Risk Summary:

As this is a reduction or withdrawal of service, it is likely that concerns will be raised by the Public or Elected Members. There is a risk in relation to maintaining teacher numbers and the connection to the Council settlement post 2015/16 for savings where there is a reduction in teacher numbers.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Education, Communities and ODHR

Saving Category: Delivery Models

Saving Title: Delivery Models

	15/16	16/17	17/18
Saving £'000	26	82	82
FTE	0	1	1

Ref Number: ECOD\DM\IC

Equalities Impact Assessment Required Yes

Description:

A review of funding arrangements for ASN non-teacher cover budget.
Review delivery of specialist language services.

Risk Summary:

Low Risk – existing services will continue to be delivered by alternative means.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Education, Communities and ODHR

Saving Category:	Service Redesign	15/16	16/17	17/18
Saving Title:	Service Redesign	Saving £'000	2046	2046
		FTE	60.9	60.9

Ref Number: ECOD\SR\I

Equalities Impact Assessment Required Yes

Description:

The Directorate is proposing to review how services are currently provided in a number of areas across the Directorate. Primarily, by reviewing the support provided within mainstream schools, it is expected that a more effective service can be provided. A full service redesign is required to achieve this saving and it is expected to be achievable by 1st April 2016. In addition, a review of how non-class contact time for teachers in primary schools is delivered will provide a large part of the saving which will require to be implemented in August 2015.

In addition to the above, reviews of youth club provision, community support, libraries and the SEMP Capital Model will be completed also.

Risk Summary:

The areas relating to teachers will have moderate to high levels of risk.
The areas relating to classroom support will have low levels of risk as will the other review areas.

Environment, Regeneration & Resources

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Environment, Regeneration and Resources

Saving Category: Income and Charging

Saving Title: Income and Charging

	15/16	16/17	17/18
Saving £'000	200	520	520
FTE	-	-	-

Ref Number: ER&R/IC/A

Equalities Impact Assessment Required Yes

Description:

Will be achieved from increased income for the Directorate in a number of areas arising from increased Council Tax collection levels, increased Housing Benefit Subsidy, increased income/charging within Environmental Services , charging partners for services provided and increased internal income arising from increased capital investment and modernisation projects.

In addition it is proposed to review the Council's Policy in respect of Council Tax liability for Long Term Empty properties.

Risk Summary:

There is limited risk in maintaining the majority of the income increases proposed provided current investment and employee levels in the relevant teams are maintained.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Environment, Regeneration and Resources

Saving Category: Reduced Service Provision

Saving Title: External Providers/Commissioning Arrangements

	15/16	16/17	17/18
Saving £'000	-	250	250
FTE	-	?	?

Ref Number: ER&R/RS/A

Equalities Impact Assessment Required No

Description:

The Council revenue contribution to Physical Regeneration reduces to £900,000 from 2016/17 and it has already been agreed that from 2017/18 £400,000 of this will be allocated to the 3 City Deal Infrastructure projects. This saving will reduce the remaining sum of £500,000 to £250,000 and will require discussions with Riverside Inverclyde to rephase the Councils contribution in 2016/18 to later years. There will be a potential impact on Riverside Inverclyde employees which is to be quantified.

Risk Summary:

Significant sums have been removed from this budget over recent years and the Council will need to play more of a facilitating role in large Physical investment projects rather than a direct funder if this saving is taken.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Environment, Regeneration and Resources

Saving Category: Efficiency

Saving Title: Asset Management

	15/16	16/17	17/18
Saving £'000	-	225	225
FTE	-	-	-

Ref Number: ER&R/EF/A

Equalities Impact Assessment Required No

Description:

Following reviews of both the Office and Depot asset management plans it is possible to remove recurring sums from the model to reflect efficiencies/savings made in the overall Plan delivery and continued cheaper borrowing costs.

Risk Summary:

Minimal risk as the AMPs are both well progressed.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Environment, Regeneration and Resources

Saving Category: Efficiency

Saving Title: Administration / Clerical Reductions

	15/16	16/17	17/18
Saving £'000	-	89	89
FTE	-	4	4

Ref Number: ER&R/EF/B

Equalities Impact Assessment Required No

Description:

Saving will be generated from a combination of deletion of 2 vacant/temporary posts within Finance and a review of clerical and administrative resources and processes in Legal & Property and Finance Services.

Risk Summary:

Little in the way of risk provided review flushes out inefficiencies and duplication in current practices.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Environment, Regeneration and Resources

Saving Category: Service Redesign

Saving Title: Management Restructures

	15/16	16/17	17/18
Saving £'000	-	325	325
FTE	-	10	10

Ref Number: ER&R/SR/A

Equalities Impact Assessment Required No

Description:

This saving is made up of small team restructures within, Internal Audit, Property Assets, Procurement and Business Development plus a larger scale restructure of Management, Supervision and Technical support within Environmental & Commercial Services following recent changes to the remit of that service and planned office consolidation.

Risk Summary:

There will inevitably be some impact on capacity within those areas impacted and certain management, support and advice tasks will take longer or the less important ones may cease. It is not expected however that there will be a significant impact on external customers.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Environment, Regeneration and Resources

Saving Category:	Efficiency	15/16	16/17	17/18
		Saving £'000	30	165
Saving Title:	Efficiencies (Other)	FTE	-	-

Ref Number: ER&R/EF/C

Equalities Impact Assessment Required No

Description:

This saving consists of 2 themes , namely reduced contract costs arising from renegotiation of contract terms plus getting more out of the goods we buy. It is believed that savings can be made by renegotiating a number of the hardware and application ICT contracts and by extending the replacement cycle of the computer desk top estate to up to 6 years. In early 2015 the Council will consider a Street Lighting strategy report. If approved then it is believed there will be significant savings in both electricity and maintenance costs. A conservative estimate of £50,000 has been incorporated for 2016/17.

Risk Summary:

The main risk in this saving is that the Council do not approve the Street Lighting strategy in the spring of 2015 and implementation delayed.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Environment, Regeneration and Resources

Saving Category:	Reduced Service Provision	15/16	16/17	17/18
		Saving £'000	370	370
Saving Title:	Reduced Service Provision	FTE	14	14

Ref Number: ER&R/RS/A

Equalities Impact Assessment Required Yes

Description:

Service Reduction proposals are unavoidable given the scale of the savings options required but these make up less than 20% of the Directorates overall savings.
 The proposals centre around Grounds & Waste Services and Facilities Management Services.
 Within Grounds the options are: Closure of Kinn Drive Civic Amenity Site and Depot following the recent £1.7million investment in a new CA site at Pottery St, Reductions in the maintenance regimes within Street Cleansing and Grounds Maintenance and the closure of Whinhill Golf Course.
 Within Facilities Management the options are: Closure of 2 of the 7 Public Conveniences and a reduction in non-school building cleaning schedules. The specific Public Conveniences to be closed will be subject to further consultation.

Risk Summary:

Most of these proposals will impact on either the visual amenity or the breadth of services delivered to the public. Officers believe that all these savings are deliverable by April 2016 but are aware that most will raise public concern.

Community Health & Care Partnership

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Community Health and Care Partnership

Saving Category: Service Redesign

Saving Title: External Providers/Commissioning Arrangements

	15/16	16/17	17/18
Saving £'000	0	692	692
FTE	0	0	0

Ref Number: CHCP/SR/A

Equalities Impact Assessment Required Yes

Description:

To review a number of externally funded projects and commissioned services across the CHCP incorporating a wide range of providers including third sector and voluntary organisations. The saving will be achieved from establishing strategic partnerships, economies of scale and adopting framework agreements where possible. There will be cessation of some projects.

It should be noted that purchased respite proposals are included within Reduced Service Provision as are other external service reductions.

There will be continued review of high cost care packages.

Risk Summary:

A communications strategy is required to prepare for and mitigate impacts on current partnership working, which may result in a loss of local employment. There may be TUPE implications.

There will be impact on individuals and families from a reduction and / or cessation of some services.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Community Health and Care Partnership

Saving Category: Efficiency

Saving Title: Administration / Clerical Reductions

	15/16	16/17	17/18
Saving £'000	0	185	185
FTE	0	7.9	7.9

Ref Number: CHCP/EF/B

Equalities Impact Assessment Required Yes

Description:

To rationalise administration and clerical support across all services within the CHCP. Currently 87.14 FTE Council staff are employed in this cohort.

A simultaneous review of NHS administration and clerical support component within the CHCP will inform NHS required savings.

Risk Summary:

Opportunities for streamlining support services have come from the office rationalisation programme so the risk impact is minimal.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Community Health and Care Partnership

Saving Category: Service Redesign

Saving Title: Management Restructures

	15/16	16/17	17/18
Saving £'000	0	16	32
FTE	0	0.5	0.5

Ref Number: CHCP/SR/B

Equalities Impact Assessment Required Yes

Description:

This proposal will review the Service Manager cohort with a proposed overall reduction of 1 post; however the 0.5 FTE and cost impact reflects the integrated structure with NHS.
It should be noted that the Efficiency, Reduced Service Provision and Service Redesign proposals include elements of Management Restructure at Team Leader level posts.

Risk Summary:

There will be a reduction in professional knowledge / capacity.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Community Health and Care Partnership

Saving Category:	Efficiency	15/16	16/17	17/18
	Saving £'000	81	316	316
Saving Title:	Efficiencies (Other)	1.4	4.4	4.4
	FTE			

Ref Number: CHCP/EF/A

Equalities Impact Assessment Required Yes

Description:

The efficiencies savings proposals include reducing staffing by up to 4.4 FTE from deletion of vacant posts, reduction in hours and operating teams in the most effective way. The staffing reduction is £211,000 of the total proposed saving.

There are a number of proposals supporting the non-staffing reduction of £105,000 and reflect relatively modest decreases to a number of running costs.

Risk Summary:

There is minimal risk with the proposed efficiency savings

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Community Health and Care Partnership

Saving Category: Reduced Service Provision

Saving Title: Reduced Service Provision

	15/16	16/17	17/18
Saving £'000	0	1,504	1,504
FTE	0	32.6	32.6

Ref Number: CHCP/RS/A

Equalities Impact Assessment Required Yes

Description:

This proposed saving relates to reduced staffing levels (£1,149,000 being 40% of the 2016/17 target) across a number of service areas within the CHCP. There are some areas where work will need to be redistributed, but ultimately there will be reduced staffing and reduced service provision.

A review of generic roles such as Social Work Assistant and Homemaker posts ensuring that skills are transferable between different services and creating a more flexible workforce resulting in a net reduction of 12.5 FTE across a number of Services will be undertaken to mitigate, in part, the impacts of reduced numbers of staff.

Similarly reviewing support roles within a number of service areas to rationalise some functions and provide the widest possible range of support across service areas will be undertaken.

The non staffing saving relates to a reduction in respite provision of £62,000 which is an 8% reduction to Adult Respite budgets along with a reduction in other externally provided projects and services of £293,000.

Risk Summary:

There will be impact from the reduction in front line services to individual service users and their families.

SAVING PROPOSAL – BUDGET 2015/17

Directorate: Community Health and Care Partnership

Saving Category:	Delivery Models	15/16	16/17	17/18
		Saving £'000	0	68
Saving Title:	Delivery Models	FTE	0	0.8

Ref Number: CHCP/DM/A

Equalities Impact Assessment Required Yes

Description:

This saving is predicated on the transfer of one service, currently provided in house to an external provider. This external service delivery model is applied both within this and other services within the CHCP and will allow for a sustainable and flexible service provision in line with commissioning frameworks.

The FTE impact is shown as 0.8 reflecting a support post reduction however it should be noted that there will be potential TUPE implications.

Risk Summary:

There may be staffing implications resulting from employees who do not want to TUPE to a service provider. Consultation will be required with individual service users and their families. Previous reaction and concern to outsourcing of services.

SAVING PROPOSAL – BUDGET 2015/17

Directorate:

Saving Category:

Saving Title:

	15/16	16/17	17/18
Saving £'000	0	72	72
FTE	0	1.0	1.0

Ref Number:

Equalities Impact Assessment Required

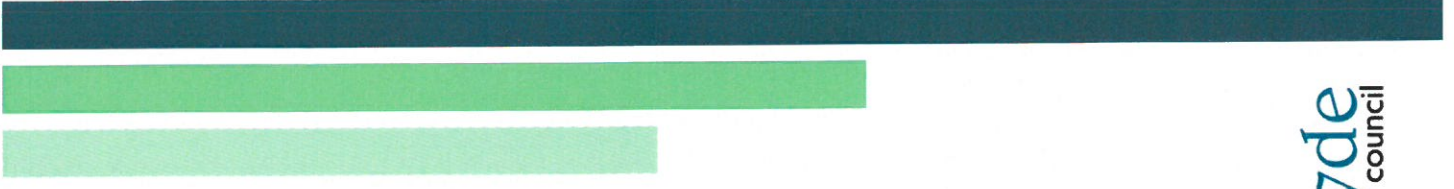
Description:

This proposal will review a number of functions and services currently provided to streamline and establish closer working with the voluntary sector. This will include how some support and respite services are provided.

Risk Summary:

There may be impact from less community and group support services.

Corporate Savings Turnover



SAVING PROPOSAL – BUDGET 2015/17

Directorate:

Saving Category:

Saving Title:

	15/16	16/17	17/18
Saving £'000	550	550	550
FTE	0	0	0

Ref Number:

Equalities Impact Assessment Required

Description:

The Council has underspent it's overall employee budgets for the last few years due to turnover (the money saved whilst posts lie vacant) being greater than budgeted. The current turnover target for standard posts is 1.2%, it is proposed to increase this to 2.5% from 2015/16.

Risk Summary:

Turnover becomes more difficult to achieve as resources become tighter and employee numbers reduce. There is a risk that individual sections/services may not meet their turnover target but the Corporate Management Team are believe that at a Directorate and Corporate level the 2.5% figure can be achieved.

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Chief Financial Officer	Report No:	2014/P&R/AP/17
Contact Officer:	Alan Puckrin	Contact No:	712223
Subject:	Revenue Budget Pressures – 2015/17		

1.0 PURPOSE

- 1.1 The purpose of this report is to highlight budget pressures identified by the Corporate Management Team for the revenue budget period 2015/17 and to seek Committee approval to include these proposals within the overall budget consultation exercise.

2.0 SUMMARY

- 2.1 As has been previously reported to the Policy & Resources Committee, the Corporate Management Team has collated those significant budget pressures which it believes the Council will have to address as part of the 2015/17 budget. The allowance included in the Budget Strategy was £2.4million by 2016/17.
- 2.2 Each budget pressure has been subject to a specific report to the Corporate Management Team on at least two occasions and figures have been amended as required.
- 2.3 Appendix 1 summaries the financial impacts of the budget pressures if approved, whilst Appendix 2 gives a summary of the rationale for each of the budget pressures being put before Committee today.
- 2.4 The Committee is asked to note that Officers believe that all bar one of the budget pressures are unavoidable and if not approved will require services to make additional savings over and above those reported elsewhere to today's Committee. The one pressure which is avoidable centres around employability, however if the increase funding is not provided then it will lead to a significant reduction in the current level service in this area.
- 2.5 It is proposed that the pressures contained in this report are agreed to form part of the overall budget consultation exercise. Members will have the opportunity to consider each of these proposals in more detail over coming months prior to making decisions as part of the 2015/17 budget.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee consider the 2015/17 budget pressures outlined in Appendix 2.
- 3.2 It is recommended that the Committee agree that the pressures contained in this report form part of the budget consultation exercise and that a final decision in respect of these budget pressures be taken at the February Council meeting.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 It has been previously reported to Committee that the Corporate Management Team were undertaking an exercise to identify unavoidable budget pressures for the period 2015/17.
- 4.2 Following reports to the Corporate Management Team over recent months, a number of budget pressures were identified.
- 4.3 Within the approved Budget Strategy, it was estimated that the allowance for unavoidable budget pressures would be £2.4million by 2016/17. This allowance is incorporated within the estimated 2015/17 funding shortfall of £7.0million.

5.0 CURRENT POSITION

- 5.1 Appendix 1 gives a financial summary of the budget pressures recommended for consideration by the Corporate Management Team. It can be seen that the total estimated requirement is £1.881million in 2015/16 increasing to £2.349million in 2016/17.
- 5.2 Appendix 2 gives a brief rationale for each of the ten budget pressures identified in Appendix 1. The Committee is asked to note that more detailed information is available and will be discussed with Members as part of the overall budget exercise over coming months.
- 5.3 It is the view of the Corporate Management Team that the first nine budget pressures are unavoidable and if additional funding is not allocated as part of the budget process, then services will require to identify additional savings to meet these unavoidable pressures.
- 5.4 The one exception to this is in respect of the employability pressure which has arisen due to an anticipated reduction in the level of European funding which is currently received in addition to the Council's £1.9million allowance to this initiative. The Corporate Management Team have agreed to include this within the unavoidable budget pressures due to the significant impact this reduction in external funding will have on the outputs and outcomes of this key initiative.

6.0 NEXT STEPS

- 6.1 The Corporate Management Team would recommend that Members agree that the pressures outlined in Appendix 1 form part of the budget consultation exercise previously approved by Members at the Policy & Resources Committee on 30 September and that a final decision be taken on each of these pressures when considering the overall budget in February 2015.
- 6.2 Members will be able to receive more detailed information in respect of each of these pressures as part of the ongoing discussions around the 2015/17 budget over coming months.

7.0 IMPLICATIONS

Finance

- 7.1 The Budget Strategy contained £2.4million by 2016/17 to fund unavoidable budget pressures.

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
Various	Various	2015/16	1881		Funded from £1.9million allowance in the budget strategy
Various	Various	2016/17	2349		Funded from £2.4million allowance in the budget strategy

Legal

- 7.2 The Council requires to comply with its legislative and contractual requirements and if increased funding is not agreed officers would need to bring reports back on any impacts which will have legal implications.

Human Resources

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

Equalities

- 7.4 There are no direct equality issues arising from the decisions required at this point in time.

Repopulation

- 7.5 A key strand in the Repopulation Strategy is job creation and as such the potential reductions in employability funding will have an adverse impact on the Council's Repopulation Strategy.

8.0 CONSULTATIONS

- 8.1 The Corporate Management Team and Extended Corporate Management Team have been consulted in the contents of this report.
- 8.2 This report has been discussed with the Trades Union via the Joint Budget Group.

9.0 LIST OF BACKGROUND PAPERS

- 9.1 None.

Budget Pressures - 2015/17

<u>Pressure (Cause)</u>	<u>2014/15</u> £000	<u>2015/16</u> £000	<u>2016/17</u> £000	<u>2017/18</u> £000
1/ ICT - Loss of Inverclyde Leisure Income (Contractual)	-	33	66	66
2/ New SWAN Contract (Contractual)	-	55	93	93
3/ New Bus Shelter Advertising Contract (Contractual)	-	122	122	122
4/ ASN - Move to Teaching Ratios (Demographic)	-	219	219	219
- Travel (Contractual)	-	40	40	40
5/ CCTV - Virgin Media new contract (Contractual)	-		147	147
6/ Adults with Learning Disabilities (Demographic)	-	180	180	160
7/ Elderly Care - Care Homes (Demographic)	-	500	500	500
- Home Care (Demographic)	-	250	500	500
8/ Holiday Pay (Note 1)	-	200	200	200
9/ Specialist Posts x2 (Statutory Corporate Requirements)	-	82	82	82
Subtotal		1681	2149	2129
10/ Reduction in ESF Employability Grant (External Funding)	-	200	200	200
	0	1881	2349	2329

Note 1 - Costs will be contained in one off excess turnover in 2014/15

Summary of Budget Pressures

1. **ICT - Loss of Inverclyde Leisure Income**

Inverclyde Leisure have intimated their intention to withdraw from the Service Level Agreement with Inverclyde Council which has been in place since Inverclyde Leisure was formed. Their reasons for doing so centre around the different type of service they require in particular the need for 24/7 service, more use of web base services and the higher level of overheads carried by Inverclyde Council ICT due to the regulatory framework within which the Council works.

Officers within ICT are working with Inverclyde Leisure to achieve a withdrawal by September 2015 and at this point it is estimated that the loss of revenue will be £66,000 per year. This is the amount which Inverclyde Leisure contribute to the core infrastructure of the Council, eg, Data Centre, corporate contracts, corporate maintenance arrangements, etc. Given the small proportion of Council ICT work which relates to Inverclyde Leisure, there will be no employee savings achieved.

2. **New Scottish Wide Area Network (SWAN) Contract**

The Council's network contract is currently with Virgin Media and this has been extended on a number of occasions and is due to expire on 1 April 2015. Based on negotiations with the supplier for SWAN, it is expected that there will be an increase in annual costs of approximately £55,000 from 2015/16, plus one-off Capital Investment costs of £303,000.

It should be noted that whilst this represents an increase of cost for the Council, the Council has received an extremely advantageous rate for the last number of years from Virgin Media and if the Council were to decide to go it alone and tender this service directly then it is expected that a significant increase in rates would also be the outcome. The Transitional Head of ICT is working on a more detailed Option Appraisal report which will be completed in advance of the budget approval in February 2015.

3. **New Bus Shelter Advertising Contract**

The Council's current contract with JC Decaux which was procured in partnership with eight other Councils, including Glasgow City Council, is due to expire imminently. Glasgow City Council did not participate in the new contract and this allied to the fact that rates received for advertising have decreased significantly means that the Council is experiencing a significant loss of income for advertising within its bus shelters.

The new contract is due to commence later this financial year and a budget pressure of £122,000 has been identified from 1 April 2015.

4. **Additional Support Needs – Teaching/Travel and Income**

This pressure has three specific elements to it, namely -

- a) There is a need to increase teacher numbers within Craigmillar due to increased numbers of young people with complex needs being educated there as opposed to being on placements from outwith Inverclyde. The budget pressure will create three extra teaching posts. In addition, a further teaching post is required at the Garvel Deaf Centre based on a ten year projection of anticipated staffing needs.

- b) Travel – the travel budget has been under significant pressure for a number of years with a projected overspend in 2014/15 being £60,000. A budget pressure of £40,000 is requested on the basis that management will review contracts, use of vehicles and internal processes to ensure that efficiencies are optimised.
- c) Income from Other Local Authorities – in the same way that the Council is optimising the use of its own facilities when educating young people with additional support needs, this is being replicated by other local authorities. As such, the income received by the Council from other local authorities has reduced over recent years. It is estimated that there is a £50,000 recurring shortfall in the Income Budget and this also forms part of the overall budget pressure of £259,000.

5. CCTV – New Contract

The existing contract for CCTV has been in place for many years and the network supplier, Virgin Media, has intimated a need to upgrade the network. This will result in a significant increase in annual costs and require a one-off sum of £106,000. It has been possible to negotiate a further extension to the current contract with Virgin Media but after this point it is estimated there will be a £133,000 increase in annual maintenance plus a £14,000 Prudential Borrowing requirement to retain the current CCTV coverage and system.

Officers will examine options for reducing the costs of the CCTV system in order to reduce this pressure and these proposals will form part of the final overall budget package to be considered by Members.

6. Adults with Learning Disabilities

In line with most other Councils in Scotland, the Council's Learning Disability Services budget is under significant pressure. Much of this pressure derives from transition cases, ie, young people entering the Adults with Learning Disabilities service. CHCP staff have carried out detailed assessments for each of the five young people with significant service needs entering transition over this period and estimate an increase in budget of £180,000 is required from 2015/16.

7. Elderly Care – Care Homes – Homecare

Until recently, Inverclyde Council has not been subject to the same severe pressures arising from the demographic changes which are occurring elsewhere in relation to the number of elderly within our communities. This manifested itself in the CHCP returning £300,000 of budget pressure money allocated as part of the 2011/13 Revenue Budget. It is, however, now apparent through last year's budget out-turn and the projections for 2014/15 that there is significant pressure building within these areas despite the positive gains made by the re-ablement agenda and re-assessing packages.

To this end, it is requested that £1million be added to the 2016/17 Revenue Budget with £750,000 of this being added to the 2015/16 budget. It is also requested that this sum be managed through an earmarked reserve in a similar way to Residential Schools in order that the service can smooth out the peaks and troughs arising from this demand led service.

8. Holiday Pay

A recent European Union judgement has determined that employees should receive within their holiday pay an allowance for overtime, etc, foregone whilst being on holiday. Whilst one or two Councils in Scotland are challenging this decision, the majority of Council's have paid or are in the process of paying this sum. This issue is

the subject of a more detailed report elsewhere on the agenda but it is estimated that the ongoing costs will be approximately £200,000 per year. It should be noted that the Corporate Management Team have agreed that as a one-off for 2014/15, Directorates will contain the cost.

9. Specialised Posts x 2

In December 2012, the Council agreed to create four temporary posts to deal with matters such as Equalities, Information Governance, External Funding and Social Media. Following a review of the need to continue any of these posts, the Corporate Management Team would recommend that both the Equalities Officer and Information Governance Officer are required in the long-term. Both these posts carry out specific important corporate duties which will ensure that the Council stay within the regulatory framework. It should also be noted that these areas are subject to external scrutiny and examination and the Council could receive significant fines if it does not adhere to the requirements of both these areas.

10. ESF Employability Grant

The Council invests significant money within Employability and supplements this each year with approximately £450,000 of ESF funding. It has been previously reported that there will be a reduction in the amount of ESF funding coming to Scotland in the next six year programme in addition to which the distribution of this funding has been under review with a greater emphasis being given to rural areas. As such, it is currently estimated that the Council could receive approximately £200,000 a year less than has previously been the case. The budget pressure, therefore, requests that Committee consider bridging this gap of £200,000 from the Council's Revenue Budget from 2015/16 onwards. Whilst this is not an unavoidable budget pressure, there will be an undoubted negative impact on the Council's Employability Programmes should this level of reduction of funding occur.

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Chief Financial Officer	Report No:	2014/P&R/AP/16
Contact Officer:	Alan Puckrin	Contact No:	712223
Subject:	Draft 2015/18 Capital Programme		

1.0 PURPOSE

- 1.1 The purpose of this report is to outline proposals for the 2015/18 Capital Programme for Members to consider as part of the overall budget process.

2.0 SUMMARY

- 2.1 On 30 September 2014 the Policy & Resources Committee agreed that a 2015/18 Capital Programme should be agreed in February 2015. In continuing to agree a three year forward Capital Programme, this enables Officers to undertake the necessary planning and development work to ensure that projects are progressed in a way which also delivers best value.
- 2.2 The Period 6 Capital Programme report elsewhere on this agenda highlights that at present there is a surplus of £1.3million in the 2014/17 Capital Programme. This surplus follows on from the better than expected Capital Grant allocation for 2015/16.
- 2.3 Appendix 1 summarises the proposed 2015/18 Capital Programme on the basis of a continuing £7.3million Capital Grant from the Scottish Government and the continuation of existing Capital Allocations.
- 2.4 In addition, the draft Capital Programme contains two proposed revenue allocations to enhance the Capital Programme. The first relates to delivering the stated commitment to spend £12million over the period 2016/18 on the Roads Asset Management Plan. The Prudential borrowing of £300,000 in 2016/17 increasing to £600,000 in 17/18 will increase the amount allocated to the Roads Service for the delivery of the RAMP over this period by £9.2million.
- 2.5 The second revenue allocation of £100,000 in 2016/17 increasing to £200,000 in 2017/18 partly relates to the £400,000 recurring shortfall in the current approved Capital Programme with the balance of Prudential borrowing proposed to be used for increased investment in the Council's Property Assets. This latter issue will be the subject of a more detailed report to Members as part of consideration of the overall budget.
- 2.6 There is currently one project in the current 2014/17 Capital Programme which the Corporate Management Team would recommend that Members put on hold whilst the overall budget for the period 2015/17 is considered. This project and the rationale for putting it on hold are contained in Section 6 of the report. Depending on the decisions taken in February 2015 regarding the overall budget, then this project will either proceed, proceed in part or not proceed at all.
- 2.7 Further detailed discussions will take place with Members over the coming months and it is proposed that the final 2015/18 Capital Programme be approved on 19 February 2015.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the proposed draft Capital Programme for 2015/18 as outlined in Appendix 1.
- 3.2 It is recommended that the Committee agree that the Draft Capital Programme be increased in respect of the £9.2million extra Roads Asset Management Plan expenditure, £2million Property Assets expenditure and allocating £250,000 to feasibility studies, pre-contract work.
- 3.3 It is recommended that the Committee agree that the project, highlighted in Section 6, be put on hold pending decisions due to be taken in February 2015 as part of the overall budget.
- 3.4 It is recommended that the Committee agree that the 2015/18 Capital Programme, adjusted for the decisions above, form part of the overall Budget Consultation.
- 3.5 It is recommended that the Committee note that final decisions in respect of the 2015/18 Capital Programme, including the use of any surplus resources, will be taken at the Council meeting on 19 February 2015.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 For many years the Council has approved a three year Capital Programme with the current Capital Programme covering the period 2014/17.
- 4.2 It was decided by the Policy & Resources Committee on 30 September that the Council should set 2015/18 Capital Programme at its meeting in February 2015.
- 4.3 The Committee has previously been advised that the current Capital Programme is projecting a surplus of resources over the period 2014/17 due to a better than anticipated Capital Grant Allocation in 2015/16.

5.0 PROPOSED DRAFT 2015/18 CAPITAL PROGRAMME

- 5.1 Appendix 1 shows the current position of the draft 2015/18 Capital Programme on the basis of an estimated Government Capital Grant of £7.3million per year and a continuation of the current allocations to Property, Roads, Housing, ICT, School Estate Management Plan and Zero Waste Fund totalling £7.727million.

- 5.2 The current allocations to each of these areas are as follows:

- a) Property - £1million
- b) Roads - £1.4million
- c) ICT - £447,000
- d) Scheme of Assistance (Housing) - £500,000
- e) School Estate Management Plan - £4.3million
- f) Zero Waste Fund - £80,000

Total - £7.727million

- 5.3 It can be seen that the current existing allocations exceed estimated Government Grant by £427,000. Whilst this can be contained in the 2015/18 Capital Programme due to the current projected surplus, it is recommended that this shortfall be funded by Prudential borrowing contained within the existing Budget Strategy. The Prudential borrowing cost required will be approximately £30,000 per year.
- 5.4 The approved Budget Strategy also contained two further Prudential borrowing amounts in both 2016/17 and 2017/18. The details of each is as follows:

- a) Roads Asset Management Plan – when agreeing the 2013/16 budget the Council agreed its intention to continue with the £6million investment in the Roads Asset Management Plan for both 2016/17 and 2017/18. On the basis that the Roads Service will receive £1.4million from the core allocation, then a further £4.6million per year is required to achieve the £6.0million annual investment. It is estimated that Prudential borrowing of £300,000 in 2016/17 increasing to £600,000 in 2017/18 will be required to deliver this level of investment. If this level of investment is ultimately agreed it will mean that the Council will have invested £29million in the Roads Asset Management Plan over the five year period 2013/18.
- b) Other Property Assets – Condition Surveys have been carried out over the last year in respect of all the Council's Other Property Assets, ie, those which are not schools. Whilst a more detailed report will be presented to Members in coming months, it is reported that approximately £30million of investment is required for the Council's Core Property Assets over the next ten years. Committee will note that the current core allocation is approximately £1million per year meaning there is a significant shortfall between the investment required and the investment which the Council is currently making. In light of this it is proposed that an extra £1million per year is prudentially borrowed to double the level of investment. Even with this increased level of investment, the Committee is asked to note that the Council will need to carefully

review and manage its asset base to ensure that it can afford the property assets it is currently operating. The extra £1million investment will cost approximately £70,000 per year in Prudential Borrowing costs.

- 5.5 There are no other Capital Projects due to be undertaken over the period 2015/18 which have been reported and approved by Committee in line with the requirements of the Financial Regulations. It should be noted, however, that some preparatory work in respect of the next phase of cemetery provision and the replacement of the Council's cremators will be required in 2017/18 and it is recommended that the sum of £250,000 be added to the Capital Programme to fund any Feasibility Studies pre-contract work in this and other projects starting in the post 2017/18 period.

6.0 OTHER ISSUES TO CONSIDER

- 6.1 In reviewing the 2014/17 Capital Programme in light of the significant financial challenges which the Council faces, the Corporate Management Team have identified a project where it is believed this is appropriate for the Committee to consider putting the project on hold whilst the wider budget is considered.
- 6.2 It has previously been agreed to invest approximately £700,000 in significantly improving the safety of the Civic Amenity Site within the Kirn Drive Depot at Gourrock whilst undertaking some refurbishment of the existing Depot building. As previously reported to the Environment & Regeneration Committee, the initial costs were significantly in excess of the £700,000 allowance due to the complicated roads layout which is required due to amending the entrance to the Depot, moving the fuel storage tanks and laying a considerable amount of new road infrastructure within the Depot to minimise risk to the public and employees.
- 6.3 The Committee will note that contained in the savings for the period 2015/17 is the proposed closure of the whole Kirn Drive Depot and Civic Amenity Site on the basis of the £1.5 million investment in the new Civic Amenity Site at Pottery Street and the availability of alternative accommodation from which operatives can work. Whilst Members are considering this matter, it would be inappropriate for the Council to proceed with the Capital Project. It is estimated that at least £450,000 could be saved if the project did not proceed, this sum being net of an allowance for any capital investment in alternative sites for storage/messing facilities for operatives, plus an allowance for abortive fees.

7.0 IMPLICATIONS

Financial Implications

7.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
RAMP	Capital	2016/18	9,200		Funded by recurring costs detailed below
Other Property	Capital	2016/18	2,000		Funded by recurring costs detailed below
Feasibility Studies / Pre-Contract Work	Capital	2016/18	250		Funded by current surplus

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
Loan Charges	-	2016/17	400 increasing to 800 in 2017/18	-	Revenue costs included in the approved Budget Strategy

Legal

7.2 There are no legal implications arising from this report.

Human Resources

7.3 There are no HR implications arising from the contents of this report.

Equalities

7.4 There are no equalities issues arising from the proposals in this report, and as such an Equalities Impact Assessment is not required.

Repopulation

7.5 The Council's continuing significant level of Capital Investment provides opportunity for local businesses to invest and increase employment and therefore assist with the Council's repopulation agenda.

8.0 CONSULTATIONS

8.1 The contents of this report have been agreed by the Corporate Management Team.

8.2 It is proposed that the draft Capital Programme included in this report form part of the overall consultation exercise previously approved by the Policy & Resources Committee on 30 September 2014.

9.0 LIST OF BACKGROUND PAPERS

9.1 None.

General Fund Capital Programme - 2015/18

Available Resources

	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Total</u>
	£000	£000	£000	£000
Government Capital Support	10,585	7,300	7,300	25,185
Less: Allocation to School Estate	(4,722)	(4,300)	(4,300)	(13,322)
Capital Receipts	973	83	385	1,441
Capital Grants	371	-	-	371
Prudential Funded Projects	20,388	12,213	10,080	42,681
Balance B/F From 14/15 (Exc School Estate)	2,437			2,437
Capital Funded from Current Revenue	10,047	2,009	433	12,489
School Estate Management Plan Funding	10,510	5,837	6,286	22,633
	<u>50,589</u>	<u>23,142</u>	<u>20,184</u>	<u>93,915</u>
<u>Total Expenditure</u>	<u>48,721</u>	<u>23,775</u>	<u>20,301</u>	<u>92,797</u>
(Shortfall)/Under Utilisation of Resources				<u>1,118</u>

General Fund Capital Programme - 2015/18**Notes**

	2015/16	2016/17	2017/18	Total
	£000	£000	£000	£000
<u>Note 1: Further Breakdown of SEMP Expenditure</u>				
Demolish St Stephens HS	147	408	-	555
Ardgowan PS Refurbishment	1,631	-	-	1,631
St Patricks PS New Build	2,417	2,572	138	5,127
St John's PS - Refurbishment	1,392	54	-	1,446
Kilmacolm PS - Refurbishment	1,869	1,541	100	3,510
Balance of Lifecycle Fund	688	917	-	1,605
Future Projects	377	243	5,948	6,568
Early Years (C&YPB - 600 Hrs)	1,348	-	-	1,348
Prudential Funding - Capital Project Contributions	500	-	-	500
Other Projects < £250K	141	102	100	343
	10,510	5,837	6,286	22,633

Note 2: Assumed Annual Allocations

Estimated General Capital Grant	(7,300)	(7,300)	(14,600)
SEMP	4,300	4,300	8,600
Property	1,000	1,000	2,000
Roads	1,400	1,400	2,800
SOA	500	500	1,000
ICT	447	447	894
Excess Prudential borrowing (ICT)	(60)	(60)	(120)
Zero Waste Fund	80	80	160
	-	367	367
			734

Note 3: Proposed Capital Programme Enhancements

Roads Asset Management Plan	4,600	4,600	9,200
Property	1,000	1,000	2,000
Additional Prudential borrowing	(6,000)	(6,000)	(12,000)
Feasibility Studies/Pre-contract Work	100	150	250
	-	(300)	(250)
			(550)

Note 4: Reflects ongoing costs for ICT, Vehicle Replacement Programme and Scheme of Assistance, funded by mixture of CFCR, Prudential Borrowing and Capital Receipts.

General Fund Capital Programme - 2015/18**Approved Programme**

	2015/16	2016/17	2017/18	Total
	£000	£000	£000	£000
<u>Policy & Resources</u>				
Completion of Existing Programme	126	-	-	126
Annual Allocation (ICT)	549	563	513	1,625
Modernisation Fund	219	-	-	219
<u>Policy & Resources Total</u>	894	563	513	1,970
<u>Environment & Regeneration</u>				
Completion of Existing Programme (Property Services)	243	-	-	243
Annual Allocation (Property Services)	123	2,000	2,000	4,123
Feasibility Studies/Pre-contract Work	-	100	150	250
Central Gourrock Development	2,850	500	-	3,350
Regeneration of Port Glasgow Town Centre	150	-	-	150
Broomhill Regeneration	200	-	-	200
Lower Port Glasgow Regeneration	250	250	-	500
East Central Greenock Regeneration	250	250	-	500
Central Gourrock Regeneration	150	-	-	150
Leisure & Pitches Strategy	161	-	-	161
Port Glasgow Town Centre Refresh of Town Hall	34	-	-	34
Asset Management Plan - Offices	3,439	1,519	133	5,091
Asset Management Plan - Depots	8,153	1,334	59	9,546
Capital Works on Former Tied Houses	60	60	60	180
Completion of Existing Programme (Roads)	212	-	-	212
Roads Non-RAMP Allocation	-	100	100	200
Roads Grant Funded Projects (SPT/CWSS/Sustrans/Electric)	411	-	-	411
Flooding Works	1,911	776	-	2,687
Roads Asset Management Plan	6,399	5,900	5,900	18,199
Greenock Parking Strategy	232	-	-	232
Vehicle Replacement Programme	2,631	352	1,866	4,849
Play Areas	377	-	-	377
Coronation Park Port Glasgow	200	-	-	200
SV Comet	146	-	-	146
Annual Allocation (Zero Waste Fund)	172	80	80	332
Completion of Existing Programme (Environmental & Planning)	25	-	-	25
<u>Environment & Regeneration Total</u>	28,779	13,221	10,348	52,348

General Fund Capital Programme - 2015/18

Approved Programme

Education & Communities

Scheme of Assistance/Aids & Adaptations	1,342	1,333	933	3,608
Contribution to Watt Complex Refurbishment	553	1,000	2,221	3,774
Primary School Pitch Upgrading	320	-	-	320
Inverkip Community Facility	1,496	116	-	1,612
New Community Facility Woodhall	400	-	-	400
New Community Facility Broomhill	852	-	-	852
Primary School MUGA's - Various	1,100	-	-	1,100
Birkmyre Park, Kilmacolm Pitch Improvements	100	-	-	100
Ravenscraig Sports Barn	600	-	-	600
School Estate Management Plan	10,510	5,837	6,286	22,633

Education & Communities Total

17,273 8,286 9,440 34,999

CHCP

Neil St Childrens Home Replacement	1,775	83	-	1,858
Crosshill Childrens Home Replacement	-	1,622	-	1,622

CHCP Total

1,775 1,705 - 3,480

Total Expenditure

48,721 23,775 20,301 92,797

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Corporate Director, Education, Communities and Organisational Development	Report No:	PR/121/14/PC
Contact Officer:	George Barbour, Corporate Communications Manager	Contact No:	01475 712835
Subject:	Budget Consultation and Communication Plan		

1.0 PURPOSE

- 1.1 The purpose of this report is to request that the Committee agree the consultation and communication plan for the budget proposals for 2015/17 for the proposed options as agreed at agenda item 12 as part of the 2015/2017 Budget Strategy.

2.0 SUMMARY

- 2.1 The Council carried out budget consultation for the first time in Autumn 2012 to inform the 2013/16 budget. The consultation consisted of three key elements. Members of the Citizens' Panel were sent a postal questionnaire and the same questionnaire was published on the Council's website in order to obtain feedback from members of the public. In addition, a budget briefing session was held with Community Councils.

Limited feedback was obtained from these methods and it was agreed by the CMT and Policy and Resources Committee in February 2013 that the Council would develop a more comprehensive approach to consulting members of the public when setting the 2015/18 budget.

- 2.2 The Council budget consultation and communications plan for the 2015/2018 Budget Strategy was approved at the special meeting of the Committee on 30 September 2014. The plan sets out proposals to consult with staff, residents, community organisations and a range of other stakeholders to inform the budget process.
- 2.3 The plan has been updated and is outlined in section 5. The aim is to deliver a consistent approach to branding and messaging, and utilising existing mechanisms with new online tools to encourage more residents and groups to take part in the budget consultation.
- 2.4 Appendix 1 contains a budget time line that outlines the key consultation processes involved in developing the budget proposals.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee approves the consultation programme and timeline outlined in section 5 and appendix 1 of this report.

Patricia Cassidy
Corporate Director
Education, Communities & Organisational Development

4.0 BACKGROUND

4.1 The Council carried out budget consultation for the first time in Autumn 2012 to inform the 2013/16 budget. The consultation consisted of three key elements. Members of the Citizens' Panel were sent a postal questionnaire and the same questionnaire was published on the Council's website in order to obtain feedback from members of the public. In addition, a budget briefing session was held with Community Councils.

Limited feedback was obtained from these methods and it was agreed by the CMT and Policy and Resources Committee in February 2013 that the Council would develop a more comprehensive approach to consulting members of the public when setting the 2015/18 budget.

5.0 PROPOSALS

5.1 Appendix 1 sets out the updated consultation and communications timeline. Below are the overall objectives of the consultation campaign, the key audiences targeted and the key mechanisms used.

5.2 The overall objectives of the consultation and communications strategy are:

- To ensure a high level of engagement across all audiences in setting the Council's budget.
- To demonstrate clearly to the local community that Inverclyde Council and its elected members welcome and are actively listening to the views of its key audiences.
- To give all audiences the opportunity to be involved, influence and to have a say in the Council's budget setting process.

5.3 The key audiences for the Council's budget consultation and communications plan are:

- Community including individuals, members of the Youth Parliament, Parent Councils and other community organisations
- Council staff and trade unions
- Politicians (internal and external)
- Public sector partners, voluntary sector and community planning partners and organisations
- Business sector/Industry stakeholders

5.4 Appendix 1 highlights the timescales for the Council's budget consultation and communications plan with each mechanism highlighted. Below are listed the key communication and consultation mechanisms:

- Consistent branding of all consultation and communications activity using the message: Inverclyde: your services, your say;
- A budget options document highlighting the issues affecting Inverclyde and the options being consulted on printed and distributed to community groups, public sector partners and business representatives and published online;
- Powerpoint templates for use by the Chief Executive, CMT and Heads of Service in external presentations and internal updates to employees;
- Non-political community presentations encouraging community councils and groups to take part in the consultation;
- Business breakfast event(s) with representatives of the business community;
- Citizens' panel survey and focus groups;
- Online budget simulator tool ;
- Presentation to Inverclyde Alliance Board.
- Printed survey available in libraries and customer service centres;
- Staff cascade and briefings;
- ICON updates;

- Dedicated budget consultation website pages set up at www.inverclyde.gov.uk/yoursay;
- Social media engagement through Facebook and Twitter using the hashtag #Inverclydeyoursay to encourage residents to get involved in the consultation;
- Press releases and media briefing;
- One-to-one briefings offered to external politicians (MP and MSPs) on the budget options and consultation.

6.0 IMPLICATIONS

6.1 Finance

The allocation of £13,000 to meet the costs of the consultation exercise was agreed at the Policy and Resources Committee on 30 September 2014.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Budget Development	Communications	2014/2015	£13,000		Funded from Budget Development Ear Marked Reserves

6.2 Human Resources

N/A

6.3 Legal

N/A

6.4 Equalities

Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

NO -

6.5 Repopulation

N/A

7.0 CONSULTATIONS

7.1 The Corporate Management Team has had discussion with Trades Unions via the Joint Budget group which will continue as the budget is developed.

8.0 BACKGROUND PAPERS

8.1 N/A

	Sep-14				October 14					Nov-14				Dec-14				Jan-15					Feb-15				Mar-15			
	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk5	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk5	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4
Directorate Savings Proposals Developed and Presented to CMT																														
Savings Proposals Refined by CMT																														
Joint Budget Group Meetings																														
All Member Briefings (pre consultation and post consultation)																														
Formal engagement with members																														
Policy and Resources Committee																														
Draft budget options prepared																														
Budget options document printed and published online																														
Budget options document sent to key stakeholders and community groups																														
Branding developed and comms material drafted (incl templates)																														
Cascade information to staff on the options document and budget consultation																														
Consultation results presentation & briefing to ECMT for cascade to staff																														
Cascade information to staff on the results of the budget consultation																														
Community and stakeholder consultation events with CMT																														
Update to community groups and stakeholders on results of consultation																														
Business sector breakfast events																														
Presentation to Inverclyde Alliance board																														
Carry out focus groups																														
Dedicated website pages published at www.inverclyde.gov.uk/yoursay																														
Develop content for online budget simulator																														
Online budget simulator launched																														
External survey - Printed survey available in libraries and customer service centres																														
Results from online budget simulator analysed																														
Four page budget special published in inview newspaper and delivered to households																														
Media budget consultation briefing																														
Press release issued																														
Social media promotion																														
Feedback published on consultation results 'you said, we did'																														
Budget set by Inverclyde Council																														

INVICTAD:
Report Issued

INVICTAD:
01 Dec - Kilmacolm
04 Dec - Greenock

INVICTAD:
09 Dec - Gourock
10 Dec - Wemyss Bay / Inverkip

30-Sep

07-Nov

18-Nov

03-Feb

14 Dec

19/10 Dec

09-Dec

19-Feb

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Chief Financial Officer	Report No:	2014/AP/P&R/18
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Charging Workstream		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the progress made by the Charging Workstream officer working group in producing a Council Charging Policy and in identifying options to meet the required workstream target of £470,000 set as part of the 2015/16 budget.

2.0 SUMMARY

- 2.1 An initial target of £350,000 was set in 2013 to be achieved by 2015/16 from new / increased charging. In February 2014 this sum was increased to £470,000 due to a reduction in the Terms & Conditions workstream saving target.
- 2.2 This report provides an overview of the progress made by the officer working group, since October 2012 to date, and identifies a number of options for increasing existing charges by £218,000 and the introduction of possible new charges of £377,000 required in order to meet the workstream saving target of £470,000 by 2015/16.
- 2.3 Officers are delivering a Charging Policy Document to provide a corporate framework and process for charging in line with good practice and will bring this back to a future Committee for approval.

3.0 RECOMMENDATIONS

- 3.1 That the Committee consider the contents of this report and agree that the proposals in Appendix 1 and Appendix 2 in this report form part of the 2015/17 Budget Consultation.
- 3.2 That the Committee note that a decision on how to address the 2015/16 saving of £470,000 will be required at the February 2015 Budget Meeting.
- 3.3 That the Committee note the current position of the draft Charging Policy document.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 A Charging Policy Workstream Scoping Paper was approved by the Corporate Management Team in October 2012 which identified a timetable for key pieces of work to be progressed.
- 4.2 An officer working group covering all Directorates was identified to take forward this work and was chaired by the Chief Financial Officer. Following the scoping paper a dedicated session was held at each Directorate management team meeting to set the scene, discuss the process and establish requirements from each Directorate, culminating in the options identified at 4.3 below.
- 4.3 The officer working group has met on a regular basis with an update report taken to the Corporate Management Team on 9 January 2014, which included detailed options totalling £651,000. The options as summarised were:

Service Committee	Increase Existing Charges £'000	Proposed New Charges £'000	Total £'000
CHCP Social Work	51	167	218
Environment, Regeneration & Resources	120	9	129
Education, Communities & ODHR	52	252	304
Total	223	428	651

- 4.4 This report also identified that an Audit Scotland Report "Charging for services; are you getting it right?" had been published and a subsequent report and action plan were presented to the Policy & Resources Committee on 4 February 2014.
- 4.5 As part of the budget decisions in February 2014 the workstream target was subsequently revised to £470,000
- 4.6 Following the revision of the workstream target and progress reported to the CMT a further session was held at each Directorate management team meeting to review progress to date, to confirm a revised target of £470,000 and to refine the proposals from each Directorate.
- 4.7 The detailed proposals for increasing existing charges and potential new charges are as undernoted. The latest options total £595,000:

Service Committee	Increase Existing Charges £'000	Proposed New Charges £'000	Total £'000
CHCP Social Work	35	236	271
Environment, Regeneration & Resources	136	6	142
Education, Communities & ODHR	47	135	182
Total	218	377	595

5.0 PROPOSALS

- 5.1 Following the Committee's decision on 30 September to consider £10million saving proposals at today's Committee meeting, it is recommended that the Committee include the proposals in Appendices 1 and 2 within the overall budget consultation exercise.
- 5.2 The Committee is asked to note that detailed pro-formas have been prepared for the options included in this report and these will be discussed in more detail with Members over coming months.
- 5.3 Appendix 1 & 2 contain Benchmark figures based on information from 6 neighbouring councils. It should be noted that officers have used the most up to date information but not all figures relate to 2014/15.

6.0 IMPLICATIONS

6.1 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	Other Comments
Various	Income	April 2015	470	N/A	Saving options to be confirmed as part of the 2015/17 budget to achieve the required savings target of £470,000

6.2 Legal

There are no specific legal implications arising from this report.

6.3 Human Resources

There are no specific human resources implications arising from this report

6.4 Equalities

An initial equalities impact assessment has been undertaken on the draft Charging Policy, highlighting a number of issues, including the need to consider;

- Ensuring that all groups have equality of opportunity.
- Promotion of positive impacts within the policy.
- Clarity of objectives for each group in receiving concessions and waivers, impact on good relations between groups.
- Access to all parts of the community for engagement to be considered.

In addition to the policy individual charging proposals may also require an equalities impact assessment.

6.5 Repopulation

There are no repopulation issues within this report.

7.0 CONSULTATION

7.1 This report has been prepared in consultation with officers on the Charging Working Group and with Corporate Directors via discussions at their management meetings.

8.0 BACKGROUND PAPERS

8.1 None.

CHARGING WORKSTREAM - OPTIONS TO INCREASE CURRENT CHARGES

REVISED AS AT 18 SEPTEMBER 2014

APPENDIX 1

Ref	Name of Charge	Current Charge	Current Volume	Current Income	Proposed Charge	Proposed % Increase	Attrition reduction	Revised Volume	New Income	Increase in Income	Benchmark Data	
	Description of the charge	£ value per unit	Annual Units	£ annual income	£ value per unit	% increase	% drop off	Revised Annual Units	£ annual income	£ increase / (decrease)	Highest £ unit	Lowest £ unit
	CHCP Social Work											
1	Day Care Meals (3 centres)	2.10	15,409	32,359	2.30	9.52%	0	15,409	35,441	3,082	2.50	2.22
2	Learning Disability - Care at Home	11.20	9,152	102,500	12.00	7.14%	0	9,152	109,821	7,321	14.70	11.50
3	Home Help Charges (Per Hour)	11.20	20,926	234,370	12.00	7.14%	0	20,926	251,111	16,741	14.70	11.50
4	Older People's & Adult Integrated Service - Respite weekly charge	Various	153	17,553	Various	10.00%	0	153	19,308	1,755	123.80	123.80
4	Impact of additional bed (see note below)								6,436	6,436	123.80	123.80
										35,335		
	Environment, Regeneration & Resources											
5	Footway Crossovers	665.55	6	3,993.30	755.00	13%		6.00	4,530.00	537	1,500.00	649.00
6	Roads Opening Permit	58.56	21.00	1,229.76	132.00	125%		21.00	2,772.00	1,542	510.00	54.00
7	Emergency TTRO	235.40	13.00	3,060.20	285.00	21%		13.00	3,705.00	645	285.00	187.20
8	5 day TTRO	176.50	29.00	5,118.50	285.00	61%		29.00	8,265.00	3,147	285.00	187.20
9	Planned TTRO (add for advertising)	353.56	20.00	7,071.20	455.00	29%		20.00	9,100.00	2,029	473.00	162.00
10	Charitable Waste Uplift - Increase from 50% to 75% of cost	Various								33,555		
	Increase Burial Grounds charges:											
11	Increase Interment charges Coffins	505.00	245.00	123,725.00	579.70	12%	-	245.00	14,847.00	14,847	842.00	370.00
11	Increase Interment charges Caskets	77.50	199.00	15,422.50	89.00	12%	-	199.00	1,850.70	1,851	266.00	98.00
12	Increase Sale of Coffin Lairs charges	429.00	77.00	33,033.00	480.50	12%	-	77.00	3,963.96	3,964	1120.00	345.00
12	Increase Sale of Casket Lairs charges	216.00	38.00	8,208.00	242.00	12%	-	38.00	988.24	988	558.00	198.00
13	Increase Water SLA									70,000		
14	Planning Search Fees			-				-	-	3,000		
										136,104		
	Education, Communities, OD&HR											
15	School Meals											
	- Primary	1.80	319,192	574,546	1.95	8.33%	0.05	303,232	591,303	16,758	2.00	1.40
	- Secondary	2.40	202,310	485,544	2.60	8.33%	0.05	192,195	499,706	14,162	2.30	1.40
16	Early Years Wrapround	3.60	51,726	186,214	3.90	8.33%	0	51,726	201,731	15,518	4.60	2.23
17	Music Tuition	98.00	124	12,152	106.00	8.16%	0.02	122	12,881	729	150.00	120.00
										47,166		
	Potential Total Increased Income									218,605		

Notes

All charges subject to an annual inflation uplift of 2.5% as part of the budget process. This is over and above the increases set out above.

Hillend is increasing from 3 to 4 beds - therefore increased capacity. Additional income included above reflects increase of 33%

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	LP/068/14
Contact Officer:	Gerard Malone	Contact No:	01475 712710
Subject:	Contract Awards – 1 April 2014 to 30 September 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 2014 to 30 September 2014.

2.0 SUMMARY

2.1 The Policy & Resources Committee at the meeting held on 20 May 2014 agreed that six monthly reports on contract awards be submitted to the Committee by the Head of Legal & Property Services (min ref 2014 para 371(2)).

2.2 Appendix 1 provides details of contracts awarded for the period 1 April 2014 to 30 September 2014.

3.0 RECOMMENDATION

3.1 That the Committee note the contracts awarded by the Council during the period 1 April 2014 to 30 September 2014.

Gerard Malone
Head of Legal & Property Services

4.0 BACKGROUND

- 4.1 The Policy & Resources Committee of 20 May 2014 agreed that six monthly reports on contract awards be submitted to the Committee by the Head of Legal & Property Services (min ref 2014 para 371(2)).
- 4.2 Appendix 1 provides details of those contracts not otherwise reported to the relevant committee awarded during the period 1 April 2014 to 30 September 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 IMPLICATIONS

Finance

- 5.1 There are no direct financial implications arising as a result of this report however the financial implications in respect of each of the contract awards detailed in Appendix 1 are reported to the appropriate service committee as necessary.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

- 5.2 There are no legal implications arising as a result of this report. Any legal implications in respect of each of the contract awards will be reported to the relevant service committee.

Human Resources

- 5.3 There are no direct human resources implications arising as a result of this report.

Equalities

- 5.4 There are no direct equalities implications arising as a result of this report. In accordance with Contract Standing Order 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

- 5.5 While there are no direct repopulation implications arising as a result of this report many of the contracts awarded will enhance the area or facilities provided and operated by the Council which may help to stabilise the grow the population of Inverclyde.

6.0 CONSULTATIONS

- 6.1 The Corporate Procurement Manager was consulted during the preparation of this report.

7.0 LIST OF BACKGROUND PAPERS

- 7.1 None.

CONTRACT AWARDS - 1 APRIL 2014 TO 30 SEPTEMBER 2014

DATE OF AWARD	TITLE	NAME OF SUCCESSFUL TENDERER	CONTRACT AMOUNT
01-Apr-14	CP0161/ICT Provision of Backscanning Services	On-Site Scanning Ltd	Schedule of Rates
04-Apr-14	PRO 0377 Battery Park Pavilion Gourock, Boiler Replacement	James Ramsay (Glasgow) Ltd	£39,889.72
15-Apr-14	PRO 0375 Flood Defences at Battery Park	Landscapes & Contracts Ltd	£147,885.60
16-May-14	PRO 0381 Birkmyre Park Bowling Club, Port Glasgow Refurbishment	Ground Control Ltd	£202,920.00
16-May-14	PRO 0384 Construction of Steel Framed Sheds at Whinhill Golf Course, Greenock	Elim Construction Ltd	£78,526.80
27-May-14	ENV084 Surface Dressing of Carriageways in Inverclyde	Kiely Bros Ltd	£174,952.80
29-May-14	CP0175/Supply, Delivery and Fitting of Tyres and Associated Services	McConechy's Tyre Services	Schedule of Rates
05-Jun-14	CP0137/ENV Parking Management Information Systems Hardware and Associated Services	Imperial Enforcement Solutions Ltd	Schedule of Rates
09-Jun-14	PRO 0392 Drain Cleaning and Draining Repairs (Measured Term Contract)	Damm Environmental Ltd	Schedule of Rates
10-Jun-14	ENV088 Mirrens Shore Shared Access Road	Stewart Landscapes (Contracts) Ltd	£52,827.00
12-Jun-14	CP0179/ECS Supply and Delivery of a Utility Vehicle	Hamilton Bros Engineering Ltd	£11,265.00
19-Jun-14	ENV0085 Proprietary Treatment of Carriageways in Inverclyde	Colas Ltd	£331,129.40
20-Jun-14	CP0170/ENV Recycling of Dry Recyclable Material	Greenlight Environmental	Schedule of Rates
30-Jun-14	PRO 0389 Demolition of Lilybank Primary School	Chris Wright & Sons Ltd	£75,979.40
30-Jun-14	ENV0061 Lunderston to Inverkip Cycle Track Phase 3	W & I Gilbert Ltd	£57,355.00
01-Jul-14	ENV0087 George Square and Nelson Street Traffic Improvements	Newlay Civil Engineering Ltd	£184,193.25
01-Jul-14	Scotland Excel Framework Engineering and Consultancy Services 01-11	Capita Symonds Ltd	Framework Agreement, Schedule of Rates

02-Jul-14	PRO 0399 Extension and Alterations to Hillend House Respite Care Centre	Elim Construction Ltd	£68,077.64
03-Jul-14	ENV0080 Urban Herbicide (Roads and Landscape)	R & D Spraying Ltd	Schedule of Rates
07-Jul-14	ENV0100 Reconstruction/Resurfacing of Carriageways in Inverclyde	McLay Civil Engineering Ltd	£250,917.69
16-Jul-14	CP0173/ODHR Provision of a Cycle to Work Scheme	Halfords Ltd	Schedule of Rates
25-Jul-14	ENV0102 Detailed Design of Flood Protection Scheme	Grontmij Ltd	£34,504.34
30-Jul-14	CP0182/LIB Design, Supply and Installation of Furniture and Fittings for Refurbished Central Library	The Design Concept Ltd	£72,178.70
08-Aug-14	ENV111 Supply and Installation of Waiting Restrictions Road Signs in Greenock Town Centre	Dee Organ	£42,503.77
11-Aug-14	ENV 0104 Supply, Installation and 1st Year Maintenance of Pay and Display Parking Machines	Parkeon Ltd	£26,555.00
14-Aug-14	ENV0090 Nittingshill Bridge Replacement	Raynesway Construction Ltd	£278,916.00
18-Aug-14	PRO 0403 Maintenance and Minor Works, Intruder and Fire Alarms, Measured Term Contract	Chubb Fire and Security Ltd	Schedule of Rates
04-Sep-14	CP0180/ENV Eddy Current Separation Unit (ECS)	Magnapower Equipment Ltd	£62,660.00
15-Sep-14	CP0192/ENV Treatment of Wood	Lomac Alloys Ltd	Schedule of Rates
16-Sep-14	CP0190/ENV Treatment of Organic Garden Waste	GP Plantscape Ltd	Schedule of Rates
18-Sep-14	CP0193/ENV Supply and Delivery of Lanterns and Luminaires	McLean Electrical	£38,668.40

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Corporate Director, Environment, Regeneration & Resources	Report No:	FIN/67/14/JB/BH
Contact Officer:	Brendan Hurrell	Contact No:	01475 712223
Subject:	2014 Procurement Capability Assessment and e-tendering		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek Committee approval to adopt e-tendering and to amend the Contract Standing Orders and provide an update on the latest Procurement Capability Assessment.

2.0 SUMMARY

- 2.1 Following a successful trial of electronic tender opening, the Standing Orders were amended in February 2013 to permit tenders to be advertised and bids received electronically through the Public Contracts Scotland portal. This is dealt with at Contract Standing Orders 6.5 and 6.6..
- 2.2 The Scottish Government is keen that all public purchasing authorities utilise a further e-procurement tool called PCS-Tender. This solution is a Web based software application which allows the Council to manage the full life cycle of the tender process. The solution includes the ability for documentation to be signed off by management at certain key stages of the procurement process and for bids to be received electronically. The Scottish Government have agreed a 4 year contract with Bravo Solutions. There is no charge for the use of this portal.
- 2.3 The Committee approved the suspension of Contract Standing Orders 6.5 and 6.6 in May 2013 for a period to enable Corporate Procurement to pilot the new electronic tendering system, PCS-Tender. The Pilot has now been successfully concluded and it is proposed that the Contract Standing Orders are amended as detailed in Appendix 1.
- 2.4 Regular Reports are presented to Committee throughout the year giving updates on the progress of the Strategic Procurement Framework. Since the last report the Council has been through the latest Procurement Capability Assessment and achieved a score of 62%. This is an increase of 8% on the previous year's score.
- 2.5 There are 4 performance standards identified within the McClelland report on Public Procurement in Scotland: Non Conformance, Conformance, Improved Performance and Superior Performance. 62% represents Improved Performance. There are 8 procurement sections assessed as part of the PCA. The sections and standards, as found at the most recent PCA, are listed in section 4 of this report.

3.0 RECOMMENDATIONS

- 3.1 The Committee is asked to approve the changes to the Contracts Standing Orders that are proposed within Appendix 1.
- 3.2 The Committee is asked to note the Procurement Capability Assessment 2014 score.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 Following a successful trial of electronic tender opening, the Standing Orders were amended in February 2013 to permit tenders to be advertised and bids received electronically through the Public Contracts Scotland portal. This is dealt with at Contract Standing Orders 6.5 and 6.6
- 4.2 The Scottish Government is keen that all public purchasing authorities utilise a further e-procurement tool called PCS-Tender. This solution is a Web based software application which allows the Council to manage the full life cycle of the tender process. The solution includes the ability for documentation to be signed off by management at certain key stages of the procurement process and for bids to be received electronically. The Scottish Government have agreed a 4 year contract with Bravo Solutions. There is no charge for the use of this portal.
- 4.3 The Committee approved the suspension of Contract Standing Orders 6.5 and 6.6 in May 2013 for a period to enable Corporate Procurement to pilot the new electronic tendering system, PCS-Tender. The Pilot has now been successfully concluded and it is proposed that the Contract Standing Orders are amended as detailed in Appendix 1.
- 4.4 Regular reports are presented to the Committee throughout the year giving updates on the progress of the Strategic Procurement Framework. Since the last report the Council has been through the latest Procurement Capability Assessment and achieved a score of 62%. This is an 8% improvement on the 2013 score.
- 4.5 There are 4 performance standards identified within the McClelland report on Public Procurement in Scotland: Non Conformance, Conformance, Improved Performance and Superior Performance. The Council is within improved Performance. There are 8 procurement sections assessed as part of the PCA. The sections and standards, as found at the most recent PCA, are listed as follows –

	Section	Status
1	Procurement Leadership and Governance	Improved
2	Procurement Strategy and Objectives	Improved
3	Defining the Supply Need	Improved
4	Project Strategies and Collaborative purchasing	Improved
5	Contract and Supplier Management	Conformance
6	Key Purchasing Processes and Systems	Conformance
7	People	Improved
8	Performance Measurement	Improved
	Overall Value of Results	

5.0 PROPOSALS

- 5.1 It is proposed that the Contract Standing Orders are amended as detailed in Appendix 1 and allow continued use of PCS-Tender
- 5.2 The full adoption of e-tendering may have an impact on small to medium local suppliers who are not currently set up to cope with this method of tendering. The Procurement Manager will continue to work with colleagues from Economic Development and Riverside Inverclyde to promote the use of e-tendering using existing communication channels such as the Construction Forum. Where there is a need for further support this will be done via the Supplier Development Programme who offer specific assistance on tendering.

- 5.3 The Procurement Capability Assessment will be replaced in 2015 by a different assessment which is currently being called Assessment Review 2015. (AR15).The current Strategic Procurement Framework runs to the end of 2014. It is proposed that a new Strategy is aligned to this assessment and to the overall strategies that the Council has put in place for future years. The new procurement strategy will be brought to the Committee for approval in early 2015.The Contract Standing Orders are being more comprehensively reviewed and are due for renewal. The proposed changes will be brought to the Committee in January.

6.0 IMPLICATIONS

6.1 Finance

One off Costs

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

Annual Savings (Full Year)

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

6.2 Legal

Legal Services have been consulted on the content of this report.
Internal Audit have been consulted on the report and are happy with the content

6.3 Human Resources

None

6.4 Equalities

None

6.5 Repopulation

None

7.0 LIST OF BACKGROUND PAPERS

- 7.1 None

Appendix 1

Current Contracts Standing Orders

6.5 Where tenders are invited by advertising the contract opportunity on the Public Contracts Scotland portal, no tender shall be considered unless it is submitted electronically through the portal, unless prior to such advertising the approval of the Corporate Procurement Manager is given to use the procedure set out at Order 6.6 below.

6.6 Subject to Order 6.5 above, in all other cases where tenders are invited, no tender shall be considered unless it is contained within a plain envelope securely sealed and bearing the word 'Tender.....' followed by the subject matter to which the tender relates. The envelope shall not bear any mark that identifies the tenderer.

Proposed Revised Wording

6.5 Where tenders are invited by advertising the contract opportunity on the Public Contracts Scotland portal, no tender shall be considered unless it is submitted electronically through the PCS- Tender system, or equivalent replacement system, unless prior to such advertising the approval of the Corporate Procurement Manager is given to use an alternative electronic tender return method.

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Corporate Director, Environment, Regeneration & Resources	Report No:	FIN/64/14/BHJB
Contact Officer:	Brendan Hurrell	Contact No:	01475 712223
Subject:	Participation in the Procurement for Housing Framework Agreement for the provision of the Council Tax Bill Payment Collection Service		

1.0 PURPOSE

- 1.1 The purpose of the report is to request Committee approval to participate in the Procurement for Housing Framework Agreement for the provision of the Council Tax Bill Payment Collection Service.

2.0 SUMMARY

- 2.1 Procurement for Housing are providing a fully OJEU compliant Framework to access Bill Payment Services. Coverage is provided across the whole of the UK making the Framework accessible to all Procurement for Housing Members. Inverclyde Council can become a Member with no cost or fees being applied.
- 2.2 The Procurement for Housing Framework Agreement was awarded as a sole supply to one supplier, the Co-operative Bank, enabling Inverclyde Council to use a direct award process for the service provision.
- 2.3 The Co-operative Bank will charge the Council a transaction fee for Post Office and PayPoint transactions. The projected annual spend with the Co-operative Bank is £36K with a projected total contract value of £108K over the contract term of 3 years.
- 2.4 Currently the Council procure Council Tax Bill Payment Services from two suppliers - the Co-operative Bank provides the PayPoint service and Santander provides the Post Office service. Accessing the Procurement for Housing Framework enables the Council to procure both bill payment services from one supplier, the Co-operative Bank, through the use of a call off Agreement under the Framework.
- 2.5 Contract Standing Order 12.1 requires Committee approval for the Council's participation in a Framework Agreement that is not led by Scotland Excel or Procurement Scotland.

3.0 RECOMMENDATION

- 3.1 The Committee is asked to approve the request to participate in the Procurement for Housing Framework as per Contract Standing Order 12.1.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 Procurement for Housing are providing a fully OJEU compliant Framework to access Bill Payment Services. Coverage is provided across the whole of the UK making the Framework accessible to all Procurement for Housing Members. Inverclyde Council can become a Member with no cost or fees being applied.
- 4.2 The Procurement for Housing Framework Agreement was awarded as a sole supply to one supplier, the Co-operative Bank, enabling Inverclyde Council to use a direct award process for the service provision.
- 4.3 The Co-operative Bank will charge the Council a transaction fee for Post Office and PayPoint transactions. The projected annual spend with the Co-operative Bank is £36K with a projected total contract value of £108K over the contract term of 3 years.
- 4.4 Currently the Council procure Council Tax Bill Payment Services from two suppliers - the Co-operative Bank provides the PayPoint service and Santander provides the Post Office service. Accessing the Procurement for Housing Framework enables the Council to procure both bill payment services from one supplier, the Co-operative Bank, through the use of a call off Agreement under the Framework.
- 4.5 Contract Standing Order 12.1 requires Committee approval for the Council's participation in a Framework Agreement that is not led by Scotland Excel or Procurement Scotland. The full text of Contract Standing Order 12.1 is

Where a Corporate Director or Head of Service deems it best value, they may enter into or participate in a Framework or non-exempt collaborative agreement provided, in the case of procurements where the Council's contribution exceeds the thresholds set out at Order 3.1.1, he/she has obtained the prior approval of the appropriate committee. Before doing so the Corporate Director or Head of Service shall consult fully with the Head of Legal & Democratic Services and the Corporate Procurement Manager.

5.0 PROPOSALS

- 5.1 To terminate the existing contracts, complying with contract notice periods, with the Co-operative Bank and Santander. Termination will not incur penalties.
- 5.2 To take up Membership with Procurement for Housing.
- 5.3 To place a call-off contract with the Co-operative Bank under the Procurement for Housing Framework.

6.0 IMPLICATIONS

6.1 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Council Tax	Council Tax Agency Fees	14/15	£2		Will be contained within existing budgets

*This cost is for the Council's IIN number which is required to be switched, by the Post Office, from Santander to the Co-operative Bank.

Annual Savings (Full Year)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
Council Tax	Council Tax Agency Fees	15/16	£10		Calculated from a projected number of Bill Payment transactions.

6.2 Legal

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

6.3 Human Resources

None

6.4 Equalities

None

6.5 Repopulation

None

7.0 LIST OF BACKGROUND PAPERS

7.1 None

Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	LP/071/14
Contact Officer:	Neil Duffy	Contact No:	01475 712147
Subject:	Purchase of Commemorative World War 1 Benches		

1.0 PURPOSE

1.1 The purpose of this report is to seek the approval of the Committee for the purchase of 6 World War 1 memorial benches to be sited beside or near the Cenotaphs in the towns and villages of Inverclyde.

2.0 SUMMARY

2.1 The Council has been offered the chance to purchase a special World War 1 commemoration seat which has been made available for purchase at a cost of £535.00 per bench. **Appendix 1**

2.2 It is proposed that 6 benches be purchased for siting beside or near the Cenotaphs in the towns and villages of Inverclyde, those being at the Kilmacolm Cenotaph off Lochwinnoch Road; Port Glasgow's Cenotaph at Fore Street; Greenock's Wellpark; Gourock's Cenotaph on Albert Road; Inverkip's War Memorial at the Point and Wemyss Bay's War Memorial at Pierhead. The benches would be installed by Environmental and Commercial Services.

2.3 Funding for the benches would be met by the Common Good Fund.

3.0 RECOMMENDATIONS

3.1 It is recommended that Members approve the purchase of 6 World War 1 memorial benches as detailed in the report.

Head of Legal & Property Services

4.0 BACKGROUND

- 4.1 The Council has been offered the chance to purchase a special World War 1 commemoration seat which has been made available for purchase at a cost of £535.00 per bench. **Appendix 1**
- 4.2 It is proposed that 6 benches be purchased for siting beside or near the Cenotaphs in the towns and villages of Inverclyde, those being at the Kilmacolm Cenotaph off Lochwinnoch Road; Port Glasgow's Cenotaph at Fore Street; Greenock's Wellpark; Gourock's Cenotaph on Albert Road; Inverkip's War Memorial at the Point and Wemyss Bay's War Memorial at Pierhead. The benches would be installed by Environmental and Commercial Services.
- 4.3 Funding for the benches would be met by the Common Good Fund.

5.0 IMPLICATIONS

Finance

- 5.1 Each bench would cost £535.00 to purchase, with an installation cost of £60.00.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
90000 000 60020	Common Good	2014/15	£3570		

Annually Recurring Costs/ (Savings)

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

Legal

- 5.2 There are no direct legal implications arising from this report.

Human Resources

- 5.3 There are no direct HR implications arising from this report.

Equalities

- 5.4 There are no direct equalities implications arising from this report.

Repopulation

- 5.5 There are no direct repopulation implications arising from this report.

7.0 CONSULTATIONS

7.1 The Corporate Director Environment, Regeneration & Resources, Chief Financial Officer, Corporate Procurement Manager and Manager of Street Scene, Burial Grounds and Registrars have been consulted on the associated cost and viability of the purchase and installation of the benches.

8.0 Background Papers

8.1 nil

Appendix 1



Report To:	Policy & Resources Committee	Date:	18 November 2014
Report By:	Head of Legal & Property Services	Report No:	LP/072/14
Contact Officer:	Sharon Lang	Contact No:	01475 712112
Subject:	Disasters Emergency Appeal in Scotland: Ebola Appeal – Request by Councillor McCabe		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise of a request received from Councillor McCabe that the Committee consider supporting the Disasters Emergency Appeal (DEC) in Scotland Ebola Appeal by means of financial donation and/or promotional activity.

2.0 SUMMARY

- 2.1 Oxfam has contacted Councillor McCabe on behalf of the DEC in Scotland in relation to the current Ebola crisis. An Appeal was launched on 30 October 2014 in Scotland. The Appeal is in response to the most complex Ebola outbreak that has ever occurred, resulting in a humanitarian crisis involving 4,500 deaths so far with nearly 10,000 people infected since the start of this year. Infection rates continue to grow in West Africa, especially in Sierra Leone and Liberia.
- 2.2 The Appeal asks for urgent action to respond quickly to the crisis and to undertake vital work to provide clean water and sanitation, to support health teams and to raise awareness within communities.
- 2.3 The Appeal requests that individual Councils within Scotland support the DEC by means of any financial donation as is thought appropriate and through any promotional activities.

3.0 RECOMMENDATION

- 3.1 It is recommended that the Committee consider the request by Councillor McCabe and any action it would wish to take in response to the Appeal.

4.0 BACKGROUND

- 4.1 A request has been received from Councillor McCabe that the Committee consider supporting the DEC in Scotland in relation to the Ebola Crisis Appeal which was launched on 30 October 2014. The Appeal is in response to the most complex Ebola outbreak since the virus was discovered in 1976. According to the World Health Organisation more than 4,500 people have died this year and there are nearly 10,000 cases of infection since the start of the year. Infection rates continue to grow in West Africa, especially in Sierra Leone and Liberia.
- 4.2 The DEC has asked individual Councils to support the Appeal by means of financial donation and by appropriate promotional activities.
- 4.3 Money raised in the Appeal will enable member agencies within the DEC to improve their emergency response to prevent the spread of Ebola and to provide practical support within communities. The Appeal request is attached as Appendix 1.
- 4.4 The Provost has already donated £1000 towards the appeal from the Provost's Benevolent Fund in order to provide the Civic lead.

5.0 IMPLICATIONS

Finance

5.1

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Earmarked Reserves	General Fund Contingency	2014/15	To be determined by Committee		

Annually Recurring Costs/ (Savings)

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

Legal

5.2 None.

Human Resources

5.3 None.

Equalities

5.4 None.

Repopulation

5.5 None.

6.0 CONSULTATIONS

6.1 Not applicable.

7.0 LIST OF BACKGROUND PAPERS

7.1 Not applicable.



We are contacting you on behalf of the Disasters Emergency Appeal (DEC) in Scotland in relation to the Ebola Crisis Appeal launching today (Thursday). This appeal comes amid the largest and most complex Ebola outbreak since the virus was discovered in 1976, with more cases and deaths in this outbreak than all others combined.

Individual councils have offered welcome support to previous DEC Appeals – including financial donations and promotional activities. We would urge you to consider what support you can offer this Appeal. Our web address is www.dec.org.uk.

According to the World Health Organisation (WHO), more than 4,500 people have died and nearly 10,000 have been infected with Ebola since the start of the year. Infection rates continue to grow in Sierra Leone and Liberia with the number of cases doubling about every 20 days. The situation in Guinea seems to be stabilizing.

The Centre for Disease Control in Atlanta warn there could be as many as 1.4 million cases by January if urgent action is not taken, with WHO estimating there could be 10,000 new cases a week by early November.

DEC members responded quickly to the crisis through vital work to: provide clean water and sanitation; support health teams; and by raising awareness within communities. However, as infection rates exploded, this response has been significantly increased: this requires further financial support to maintain and develop.

Money raised in this Appeal will enable member agencies to scale up their emergency response, with a focus on preventing the spread of Ebola and the provision of practical support to those affected by the disease.

Specific examples of work members are undertaking include:

- Raising awareness in communities at risk of infection to help people protect themselves.
- Providing water and sanitation services to treatment centres.
- Safely disposing of the bodies of the dead to prevent the spread of infection.
- Tracing people who have been in contact with the infected so they can be treated if they have Ebola or go into quarantine until they are no longer at risk.
- Providing protective equipment, cleaning materials and hand washing facilities to local health clinics which are helping to identify people with Ebola (but which do not provide treatment).

Thank you for taking the time to read this and please do not hesitate to contact us to discuss this further.

Kind regards,

Kathy Galloway
Chair, DEC Scotland
Head of Christian Aid Scotland

Jamie Livingstone
Deputy Convener, DEC Scotland
Head of Oxfam Scotland.

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Ryan McQuigg | Policy & Public Affairs Manager (Scotland)

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POLICY AND RESOURCES COMMITTEE**

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Councillor McCabe	1
Councillor Wilson	1
Councillor McCormick	1
Councillor Ahlfeld	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
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Head of Children & Families & Criminal Justice	1
Head of Community Care & Health	1
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Head of Organisational Development, HR & Communications	1
Corporate Director Environment, Regeneration & Resources	1
Property Services Manager	1
Head of Legal & Property Services	1
Chief Financial Officer	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 50

21/05/2012