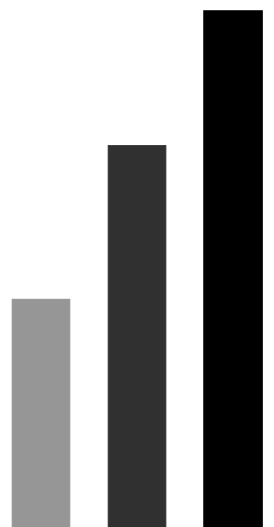


Agenda 2015

Policy & Resources Committee

For meeting on:

22	September	2015
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A meeting of the Policy & Resources Committee will be held on Tuesday 22 September 2015 at 3pm within the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal & Property Services

BUSINESS

****Copy to follow**

1.	Apologies, Substitutions and Declarations of Interest	
PERFORMANCE MANAGEMENT		
2.	Policy & Resources Committee 2015/16 Revenue Budget – Period 4 to 31 July 2015 Report by Chief Executive, Corporate Director Environment, Regeneration & Resources, Head of Inclusive Education, Culture & Corporate Policy, Head of Organisational Development, Human Resources & Communications and Chief Financial Officer	p
3.	General Fund Revenue Budget 2015/16 as at 31 July 2015 Report by Chief Financial Officer	p
4.	Policy & Resources Capital Programme 2015/18 – Progress Report Report by Chief Financial Officer and Corporate Director Environment, Regeneration & Resources	p
5.	Capital Programme 2015/18 Report by Chief Financial Officer	p
6.	ICT Services Update and Policy for the Physical Security of ICT Systems Report by Chief Financial Officer	p
7.	Debt Recovery Performance 2014/15 Report by Chief Financial Officer	p
8.	Welfare Reforms Update Report by Chief Financial Officer and Chief Officer, Inverclyde Health & Social Care Partnership	p

9.	Audit Scotland: Benefits Performance Audit Annual Update 2014/15 Report by Chief Financial Officer	p
10.	Audit Scotland Assessment of Inverclyde Council's Public Performance Reporting for 2013/14 Report by Head of Inclusive Education, Culture & Corporate Policy	p
11.	Education, Communities & Organisational Development Corporate Directorate Improvement Plan 2013/16 – Annual Review 2015 Report by Head of Inclusive Education, Culture & Corporate Policy	p
12.	Environment, Regeneration & Resources Corporate Directorate Improvement Plan 2013/16 – Annual Review Report by Corporate Director Environment, Regeneration & Resources	p
13. **	2014/15 Members Letter from Grant Thornton Report by Chief Financial Officer	p
CONTINUED BUSINESS		
14. **	Former Tied Housing Employees Report by Head of Organisational Development, Human Resources & Communications	p
NEW BUSINESS		
15. **	2016/18 Budget Report by Chief Financial Officer	p
16.	Budget Consultation and Communications Plan Report by Corporate Director Environment, Regeneration & Resources	p
17.	2016/17 Saving – Long Term Empty Council Tax Report by Chief Financial Officer	p
18.	Results from the Citizens' Panel Spring 2015 Survey Report by Head of Inclusive Education, Culture & Corporate Policy	p
19.	Procurement Strategy 2015/18 Report by Chief Financial Officer	p
20.	Customer Services Strategy 2015/18 Report by Chief Financial Officer	p
21.	Information Classification Policy – Recommendation to Implement Phased System Led Solution Report by Chief Officer, Inverclyde Health & Social Care Partnership	p
22.	Unacceptable Actions Policy Report by Head of Legal & Property Services	p

23.	Media and Social Media Protocol - Update Report by Head of Organisational Development, Human Resources & Communications	p
24.	Preventing the Use of Suppliers and Providers who use Exploitative Zero Hours Contracts Report by Corporate Director Environment, Regeneration & Resources	p
25. **	Greenock Arts Guild Ltd: The Beacon Arts Centre Report by Corporate Director Environment, Regeneration & Resources	p
REMITTS FROM COMMITTEES		
26.	Baker Street Realignment Business Case, Update Report No. 2 – Remit from Environment & Regeneration Committee Report by Corporate Director Environment, Regeneration & Resources	p

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

Report To:	Policy & Resources Committee	Date:	22 September 2015
Report By:	Chief Executive, Corporate Director Environment, Regeneration & Resources, Head of Inclusive Education, Culture and Corporate Policy, Head of Organisational Development, H.R & Communications and Chief Financial Officer	Report No:	FIN/81/16/AP/AE
Contact Officer:	Angela Edmiston	Contact No:	01475712143
Subject:	Policy & Resources Committee 2015/16 Revenue Budget – Period 4 to 31st July 2015		

1.0 PURPOSE

- 1.1 To advise Committee of the 2014/15 revenue Budget out-turn and the 2015/16 projected out-turn for the Policy & Resources Committee as at period 4, 31st July 2015.

2.0 SUMMARY

- 2.1 In 2014/15 the underspend was £2,710,000, 15.82% of the total 2014/15 budget, details of which are shown in Section 5 of the report.
- 2.2 The major variances making up this underspend are as follows:
- a) Additional turnover savings achieved £260,000.
 - b) IRI over-recovery £222,000.
 - c) Inflation contingencies underspend returned to reserves £1,579,000
 - d) Revenues water SLA income £82,000
 - e) Over-recovery of benefit subsidy £115,000
 - f) Additional Statutory Additions income £39,000
 - g) Housing Benefit over-recoveries of £177,000 partially offset by Bad debt provision of £102,000.
 - h) £300,000 over-recovery of prior year's Council Tax.
- 2.3 The total revised Committee budget for 2015/16 is £18,099,030. This excludes Earmarked Reserves of £1,631,000.
- 2.4 The latest projection, excluding Earmarked Reserves, is an underspend of £1,994,000.
- 2.5 The main reasons for this underspend are:
- a) £1,700,000 projected underspend due to a projected significant reduction in call on Pay and Non Pay Inflation Contingency which has been factored into the Budget Strategy.
 - b) One-off £200,000 underspend projected due to no significant calls being anticipated on the Pressures Contingency until 2016/17.
 - c) £100,000 over-recovery of Benefit subsidy in line with mid-year estimate.
 - d) £100,000 over-recovery of prior year Council Tax income collection which is in line with 2014/15 out-turn.

- 2.6 The Earmarked Reserves for 2015/16 total £1,631,000 of which £593,000 is projected to be spent in the current financial year. To date expenditure of £104,000 (17.54%) has been incurred which is £4,000 under the phased budgeted spend to date. It is to be noted that Earmarked Reserves reported in appendix 4 excludes Earmarked Reserves for Asset Plans and Strategic Funds.
- 2.7 The Common Good Fund is projecting a surplus fund balance at 31 March 2016 of £43,010. This is below the minimum level of reserves of £100,000 recommended. Rates costs are also being examined to ensure all appropriate relief has been obtained. It is important that the Common Good budget operates on a sustainable basis and a full review will take place as part of the budget.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note the 2014/15 Revenue Budget out-turn and the 2015/16 projected underspend of £1,994,000 for the Policy and Resources Committee as at Period 4, 31st July 2015.
- 3.2 That the Committee note the projected fund balance of £43,010 for the Common Good Fund and that a full review of the Common Good budget is being undertaken as part of the 2016/18 budget.

John Mundell
Chief Executive

Alan Puckrin
Chief Financial Officer

Angela Edwards
Head of Service
Inclusive Education,
Culture & Corporate Policy

Aubrey Fawcett
Corporate Director
Environment, Regeneration &
Resources

Steven McNab
Head of Service
Organisational Development,
H.R & Communications

4.0 BACKGROUND

4.1 The purpose of this report is to advise Committee of the current position of the 2015/16 budget as well as the 2014/15 out-turn and to highlight the main issues contributing to the underspend of £2,710,000 in 2014/15 and projected underspend of £1,994,000 in 2015/16.

5.0 2014/15 OUT-TURN

5.1 The main variations from budget in 2014/15 were:

	Revised Budget 2014/15	Out-turn 2014/15	Variance to Budget	Variance to Budget	Movement since P11 Projection
	£000	£000	£000	%	£000
Finance	5,647	4,959	(688)	(12.18)	(127)
ICT	2,164	2,130	(34)	(1.57)	10
Legal & Property Services	1,653	1,617	(36)	(2.17)	17
Total Net Expenditure Environment, Regeneration & Resources	9,464	8,706	(758)	(8.00)	100
Organisational Development, Human Resources & Communications	1,874	1,765	(109)	(5.82)	(9)
Corporate Policy	183	176	(7)	(3.82)	1
Total Net Expenditure Education, Communities & Organisational Development	11,521	10,647	(874)	(7.59)	108
Chief Executive	366	365	(1)	(0.27)	0
Miscellaneous	5,245	3,410	(1,835)	(34.99)	(330)
Total Net Expenditure (Excluding Earmarked Reserves)	17,132	14,422	(2,710)	(15.82)	(438)

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

Finance - £688,000 underspend, increase in underspend of £127,000

Employee Costs: In period 11 an underspend of £162,000 was projected. Actual out-turn has been an underspend of £178,000 an increase in underspend of £16,000 mainly due to additional turnover savings.

Other Expenditure: Actual outturn an underspend of £115,000 an increase in underspend of £13,000 since last reported to Committee mainly due to an increase in Housing Benefit subsidy.

Income: An over-recovery of £296,000 was reported to Committee in period 11. Actual out-turn is a further over-recovery of £100,000 mainly due to additional income from Housing Benefit recoveries £62,000, Statutory Additions £27,000 and Water SLA £11,000.

ICT - £34,000 underspend, decrease in underspend of £10,000

Administration Costs: An underspend of £13,000 was reported to Committee in period 11. Actual outturn is an underspend of £18,000, a minor increase in underspend of £5,000 mainly due to additional underspends within training courses and mobile phone charges and telephone calls.

Supplies & Services: Actual out-turn is an underspend of £5,000 which is a minor increase in spend of £5,000 since last reported to Committee in period 11 mainly due to a £3,000 increase in spend for Computer Software maintenance.

Legal & Property - £36,000 decrease in underspend of £17,000

Employee Costs: Actual out-turn is an underspend of £25,000 resulting in a minor increase in spend of £2,000 since last reported to Committee.

Administration Costs: An underspend of £20,000 was reported to Committee in period 11. Actual out-turn is an underspend of £9,000 an increase in spend of £11,000 over various individual administration budget lines including postages, legal expenses and other administration.

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

Organisational Development, Human Resources & Communications - £109,000 underspend, increase in underspend of £9,000

Employee Costs: Actual outturn £45,000 underspend mainly due to additional turnover savings of which £44,000 of underspend was reported to Committee in period 11.

Other Expenditure: An underspend of £30,000 was reported to Committee in period 11. Actual out-turn has been an underspend of £34,000, a minor increase in underspend of £4,000 since last reported to Committee mainly due to a further reduction in spend within Workforce Development fund budget.

Administration Costs: An underspend of £18,000 was reported to Committee in period 11. Actual outturn has been an underspend of £22,000, a minor increase in underspend of £4,000 since period 11 report to Committee, mainly due to additional underspends within Other Administration costs and Postages.

- 5.4 The following material variances relate to the Miscellaneous budget.

Miscellaneous - £1,835,000 underspend, increase in underspend of 330,000

Inflation Contingency: After all inflationary pressures were addressed in 2014/15, a saving of £1,579,000 was achieved which was returned to reserves. This is an increase in underspend of £79,000 since the period 11 report to Committee and is mainly due to unutilised inflation budgets returned back to contingency.

Internal Resource Interest: Internal Resources Interest out-turned at an over-recovery of £222,000 due to further IRI achieved.

Bad Debt Provision: Out-turned at £20,000 underspend due to spend being incurred against service budgets.

6.0 2015/16 CURRENT POSITION

- 6.1 The current projection is an underspend of £1,994,000. The following are the material variances:

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

Finance - £180,000 underspend

Employee Costs: £13,000 projected underspend mainly due to additional turnover savings.

Supplies & Services: £10,000 projected underspend mainly due to a 15% reduction in annual maintenance contract for FMS.

Other Expenditure: Current projection is an underspend of £100,000, within Benefit Subsidy which is on line with mid-year estimate.

Income: £58,000 increase in income mainly due to a £100,000 increase in prior year Council Tax income collection which is in line with 2014/15 out-turn. This has been partially offset by a £35,000 projected reduction in ICT income from Inverclyde Leisure due to termination of SLA in June and a reduction in income from Sales, Fees & Charges due to a reduction in sale of hardware equipment.

Legal & Property - £59,000 overspend

Employee Costs: An overspend of £60,000 is being projected due to turnover target not being met. It is anticipated that this will be reduced by charging fees to specific projects.

Income: An under-recovery of £10,000 is being projected due to an anticipated reduction in recharges to Capital.

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

Organisational Development, H.R. & Communications - £3,000 overspend

Employee Costs: £22,000 overspend is being projected mainly due to turnover target not being met.

Other Expenditure: £10,000 underspend projected within Consultancy budget which is in line with 2014/15 out-turn and has been identified as a saving for 2016/17.

- 6.4 The following material variances relate to the Miscellaneous budget.

Miscellaneous – 1,900,000 underspend

Inflation Contingency: A £1,700,000 projected reduction in spend due to a significant reduction in calls on both the pay and non-pay inflation contingency in line with the approved 2016/18 Budget Strategy.

Pressures Contingency: As no significant calls are expected, a one off £200,000 underspend is being projected for the pressures contingency until 2016/17.

7.0 VIREMENT

- 7.1 There are no virements to report in period 4.

8.0 EARMARKED RESERVES

- 8.1 Appendix 4 gives a detailed breakdown of the current earmarked reserves position. Total funding is £1,631,000 of which £593,000 is projected to be spent in 2015/16 and the remaining balance of £1,038,000 to be carried forward to 2016/17 and beyond. It can be seen that expenditure of £104,000 has been achieved which is £4,000 under the phased budgeted spend to date and represents 17.54% of the annual projected spend.

9.0 COMMON GOOD FUND

- 9.1 Appendix 5 shows a projected overspend of £7,000 in the Common Good Fund as at 31st July

2015. This results in a projected available fund balance at 31 March 2016 of £43,010. This is below the minimum level of reserves of £100,000 recommended. Rates costs are also being examined to ensure all appropriate relief has been obtained.

- 9.2 It is important that the Common Good budget operates on a sustainable basis and a full review will take place as part of the budget.

10.0 IMPLICATIONS

10.1 Finance

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

10.2 Legal

There are no specific legal implications arising from this report.

10.3 Human Resources

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

10.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

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

10.5 Repopulation

There are no repopulation issues arising from this report.

11.0 CONSULTATIONS

- 11.1 The Chief Executive, Corporate Director Environment, Regeneration & Resources, Head of Inclusive Education, Culture and Corporate Policy, Head of Organisational Development, H.R and Communications and the Chief Financial Officer have been consulted in the preparation of this report.

12.0 CONCLUSIONS

- 12.1 That the Committee note the 2014/15 Revenue Budget out-turn and the 2015/16 projected underspend of £1,994,000 for the Policy and Resources Committee as at Period 4, 31st July 2015.

13.0 BACKGROUND PAPERS

- 13.1 There are no background papers for this report.

Policy & Resources Budget Movement - 2015/16

Period 4: 1st April - 31st July 2015

Service	Approved Budget	Movements			Revised Budget	
	2015/16 £000	Inflation £000	Virement £000	Supplementary Budgets £000	Transferred to EMR £000	2015/16 £000
Finance	7,585		(330)			7,255
Legal & Property	1,507					1,507
Organisational Development, HR & Communications	1,669					1,669
Corporate Policy	180					180
Chief Exec	398					398
Miscellaneous	7,496	(400)	(6)			7,090
Totals	<u>18,835</u>	<u>(400)</u>	<u>(336)</u>	<u>0</u>	<u>0</u>	<u>18,099</u>

Supplementary Budget Detail

£000

External Resources

Internal Resources

Savings/Reductions

0

POLICY & RESOURCES

Appendix 2

REVENUE BUDGET MONITORING REPORT

CURRENT POSITION

PERIOD 4: 1st April 2015- 31st July 2015

Service	Approved Budget 2015/16 £000	Revised Budget 2015/16 £000	Projected Out-turn 2015/16 £000	Projected Over/(Under) Spend £000
Finance	7,585	7,255	7,075	(180)
Legal & Property Services	1,507	1,507	1,577	70
Total Net Expenditure Environment, Regeneration & Resources	9,092	8,762	8,652	(110)
Organisational Development, Human Resources & Communications	1,669	1,669	1672	3
Corporate Policy	180	180	184	4
Total Net Expenditure Education, Communities & Organisational Development	1,849	1,849	1,856	7
Chief Executive	398	398	407	9
Miscellaneous	7,496	7,090	5,190	(1,900)
TOTAL NET EXPENDITURE	18,835	18,099	16,105	(1,994)
Earmarked reserves				
Total Net Expenditure excluding Earmarked Reserves	18,835	18,099	16,105	(1,994)

POLICY & RESOURCES**REVENUE BUDGET MONITORING REPORT****MATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)****PERIOD 4: 1st April 2015 - 31st Jul 2015**

Outturn 2014/15 £000	Budget Heading	Budget 2015/16 £000	Proportion of Budget £000	Actual to 31/07/15 £000	Projection 2015/2016 £000	Over/(Under) Budget £000
	<u>Finance</u>					
5,391	Employee Costs	5,303	1,743	1,726	5,290	(13)
35,720	Benefit Subsidy	36,486	12,162	11,169	36,386	(100)
132	Computer Software Upgrade	140	47	126	128	(12)
(304)	Council tax income Prior Year	(187)	(62)	0	(287)	(100)
(99)	ICT - Income	(78)	(26)	(28)	(43)	35
	<u>Organisational Development, HR & Communications & Events</u>					
1,525	Employee Costs	1,365	448	464	1,387	22
91	Consultants costs	100	33	28	90	(10)
	<u>Miscellaneous</u>					
553	Inflation Contingency	4,678	1,560	0	2,978	(1,700)
0	Pressures Contingency	232	77	0	32	(200)
	<u>Legal & Property Services</u>					
1,850	Employee Costs	1,122	369	554	1,182	60
(4)	Income	(24)	(8)	0	(14)	10
44,855	TOTAL MATERIAL VARIANCES	49,137	16,343	14,039	47,129	(2,008)

EARMARKED RESERVES POSITION STATEMENT

Appendix 4

COMMITTEE: Policy & Resources

<u>Project</u>	<u>Lead Officer/ Responsible Manager</u>	<u>Total Funding 2015/16</u>	<u>Phased Budget To Period 4 2015/16</u>	<u>Actual To Period 4 2015/16</u>	<u>Projected Spend 2015/16</u>	<u>Amount to be Earmarked for 2016/17 & Beyond</u>	<u>Lead Officer Update</u>
		£000	£000	£000	£000	£000	
Modernisation Fund	Alan Puckrin	308	60	61	161	147	4 employees fully/part funded from Fund at present. Business case being developed for HR EDRMS project
Procurement Development Fund	Alan Puckrin	4	0	0	0	4	£18k vired to fund Procurement Apprentice. Use of balance being considered or written back.
Welfare Reforms - Operational	Alan Puckrin	344	8	8	45	299	Extra funding of £27k but £30k vired to fund 2 Modern Apprentices in the CSC. Further temporary CSC resource funded from EMR to meet increased demand for services and funding extra Benefits post.
Budget Development	Alan Puckrin	310	0	0	190	120	Budget development spend estimated to start from period 7 onwards. Budget also includes allocations for ad-hoc projects.
Protection of Vulnerable Groups	S McNab	48	20	15	48	0	Full spend expected to be incurred by October 2015.
2013/16 Revenue Contingency	Alan Puckrin	212	20	20	125	87	Nepal earthquake appeal and kelburn Park improvements fully spent. £12k for Inverclyde Leisure playschemes is expected to be incurred in September 2015. £28k for Newark Castle lighting expected to be incurred end of 2015 assuming Historic Scotland's approval is received by September 2015. The Event fee for Powerboat Grand Prix is expected to be in Jan 2016. Spend for Corlic Farm Legal Representation £25k and Waverly Enterprise £25k are projected to be incurred at year end. Future spend will consist of £5k for Toll Boys, £65k for Powerboat Grand Prix and £17k uncommitted reserves.

<u>Project</u>	<u>Lead Officer/ Responsible Manager</u>	<u>Total Funding 2015/16</u> £000	<u>Phased Budget To Period 4 2015/16</u> £000	<u>Actual To Period 4 2015/16</u> £000	<u>Projected Spend 2015/16</u> £000	<u>Amount to be Earmarked for 2016/17 & Beyond</u> £000	<u>Lead Officer Update</u>
Discretionary Housing Payments / Welfare Reform - Policy	Alan Puckrin	405	0	0	24	381	£24k allocation for Discretionary Housing Payments. Decisions required on the balance and will be taken as part of the 2016/18
Total Category C to E		1,631	108	104	593	1,038	

REVENUE BUDGET MONITORING REPORT 2015/16

PERIOD 4 : 1st April 2015 to 31st July 2015

		Final Outturn 2014/15	Approved Budget 2015/16	Budget to Date 2015/16	Actual to Date 2015/16	Projected Outturn 2015/16
PROPERTY COSTS		28,400	10,000	3,300	16,190	28,040
Repairs & Maintenance	1	19,650	9,000	3,000	(140)	9,000
Rates	2	11,140		0	18,040	18,040
Property Insurance		(2,390)	1,000	300	(1,710)	1,000
Marketing Costs						
ADMINISTRATION COSTS		21,670	8,700	500	1,560	8,700
Sundries	3	14,470	1,500	500	1,560	1,500
Commercial Rent Management Recharge		2,200	2,200	0		2,200
Recharge for Accountancy		5,000	5,000	0		5,000
OTHER EXPENDITURE		145,650	98,800	43,700	1,720	100,700
Christmas Lights Switch On		10,500	10,500	0		10,500
Christmas Dinners/Parcels		18,000	21,600	0		21,600
Christmas Decorations		35,400	0	0		0
Gourock Highland Games		29,400	29,400	29,400		29,400
Armistice Service		6,930	8,300	0	470	8,300
Comet Festival		13,300	13,300	13,300		13,300
Fireworks		12,600	12,600	0		12,600
Society of the Innocents Rent Rebate		7,620	3,100	1,000	1,250	5,000
World War 1 Centenary	4	600				0
Bad Debt Provision		11,300	0	0		0
INCOME		(145,880)	(149,300)	(49,800)	(49,010)	(130,440)
Property Rental		(164,150)	(181,100)	(60,400)	(48,970)	(183,000)
Void Rents	5	19,340	33,800	11,300		54,560
Internal Resources Interest		(1,070)	(2,000)	(700)	(40)	(2,000)
Donations		0				0
Lease Premium		0				0
Disposal of Land	6	0				0
NET ANNUAL EXPENDITURE		49,840	(31,800)	(2,300)	(29,540)	7,000
EARMARKED FUNDS	7	76,580	49,170	0	21,990	49,170
John Wood St/Bay St Shop Improvemnts		76,576	18,420		18,420	18,420
World War 1 Centenary	4		3,750		3,570	3,750
Port Glasgow Road - Demolition			15,000			15,000
Repairs & Renewals Fund			12,000			12,000
TOTAL NET EXPENDITURE		126,420	17,370	(2,300)	(7,550)	56,170

Fund Balance as at 31st March 2015

99,180

Projected Fund Balance as at 31st March 2016

43,010

Notes:

1 Repairs & Maintenance

Additional Repairs costs are due to be incurred in respect of 12 Bay St to bring this property to an adequate condition to allow the property to be let out. These costs are estimated to be £16,000 and will be funded from a combination of the ongoing Repairs & Maintenance budget and the Repairs & Renewals Fund.

2 Rates (Empty Properties)

Rates are currently being paid on empty properties, projection reflects current Rates levels however all historic Rates costs are being examined to ensure all appropriate empty property relief has been obtained. Any subsequent credit will be included in future reports.

3 Sundries

Additional Legal Fees of £12,400 were incurred in 2014/15 in respect of a dispute over unpaid rent. The dispute is ongoing and may result in further additional costs and/or a write-off of bad debt. A provision has previously been made for bad debt which will partly offset any write-off. Should the dispute be resolved in the Common Good's favour these costs may be recoverable.

4 World War 1 Centenary

World War 1 Centenary includes purchase of commemorative benches and attendance at Drumhead Service. The benches were not delivered until 2015/16 and as a result the budget was set aside for carry forward and is included in the Earmarked Funds section.

5 Current Empty Properties are:

12 Bay St
4 John Wood Street
15 John Wood Street
17 John Wood Street
74 Port Glasgow Road

Vacant since:

April 2015
May 2010
December 2012 (currently under offer)
March 2014
September 2012

6 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 and the remaining buildings demolished to make the site more marketable.

7 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. As noted an allowance for the World War 1 commemorative benches has also now been included here.

In addition allowance has been made for the clearance of the site at 74 Port Glasgow Road and a Repairs & Renewals Fund was set up as part of the 2015/16 budget process.

Report To:	Policy & Resources Committee	Date: 22 September 2015
Report By:	Chief Financial Officer	Report No: FIN/83/15/AP/AE
Contact Officer:	Alan Puckrin	Contact No: 01475 712223
Subject:	2015/16 General Fund Revenue Budget as at 31 July 2015	

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 31st July 2015 and to update Committee in respect of the position of the General Fund Reserves and Earmarked Reserves.

2.0 SUMMARY

- 2.1 The Council approved a two year budget in February 2015. 2015/16 is the first year of this budget and incorporated a planned contribution to the General Fund Reserve of £2.588 million.
- 2.2 It can be seen from Appendix 1 that as at 31st July 2015 the General Fund is projecting a £2.400 million underspend which represents 1.22% of the net Revenue Budget. This is mainly due to:
- Projected significant under utilisation of pay and non-pay inflation allowance in line with the approved 2016/18 Budget Strategy.
 - A one off underspend within pressures contingency.
 - Projected over recovery of housing benefit subsidy in line with the mid-year estimate.
 - Projected saving in utility costs in line with prior years outturn.
 - One off saving in Council contribution to council tax reduction scheme.
 - Partially offset by increased client package costs in homecare and purchased residential accommodation placements within secure children units.
- 2.3 From Appendix 1 it can be seen that 3 Service Committees are currently projecting underspends. The Health and Social Care Committee is projecting an overspend primarily due to increased client package costs within homecare and purchased residential accommodation placements within children and families.
- 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 31st July 2015 expenditure totalled £0.620 million which equates to 7.66% of the projected spend in 2015/16. It can also be seen from Appendix 2 that at 31st July 2015 actual expenditure is 0.64% behind phased budget.
- 2.5 Appendix 3 shows the latest position in respect of the General Fund Reserves and shows that the projected balance at 31st March 2016 is £7.408 million which is £3.408 million greater than the minimum recommended balance of £4 million. A report is included elsewhere on the agenda providing more detail on the potential use of surplus reserves.
- 2.6 It is anticipated that there will be a multi-year Spending Review announced by the new UK Government and that this will take place in the autumn. Thereafter, it is anticipated that the Scottish Government will announce its funding plans for 2016/17 in January 2016.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the latest position of the 2015/16 Revenue Budget and General Fund Reserves.
- 3.2 It is recommended that the Committee note that the use of free reserves arising since the 19th February 2015 budget meeting is subject to a separate report at this Committee.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

4.1 The Council set a two year General Fund Revenue Budget in February 2015. 2015/16 is the first year of this budget and in the process the Council agreed a contribution to the General Fund Reserve of £2.588 million.

5.0 POSITION AS AT 31 JULY 2015

5.1 It can be seen from Appendix 1 that as at 31st July 2015 the General Fund is projecting an underspend of £2.400 million which equates to 1.22% of the net General Revenue Fund Budget.

5.2 It is projected that approximately £1.7 million of pay and non-pay inflation will not be required in 2015/16. This has largely come about due to lower than anticipated inflationary pressures around utilities, fuel, PPP contract indexation, SPT and Waste Contracts. The amount required in 2015/16 has continued to follow the same level as 2014/15. It is anticipated that contracts and costs are likely to increase in future years due to global inflationary pressures and the impact of the increase in the living wage.

5.3 A one off underspend of £200,000 is projected in relation to pressures contingency. An underspend of £330,000 is projected for the impact of the Council Tax Reduction Scheme due to a reduction in caseload figures within Inverclyde. This is in line with the rest of Scotland and was reported to the May Policy & Resources Committee.

5.4 It can be seen from Appendix 1 that 3 Service Committees are currently projecting underspends, the Health and Social Care Committee is currently projecting an overspend.

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

Policy & Resources Committee – Projected underspend of £1,994,000 (11.02%) mainly due to the significant projected under utilisation of the pay and non-pay inflation contingency, one off saving projected within the pressures contingency, a projected over recovery of benefit subsidy and prior year Council Tax income.

Environment & Regeneration – Projected underspend of £36,000 (0.18%) mainly due to excess turnover savings projected due to early achievement of planned savings, a projected underspend in Vehicle Maintenance Fuel costs offset by a shortfall in special catering income.

Education & Communities - £306,000 (0.37%) projected underspend mainly due to a reduction in utility costs, an underspend in Education Early Years due to vacancies and a projected over recovery of school meal income. This has been partially offset by a projected overspend for Teachers due to increased roll and placing requests.

Health & Social Care – Projected overspend of £459,000 (0.94%) mainly due to increased client package costs within homecare and purchased residential accommodation placements within children and families.

5.6 Appendix 2 shows the latest position in respect of the Earmarked Reserves and provides information on performance against phased budget. The Committee is asked to note that the phasing will not be 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 relate to Assets Plans or Strategic Funds.

5.7 It can be seen that as at 31st July 2015 the Council has spent £0.620 million against a phased budget target of £0.624 million. This represents slippage of 0.64% against target and spend equates to 7.66% of the projected spend for 2015/16. Performance in respect of Earmarked Reserves is reviewed by the Corporate Management Team and reported in detail to each Service Committee.

5.8 Appendix 3 shows the projected General Fund Reserves position as at 31st March 2016. The projected balance at this date is shown as £7.408 million which is £3.408 million greater than the minimum reserve balance of £4 million recommended and approved via the Reserves Strategy.

5.9 The overall increase in the Free Reserves since the 2015/17 Budget and potential uses has been reviewed by the Members Budget Working Group and a report on the potential use of Free Reserves is included elsewhere on this agenda.

6.0 OTHER FINANCIAL MATTERS

6.1 It was approved at the full Council Meeting on 19th February 2015 that the Members Budget Working Group will continue to meet throughout 2015/16 to develop proposals to balance the 2016/17 budget with the stated aim of eliminating the use of reserves. A report elsewhere on the agenda provides an update on progress.

6.2 It is anticipated that there will be a multi-year Spending Review announced by the new UK Government and that this will take place in the autumn. Thereafter, it is anticipated that the Scottish Government will announce its funding plans for 2016/17 in January 2016.

7.0 CONSULTATION

7.1 This report has been produced utilising the detailed budget reports to each Committee.

8.0 IMPLICATIONS

8.1 Finance

One off Costs

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

Annually Recurring Costs

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

8.2 Legal

None

8.3 Human Resources

None

8.4 **Equalities**

None

8.5 **Repopulation**

None

9.0 **BACKGROUND PAPERS**

9.1 None

Policy & Resources Committee
Revenue Budget Monitoring Report
Position as at 31st July 2015

Committee	Approved Budget 2015/2016	Revised Budget 2015/2016	Projected Out-turn 2015/2016	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	18,835	18,099	16,105	(1,994)	(11.02%)
Environment & Regeneration	22,196	20,328	20,292	(36)	(0.18%)
Education & Communities (Note 1)	89,665	83,412	83,106	(306)	(0.37%)
Health & Social Care	48,767	48,767	49,226	459	0.94%
Committee Sub-Total	179,463	170,606	168,729	(1,877)	(1.10%)
Loan Charges (Including SEMP)	13,935	18,463	18,463	0	0.00%
Unallocated Savings	0	0	0	0	0.00%
Contribution to General Fund Reserve	2,588	2,588	2,588	0	0.00%
One off contribution to Reserves (Note 2)	0	330	0	(330)	(100.00%)
Contribution to / (from) Statutory Funds	(240)	(240)	(240)	0	0.00%
Post Budget Adjustments (Note 3)	109	109	109	0	0.00%
Earmarked Reserves	0	4,695	4,695	0	0.00%
Total Expenditure	195,855	196,551	194,344	(2,207)	(1.12%)
Financed By:					
General Revenue Grant/Non Domestic Rates	(169,201)	(169,897)	(169,897)	0	0.00%
Council Tax	(33,347)	(33,347)	(33,347)	0	0.00%
Council Tax Reduction Scheme	6,693	6,693	6,500	(193)	(2.88%)
Net Expenditure	0	0	(2,400)	(2,400)	

Note 1 - Reduction reflects loans charges and earmarked reserves.

Note 2 - Council contribution to Council Tax Reduction Scheme.

Note 3 - Increase in band d equivalents factored into free reserves 2015/16.

Earmarked Reserves Position Statement

Appendix 2

Summary

<u>Committee</u>	<u>Total Funding 2015/16</u>	<u>Phased Budget to 31 July 15</u>	<u>Actual Spend To 31 July 15</u>	<u>Variance Actual to Phased Budget</u>	<u>Projected Spend 2015/16</u>	<u>Earmarked 2016/17 & Beyond</u>	<u>2015/16 %age Spend Against Projected</u>	<u>2015/16 %age Over/(Under) Spend Against Phased Budget</u>
	£000	£000	£000	£000	£000	£000		
Education & Communities	6,179	67	67	0	3,668	2,511	1.83%	0.00%
Health & Social Care	2,510	305	305	0	2,442	68	12.49%	0.00%
Regeneration & Environment	2,643	144	144	0	1,396	1,247	10.32%	0.00%
Policy & Resources	1,631	108	104	(4)	593	1,038	17.54%	(3.70%)
	12,963	624	620	(4)	8,099	4,864	7.66%	(0.64%)

Actual Spend v Phased Budget

(£4k)

(0.64%)

Appendix 3

GENERAL FUND RESERVE POSITION
Position as at 31/07/15

	<u>£000</u>	<u>£000</u>
Projected Balance 31/03/15		12168
Projected Surplus/(Deficit) 2015/16	2400	
Contribution to General Fund Reserve 2015/16	2588	
CFCR Transfer from Capital Programme 2015/16	1260	
Use of Reserves approved February 2014 (See Undernote)	(5703)	
Use of Reserves approved February 2015 (See Undernote)	<u>(5305)</u>	(4760)
Projected Unallocated Balance 31/03/16		<u><u>7408</u></u>

Minimum Reserve required is £4million

Excludes approved temporary use of Reserves in 2016/17 of £3.298m.

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	<u>(1200)</u>	(5703)

Approved Usage February 2015:

Increase to Voluntary Severance/ Early Retiral Reserve	(1250)	
Increased allocation to Birkmyre Park Drainage Project	(150)	
Funding for Equipment - Adults with Learning Difficulties	(40)	
2 Year Extension to 2 x Specialist Posts	(167)	
Scottish Wide Area Network - One off Costs	(323)	
Part Year Costs - Ravenscraig Sports Barn	(40)	
Flooding - Next Phase	(950)	
Rankin Park Cycle Track	(150)	
Substitute Funding - Riverside Inverclyde	(250)	
Substitute Funding - Common Good	(35)	
Beacon Contract and Core Funding	<u>(1950)</u>	(5305)

Report To:	Policy & Resources Committee	Date:	22 September 2015
Report By:	Chief Financial Officer and Corporate Director Environment, Regeneration & Resources	Report No:	FIN/82/15/AP/MT
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	Policy & Resources Capital Programme 2015/18 - 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 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 6.3 that the projected spend is £6.842m, which means that the total projected spend is on budget.
- 2.3 Expenditure at 31st July is 6.43% of 2015/16 projected spend, advancement of £0.323m (57.37%) relating to the Scottish Wide Area Network is being reported.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the current position of the 2015/18 Capital Programme and the progress on the specific projects detailed in Appendix 1.

Alan Puckrin
Chief Financial Officer

Aubrey Fawcett
Corporate Director
Environment, Regeneration
& Resources

4.0 BACKGROUND

4.1 On February 19th 2015 the Council approved a new 3 year Capital Programme covering the period 2015/18, effectively extending the previously approved 2013/16 Capital Programme to 2017/18. As part of this process the recurring annual allocations, reduced due to revenue savings, were added. In addition the Modernisation Fund budget was reduced by £0.1m as part of the Earmarked Reserve write back exercise.

5.0 PROGRESS

5.1 Customer Service & Digital Access. Work agreed as part of the Council's Digital Access Strategy is progressing. This work covers a number of projects as follows and more detail is included in an ICT update elsewhere on the agenda:

- CRM Upgrade and customer data cleansing work is nearing completion.
 - Kana/Lagan Developments
 - Citizen record data cleansing
 - Upgrade to Lagan Enterprise 14R1
- Web Site Redesign. A new website design and layout have been completed and were launched on 26th May 2016.
- ICT are working with a number of services to map business processes in relation to enabling staff to work in a more flexible manner. A mobile reporting and fault recording tool has been commissioned and is ready for pilot testing by services.

5.2 EDMS Implementation – The new EDMS solution is now live in Revenues, Benefits and Customer Services and further work is underway in NDR. It has been deployed to around half of the services in HSCP and implementation is continuing in other HSCP services. A business case has been produced for EDMS implementation in HR/Payroll service.

5.3 The annual PC refresh programme has now begun (93 Desktops and 142 laptops were replaced in Schools and nurseries and 136 desktops and 57 laptops were replaced in other Services). All PCs have now been updated with Windows 7 and Office 2010.

5.4 Infrastructure Refresh Programme - ICT are continuing their programme of upgrading core Network Infrastructure Equipment in support of the migration to the Scottish Wide Area Network (SWAN). Additional Network Storage has been implemented in support of the Virtualised Infrastructure Environment and in anticipation of additional capacity requirements.

6.0 FINANCIAL IMPLICATIONS

Finance

6.1 The figures below detail the position at 31st July 2015. Expenditure to date is £0.057m (6.43% of the 2015/16 projected spend).

6.2 The current budget is £6.842m. The current projection is £6.842m which means the total projected spend is on budget.

6.3 The approved budget for 2015/16 is £0.563m. The Committee is projecting to spend £0.886m with advancement from future years of £0.323m (57.37%) relating to the Scottish Wide Area Network.

One off Costs

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

Annually Recurring Costs/ (Savings)

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

7.0 CONSULTATION

7.1 Legal

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

7.2 Human Resources

There are no direct staffing implications in respect of the report and as such the Head of Organisational Development, 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
	<u>Est Total Cost</u>	<u>Actual to 31/3/15</u>	<u>Approved Budget 2015/16</u>	<u>Revised Est 2015/16</u>	<u>Actual to 31/07/15</u>	<u>Est 2016/17</u>	<u>Est 2017/18</u>	<u>Future Years</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
<u>Environment, Regeneration & Resources</u>								
<u>ICT</u>								
Storage/Backup Devices/Minor Works & Projects	400	313	87	87	12	0	0	0
Mobile Technology	47	32	15	15	0	0	0	0
Rolling Replacement of PC's	3,114	2,871	243	243	24	0	0	0
Whiteboard/Projector Refresh	572	374	40	40	0	92	66	0
Server & Switch Replacement Programme	612	528	84	84	4	0	0	0
2013/15 Indicative Allocation	644	0	0	0	0	347	297	0
Scottish Wide Area Network complete on Site	323	0	0	323	0	0	0	0
	2	0	2	2	0	0	0	0
<u>ICT Total</u>	5,714	4,118	471	794	40	439	363	0
<u>Finance</u>								
Modernisation Fund	1,128	926	92	92	17	110	0	0
<u>Finance Total</u>	1,128	926	92	92	17	110	0	0
TOTAL	6,842	5,044	563	886	57	549	363	0

Report To:	Policy & Resources Committee	Date:	22 September 2015
Report By:	Chief Financial Officer	Report No:	FIN/84/15/JB/MT
Contact Officer:	Jan Buchanan	Contact No:	01475 712225
Subject:	2015/18 Capital Programme		

1.0 PURPOSE

- 1.1 The purpose of the report is to provide Committee with the latest position of the 2015/18 Capital Programme.

2.0 SUMMARY

- 2.1 On February 19th 2015 the Council approved a new 3 year Capital Programme covering the period 2015/18, effectively extending the previously approved 2013/16 Capital Programme to 2017/18.
- 2.2 As part of the approved Capital Programme it was agreed to return the existing surplus in Capital Resources to Revenue Reserves. As a result it can be seen from Appendix 1 that the Capital Programme is in a break-even position.
- 2.3 It can be seen from Appendix 2 that as at 31st July 2015 expenditure in 2015/16 was 17.95% of projected spend. Phasing and project spend have been reviewed by the budget holders 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. In view of high slippage levels in previous years officers are actively seeking to advance projects where at all possible, as no significant slippage in budgeted projects is yet being reported; this is resulting in a projected net advancement of projects of 11.26%. As the year progresses some budgeted projects may fall behind schedule and this is likely to see this figure move to being either on target or reporting modest slippage levels. This compares with a slippage outturn of 15.3% in 2014/15, the details of which were reported to Committee in August 2015.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the current position of the 2015/18 Capital Programme.

4.0 BACKGROUND

- 4.1 On February 19th 2015 the Council approved a new 3 year Capital Programme covering the period 2015/18, effectively extending the previously approved 2013/16 Capital Programme to 2017/18. As part of this process the previously reported surplus, along with minor underspends in 2 projects, returned £1.261m to Revenue Reserves.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows that over the 2015/18 period the Capital Programme is in a break-even position.
- 5.2 The position in respect of individual Committees is as follows:

Social Care

Project advancement of £1.000m (149.03%) relating to the replacement for Neil St Children's home is being reported with spend being 0.1% of projected spend for the year.

Environment & Regeneration

Net advancement of £1.674m (8.58%) is being reported with spend being 15.9% of projected spend for the year. The projects advanced are mainly within the Roads Asset Mangement Plan (£0.987m), Parking Strategy (£0.2m) and Regeneration projects (£0.286m).

Education & Communities

Net advancement of £0.341m (3.83%) is being reported with spend being 26.9% of projected spend for the year. Slippage within Primary School MUGAs is being more than offset by advancements including Ravenscraig Sports Barn (£0.2m).

Policy & Resources

Advancement of £0.323m (57.37%) relating to the Scottish Wide Area Network is being reported with spend being 6.4% of projected spend for the year.

- 5.3 Overall in 2015/16 it can be seen that expenditure is 17.95% of the projected spend for the year and that project advancement from the programme agreed in February 2015 is currently £3.338 million (11.26%).

6.0 CONCLUSIONS

- 6.1 As can be seen in paragraph 5.3, projected project advancement is currently 11.26%; this compares with slippage of 15.3% in 2014/15. It should be noted that officers have actively sought to advance projects in anticipation of potential slippage. However no such slippage is yet being reported. It is anticipated that as the year progresses, it is possible that some budgeted projects will fall behind schedule and this is likely to see this figure move to being either on target or reporting modest slippage levels.
- 6.2 The Council's Capital Programme for 2015/18 is showing a break-even position.
- 6.3 Overall Service Committees have spent 17.95% of the 2015/16 projected spend as at 31st July 2015.

7.0 CONSULTATION

7.1 This report has been approved by the Corporate Management Team and reflects the detail reported to Service Committee.

8.0 IMPLICATIONS

Finance

8.1 Financial Implications

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

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

8.2 There are no legal implications.

Human Resources

8.3 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

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

Repopulation

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

9.0 BACKGROUND PAPERS

9.1 None.

Appendix 1

Capital Programme - 2015/16 - 2017/18

Available Resources

	A	B	C	D	E
	2015/16	2016/17	2017/18	Future	Total
	£000	£000	£000	£000	£000
Government Capital Support	11,180	7,300	7,300	-	25,780
Less: Allocation to School Estate	(5,317)	(4,300)	(4,300)	-	(13,917)
Capital Receipts (Note 1)	1,006	133	385	-	1,524
Capital Grants (Note 2)	526	110	-	-	636
Prudential Funded Projects (Note 3)	10,383	21,650	10,402	360	42,795
Balance B/F From 14/15 (Exc School Estate)	2,890	-	-	-	2,890
Capital Funded from Current Revenue (Note 4)	6,665	6,179	333	-	13,177
	<u>27,333</u>	<u>31,072</u>	<u>14,120</u>	<u>360</u>	<u>72,885</u>

Overall Position 2014/18

Available Resources (Appendix 1, Column E)	£000	72,885
Projection (Appendix 2, Column B-E)		<u>72,885</u>
(Shortfall)/Under Utilisation of Resources		<u>-</u>

Notes to Appendix 1

All notes exclude School Estates

Note 1 (Capital Receipts)

	2015/16	2016/17	2017/18	Future	Total
	£000	£000	£000	£000	£000
Sales	974	83	385	-	1,442
Contributions/Recoveries	32	50	-	-	82
	<u>1,006</u>	<u>133</u>	<u>385</u>	<u>-</u>	<u>1,524</u>

Note 2 (Capital Grants)

	2015/16	2016/17	2017/18	Future	Total
	£000	£000	£000	£000	£000
Cycling, Walking & Safer Streets	121	-	-	-	121
SPT	114	-	-	-	114
Sustrans	56	-	-	-	56
Sports Scotland/SFA	18	100	-	-	118
Electric Vehicle Charging Points	39	-	-	-	39
Big Lottery Fund	178	10	-	-	188
	<u>526</u>	<u>110</u>	<u>-</u>	<u>-</u>	<u>636</u>

Notes to Appendix 1

<u>Note 3 (Prudentially Funded Projects)</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Future</u>	<u>Total</u>
	£000	£000	£000	£000	£000
Additional ICT - Education Whiteboard & PC Refresh	78	92	66	-	236
Vehicle Replacement Programme	1,250	900	1,481	-	3,631
Greenock Parking Strategy	273	-	-	-	273
Asset Management Plan - Offices	1,254	3,856	133	-	5,243
Asset Management Plan - Depots	2,860	4,461	531	-	7,852
Capital Works on Former Tied Houses	20	160	60	360	600
Waterfront Leisure Complex Combined Heat and Power Plant	181	50	-	-	231
Leisure & Pitches Strategy	103	204	-	-	307
Broomhill Community Facility	-	500	-	-	500
Kylemore Childrens Home (return of borrowing in lieu of receipt)	(200)	-	-	-	(200)
Neil Street Childrens Home Replacement	561	83	-	-	644
Crosshill Childrens Home Replacement	-	1,622	-	-	1,622
Modernisation Fund	92	110	-	-	202
Watt Complex Refurbishment	-	700	2,221	-	2,921
Gourock One Way System	2,000	500	-	-	2,500
Roads Asset Management Plan	1,001	7,102	4,600	-	12,703
Surplus Prudential Borrowing due to project savings	60	60	60	-	180
Reduction in Prudential Borrowing, ICT Annual allocation	(150)	(150)	(150)	-	(450)
Additional Prudential Borrowing to Support annual allocations	1,000	1,400	1,400	-	3,800
	<u>10,383</u>	<u>21,650</u>	<u>10,402</u>	<u>360</u>	<u>42,795</u>

<u>Note 4 (Capital Funded from Current Revenue)</u>	<u>2015/16</u>	<u>2016/17</u>	<u>2017/18</u>	<u>Future</u>	<u>Total</u>
	£000	£000	£000	£000	£000
Regeneration of Port Glasgow Town Centre	492	250	-	-	742
Play Areas	352	188	-	-	540
Coronation Park, Port Glasgow	185	-	-	-	185
Contribution to Birkmyre Park Pitch Improvements	-	200	-	-	200
Gourock Walled Garden, Toilet Provision	25	-	-	-	25
Port Glasgow Health Centre Car Park	2	-	-	-	2
Hillend Respite Unit	3	-	-	-	3
Scheme of Assistance	433	333	333	-	1,099
Flooding Strategy	137	1,726	-	-	1,863
Greenock Parking Strategy	68	-	-	-	68
Roads Asset Management Plan	2,190	-	-	-	2,190
Broomhill Community Facility (Community Facility Fund)	101	252	-	-	353
Inverkip Community Facility	901	715	-	-	1,616
Neil Street Childrens Home Replacement	1,100	-	-	-	1,100
Primary School MUGA's - various	441	870	-	-	1,311
Various MUGAs - transfer to SEMP	(138)	(365)	-	-	(503)
Watt Complex Refurbishment	152	800	-	-	952
Community Facilities Investment	100	300	-	-	400
Blaes Football Parks	26	40	-	-	66
Ravenscraig Sports Barn	600	-	-	-	600
Broomhill Regeneration	180	570	-	-	750
Central Gourock	-	150	-	-	150
Scottish Wide Area Network	323	-	-	-	323
Rankin Park Cycle Track	-	150	-	-	150
Asset Management Plan - Depots	137	-	-	-	137
Use of General Fund Reserves	(1,145)	-	-	-	(1,145)
	<u>6,665</u>	<u>6,179</u>	<u>333</u>	<u>-</u>	<u>13,177</u>

Capital Programme - 2015/16 - 2017/18Agreed Projects

Committee	A Prior Years £000	B 2015/16 £000	C 2016/17 £000	D 2017/18 £000	E Future £000	F Total £000	G Approved Budget £000	H (Under)/ Over £000	I 2014/15 Spend To 31/07/15 £000
Policy & Resources	5,044	886	549	363	-	6,842	6,842	-	57
Environment & Regeneration	25,690	21,181	22,560	10,820	360	80,611	80,611	-	3,378
Education & Communities (Exc School Estate)	1,021	2,990	6,746	3,054	-	13,811	13,811	-	457
CHCP	191	1,671	1,705	-	-	3,567	3,567	-	2
Sub -Total	31,946	26,728	31,560	14,237	360	104,831	104,831	-	3,894
School Estate (Note 1)	7,228	6,264	12,672	3,596	2,696	32,456	32,456	-	2,029
Total	39,174	32,992	44,232	17,833	3,056	137,287	137,287	-	5,923

Note 1Summarised SEMP Capital Position - 2014/18

	2015/16	2016/17	2017/18
Capital Allocation	5,317	4,300	4,300
Scottish Government School Grant (estimate)	1,120	1,953	100
Surplus b/fwd	3,762	4,633	(956)
Prudential Borrowing	500	465	-
Prudential Borrowing - In Lieu of Receipts			
Prudential Borrowing - Accelerated Investment			
Contractor Contribution	60		
CFCR	138	365	-
Available Funding	<u>10,897</u>	<u>11,716</u>	<u>3,444</u>
<u>Projects</u>			
Ex-Prudential Borrowing	5,626	11,842	3,596
Prudential Borrowing	500	465	-
CFCR	138	365	-
Total	<u>6,264</u>	<u>12,672</u>	<u>3,596</u>
Surplus c/fwd	4,633	(956)	(152)

Report To:	Policy & Resources Committee	Date:	22 September 2015
Report By:	Chief Financial Officer	Report No:	FIN/78/15/AP/LA
Contact Officer:	Allan McDonald	Contact No:	01475 712098
Subject:	ICT Services Update and Policy for the Physical Security of ICT Systems		

1.0 PURPOSE

- 1.1 The purpose of the report is to update Committee on the performance of ICT Services and to propose a new policy in respect of the Physical Security of ICT Systems.

2.0 SUMMARY

- 2.1 ICT continues to provide a high level of service despite increasing demand from users and the reduction in resources. It has a range of ongoing projects that will improve reliability and delivery of services and is working with a number of services to identify opportunities to implement new ways of working and drive efficiencies.
- 2.2 The Servicedesk continues to deliver a high quality service that has rated highly in Customer Satisfaction exercises. There is a challenge to ensure that this is maintained in light of ongoing and increasing resource pressures. The majority of the day to day work that the servicedesk undertakes is in the Schools. With an increasing emphasis on the use technology in the classroom ICT works closely with QIO colleagues in Education Services to ensure that the service delivers in line with educational priorities.
- 2.3 Digital Access, Channel Shift and Modernisation have called heavily on ICT expertise and services to deliver new ways of working, agile and remote access to services and drive service efficiencies required by Asset and office rationalisation programmes. The success of agile working in HSCP, using EDRMS, Hot Desking and Mobile working has been a key factor in the success of the colocation of HSCP teams in Hector McNeill House. Appendix 2 provides more detail on the relevant projects.
- 2.4 The Council has a requirement, as part of its PSN Code of Connection Agreement, to ensure the physical security of core ICT Infrastructure. ICT Services has adopted the recommendations within the Cabinet Office CESG Good Practice Guide No 35 – Protecting an ICT Network; however this practice has never been formally adopted as Council policy.
- 2.5 The policy proposed at Appendix 3 also formalises existing agreements between ICT Services and Legal and Property Services for the security design of Data Hubs in new build and refurbished accommodation.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note and comment upon the performance detailed in the report and supporting appendices: and

3.2 That the Committee approves the implementation of the new Policy for Physical Security of ICT systems.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 As part of the ongoing restructure of the Council's Services. ICT Service became part of Finance Services on 1st April 2015.
- 4.2 ICT Services provides 5 main functions as part of its overall service:
- Servicedesk – Incident Response and Service request
 - Server and System Support
 - Network and Telecommunications
 - Application Support and Development
 - Project Management
- 4.3 The service provides support from 08:40 – 1700 (16:30 Friday) and delivers a highly efficient and very cost effective service. The service is consistently benchmarked as one of the lowest spending services per customer/device of all 32 local authorities.

5.0 PERFORMANCE

- 5.1 ICT Services provides a range of functions critical to the ongoing delivery of services to staff, pupils and customers of the council. Despite ongoing budgetary pressures, ICT Service has continued to meet and exceed Service level targets. Appendices 1 and 2 show the high level performance across a range of targets:
- Servicedesk Incidents
 - Servicedesk Service Requests
 - Internet and Web Access
 - Email
 - PC Refresh
 - Projects Update
- 5.2 Servicedesk Incidents. These tables shows a steady number of incidents being received by the servicedesk on a month by month basis. The number of calls that fail to be resolved within the agreed Service Levels remain low and the overall Service Levels remains well above the current 80% target. An incident is defined as an issue that impacts directly on the ability of a member of staff, a team or department to continue to perform their job. Common examples are PC failures, Application errors, Interactive Whiteboard bulb replacements.
- 5.3 Servicedesk Service Requests. These tables also shows a steady number of Service Requests being received by the servicedesk on a month by month basis. The number of requests that fail to be resolved within the agreed Service Levels remains low and the overall number remains well above the current 80% target. A Service request is defined as an additional requirement. Common examples are additional network points or equipment, office moves or the provision of a bespoke application.
- 5.4 Internet and Web Access. This report shows the number of visitors to the main council website www.inverclyde.gov.uk. It shows an improvement in the number of pages being visited since the website was refreshed in May 2015. Ongoing monitoring of this will be highlighted in future reports as more data is collected.
- 5.5 Email. The Council receives an average of just under 500,000 incoming emails each month. The figures in theses tables show the breakdown of legitimate mail against spam messages and mail that contains viruses and malware.
- 5.6 PC Refresh Programme. The council currently has a five year PC refresh programme. This table shows the number of devices refreshed in each of the last five years. From 2016/17 a six year refresh programme is being introduced.

6.0 POLICY FOR THE PHYSICAL SECURITY OF ICT SYSTEMS

- 6.1 The Cabinet Office CESG good Practice Guide No 35 identifies a range of requirement to have suitable physical controls in place to restrict access to core network components.
Finance.
- 6.2 The policy identifies three different types of location where core infrastructure may be located and details a proportionate set of requirements for each site.
- 6.3 The policy will become part of the supporting documentation used in the PSN Code of Connection Accreditation process.

7.0 FINANCE

7.1 Financial Implications:

There are no direct costs arising from this report.

One off Costs

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

Annually Recurring Costs/ (Savings)

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

7.2 Legal

There are no legal implications arising from this report.

7.3 Human Resources

The policy refers to the Council's Data Protection Policy and the Acceptable Use of Information Policy, both of which contain reference to potential disciplinary action in the event of a breach of those policies

7.4 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

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

Repopulation

7.5 There are no repopulation issues arising from this report.

8.0 CONSULTATIONS

8.1 The proposed Policy has been approved by the Corporate Management Team.

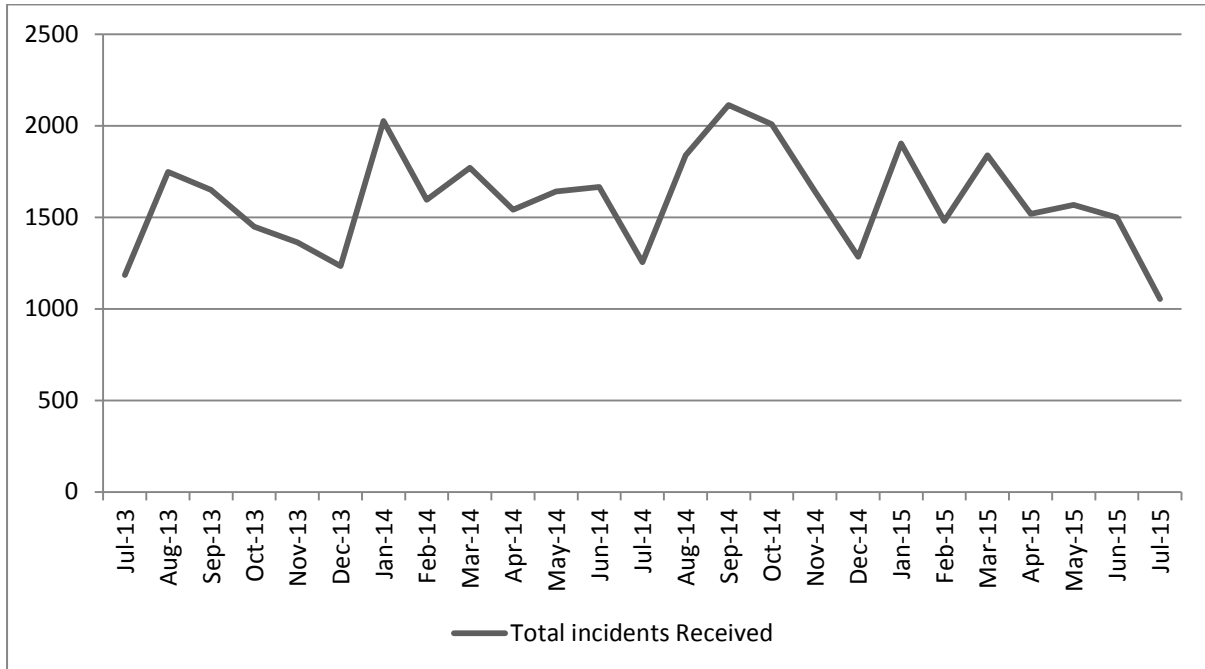
9.0 BACKGROUND PAPERS

9.1 None

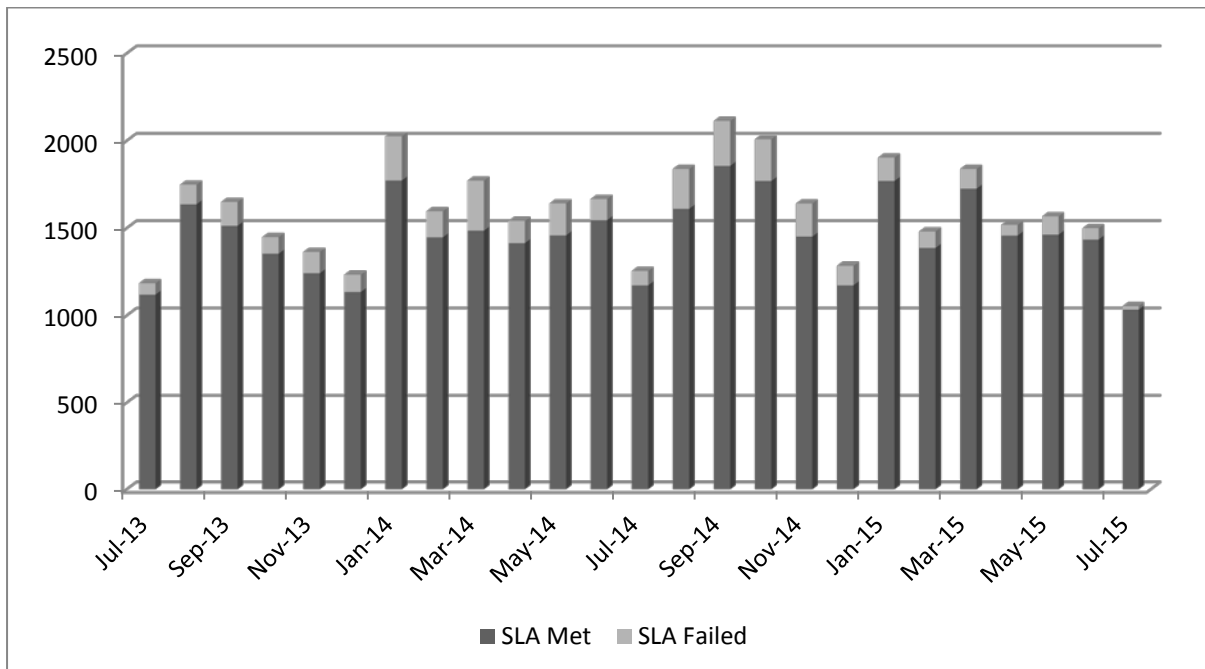
Appendix 1 – Performance Statistics

Servicedesk – Incidents

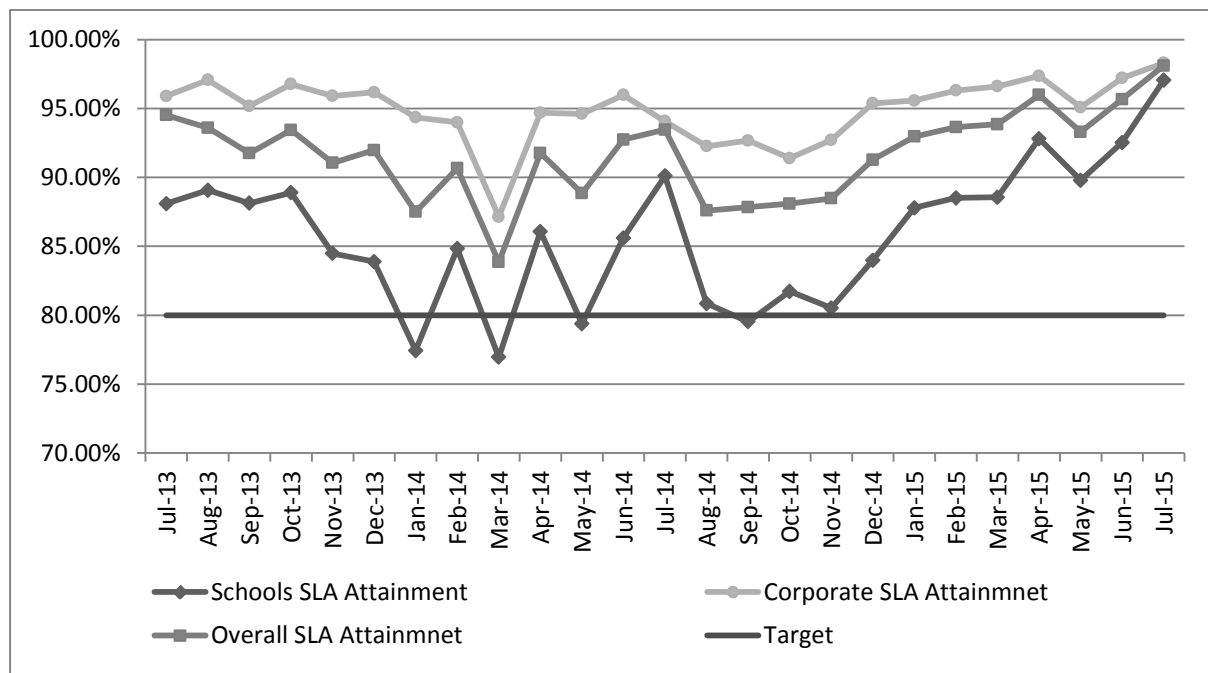
Incidents Received



Incidents Met/Failed within SLA



Monthly Service Level Attainment - Incidents



SLA Details

VIP Users

Priority	Target Resolution Time
Critical	3 hours
High	4 hours
Normal	7 hours
Low	21 hours
Long Term	No target

Standard Users

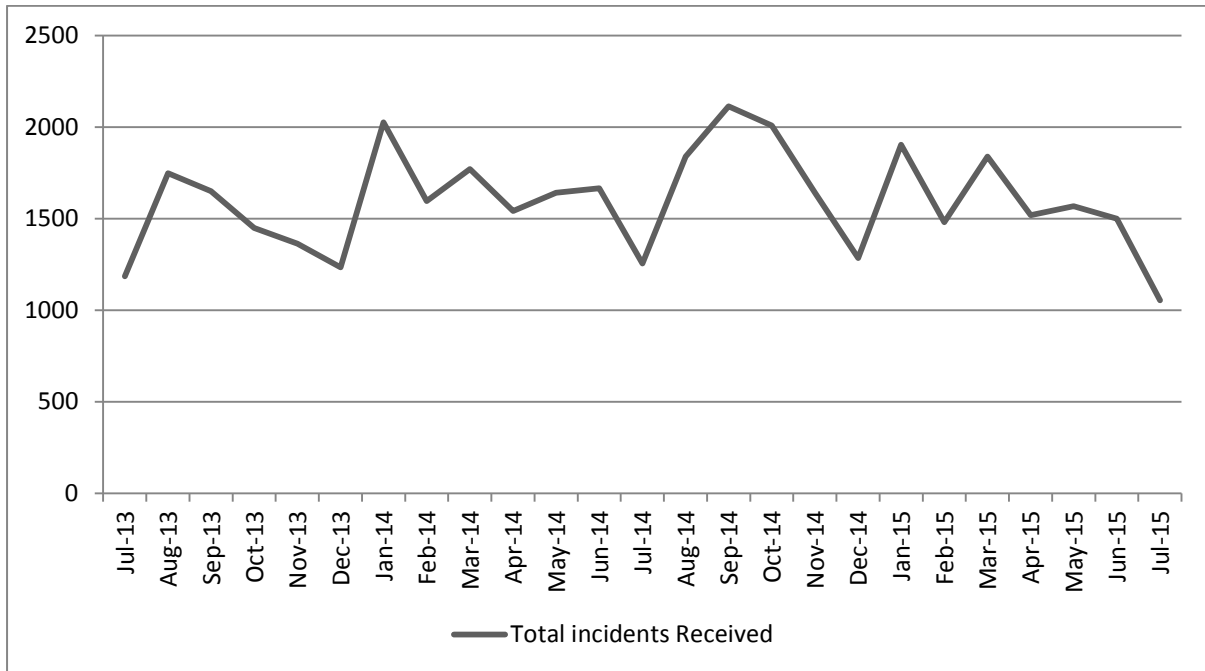
Priority	Target Resolution Time
Critical	4 hours
High	7 hours
Normal	21 hours
Low	35 hours
Long Term	No target

SLA Attainment is 80% of incidents resolved within Target Resolution Time.

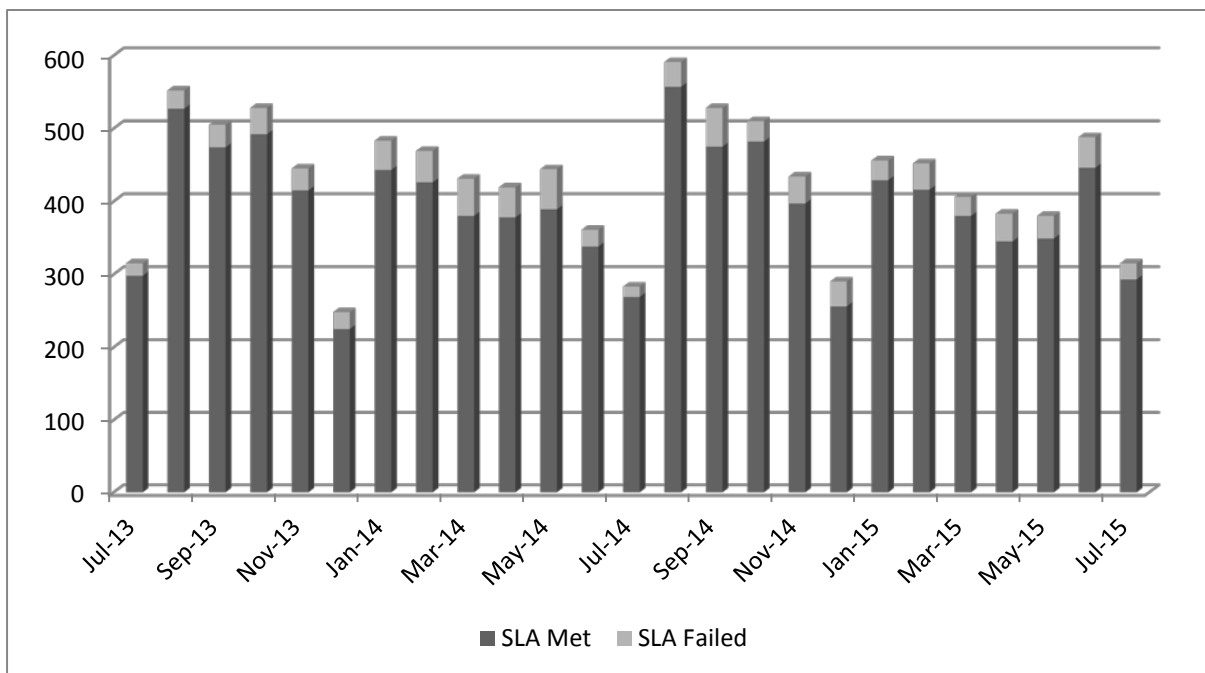
A typical Service request is unlocking a disabled user account or password, software errors, whiteboard and projector issues.

ServiceDesk – Service Requests

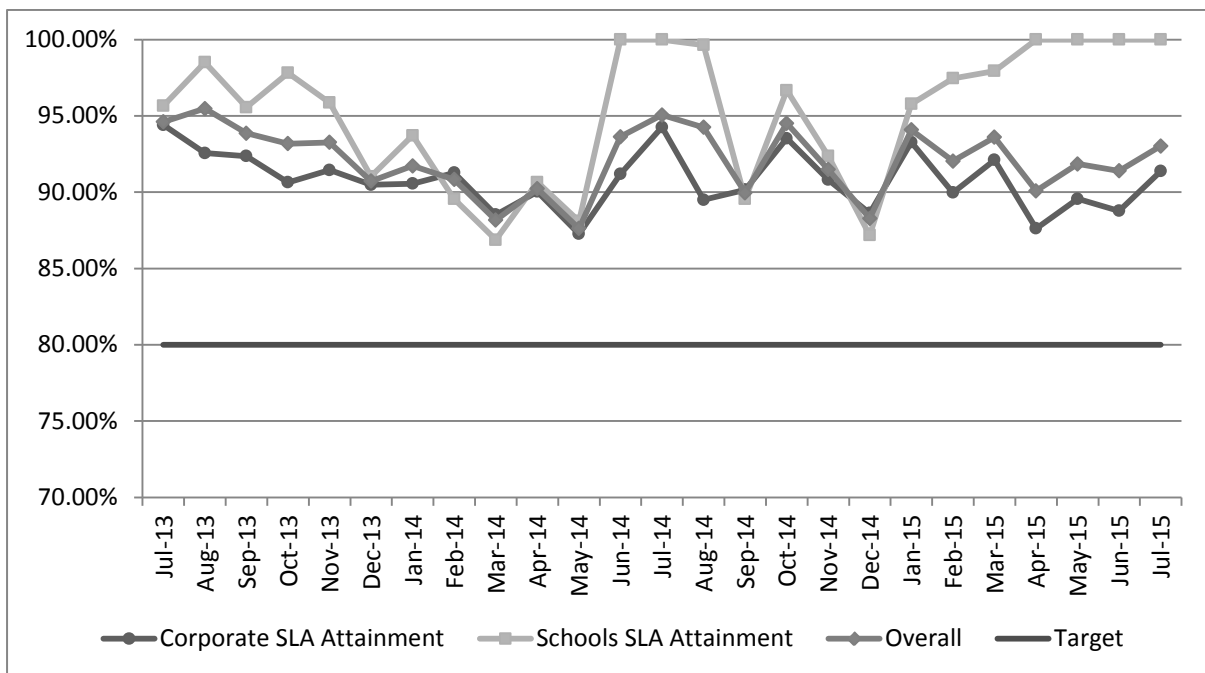
Service Requests Received



Service Requests Met/Failed within SLA



Service Level Attainment – Service Requests



SLA Details

Priority	Target Resolution Time
Critical	2 Days
High	5 Days
Normal	10 Days
Low	30 Days
Long Term	No target

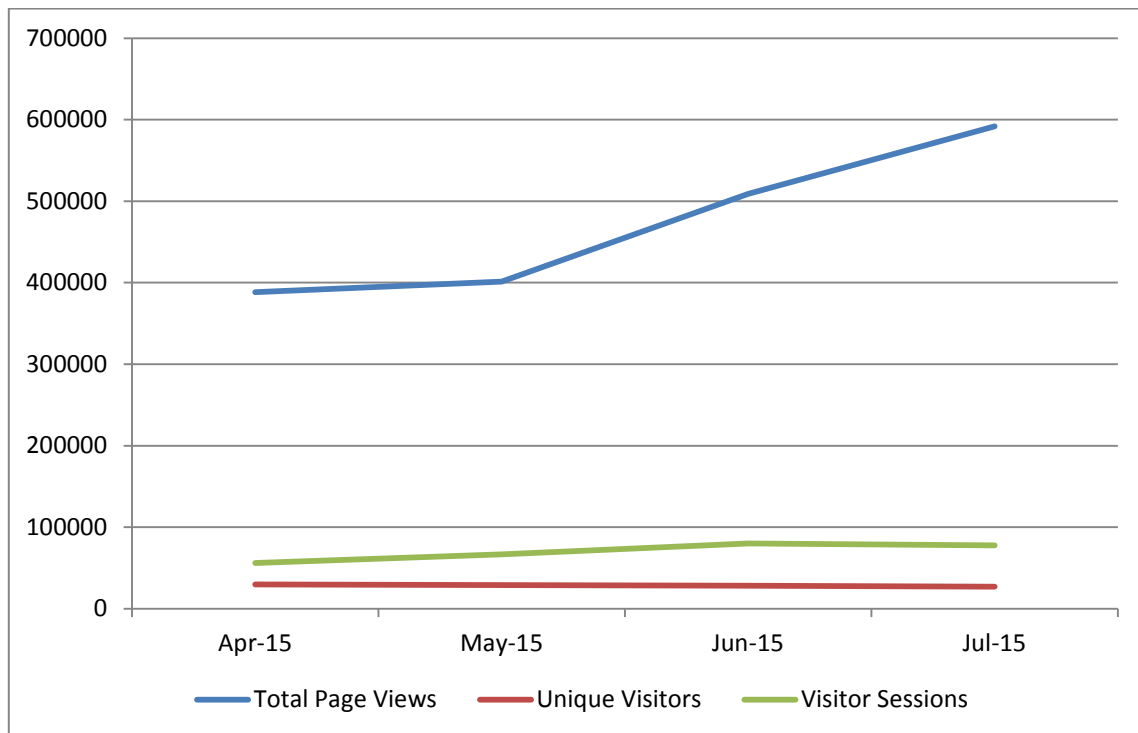
SLA Attainment is 80% of incidents resolved within Target Resolution Time.

A typical Service request is provision of a new user account, a new PC or Laptop, relocation of existing services.

Internet and Web Access

www.inverclyde.gov.uk – site statistics

Refreshed website launched May 15



	Apr-15	May-15	Jun-15	Jul-15
Total Page Views	388377	401122	508999	591627
Unique Visitors	29781	29101	28248	26948
Visitor Sessions	55928	66811	80088	77765

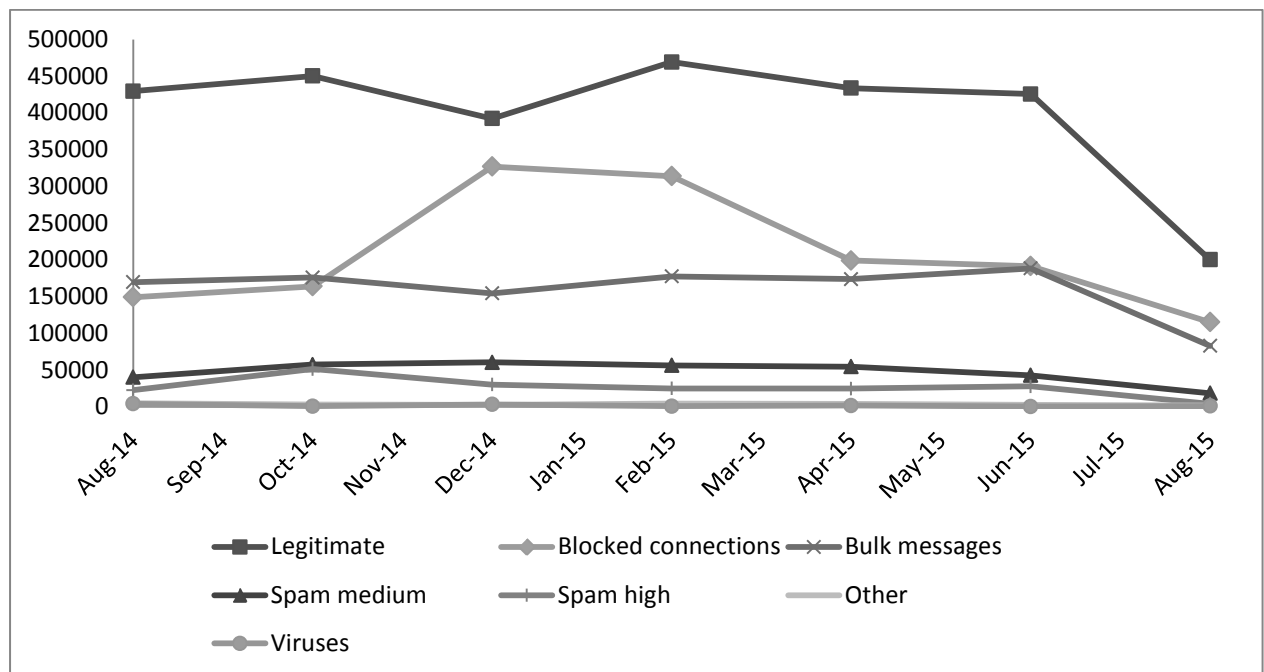
Page View: A single view of a single web page from an individual visitor to our site.

Unique Visitor: Unique IP (web) address to identify our viewers.

Visitor Sessions: The number of times a unique visitor returns to view the site after leaving for more than 20mins.

Email

Inbound Email Volumes – 52 Week Trend



	Aug14	Oct14	Dec 14	Feb 15	Apr 15	Jun 15	Aug 15
Legitimate	429585	450282	392228	469161	433666	425636	200277
Blocked connections	149205	164035	326972	314008	199091	191501	115282
Bulk messages	169814	176013	154473	177670	173955	188504	83056
Spam medium	40485	57590	60637	56479	54791	42942	18687
Spam high	22681	51428	30448	25197	24914	27960	4173
Other	4965	3360	2715	4461	3981	3014	1802
Viruses	4204	1069	3397	889	1800	561	1224
Total	820939	903777	970870	1047865	892198	880118	424501

Blocked connections – sources identified as being nodes where spam originates.

Bulk messages – messages with multiple recipients, usually marketing type emails

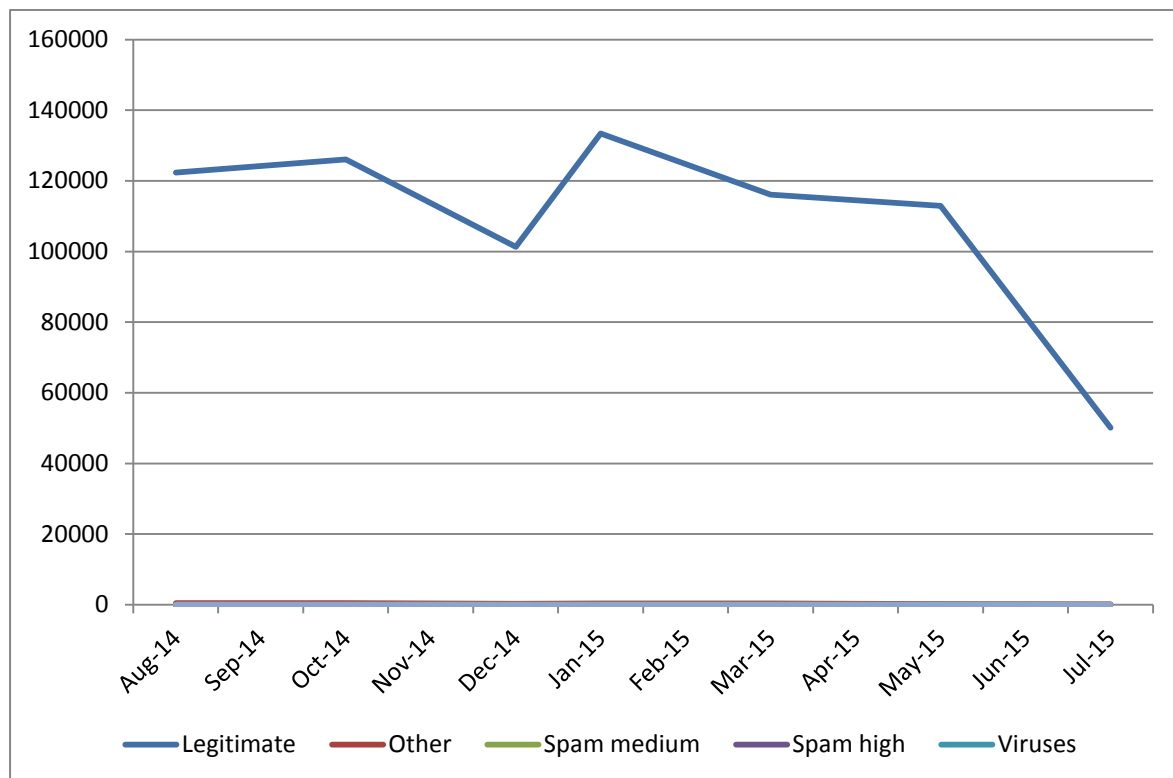
Spam medium – messages with a medium probability rating of being Spam – a message is forwarded to recipient asking if the email is to be released.

Spam high – messages identified as being with a high probability rating of being Spam – automatically quarantined.

Other – offensive or racist language, inappropriate content.

Virus – messages containing malicious software designed to disrupt system use or create a data breach.

Outbound Email Volumes



	Aug-14	Oct-14	Dec-14	Jan-15	Mar-15	May-15	Jul-15
Legitimate	122378	126096	101320	133414	116111	112960	50120
Other	437	431	249	344	336	235	107
Spam medium	2	3	12	6	27	14	10
Spam high	0	0	0	1	0	0	26
Viruses	0	0	0	0	0	0	2
Total	122817	126530	101581	133765	116474	113209	50265

Spam medium – messages with a medium probability rating of being Spam – a message is forwarded to recipient asking if the email is to be released.

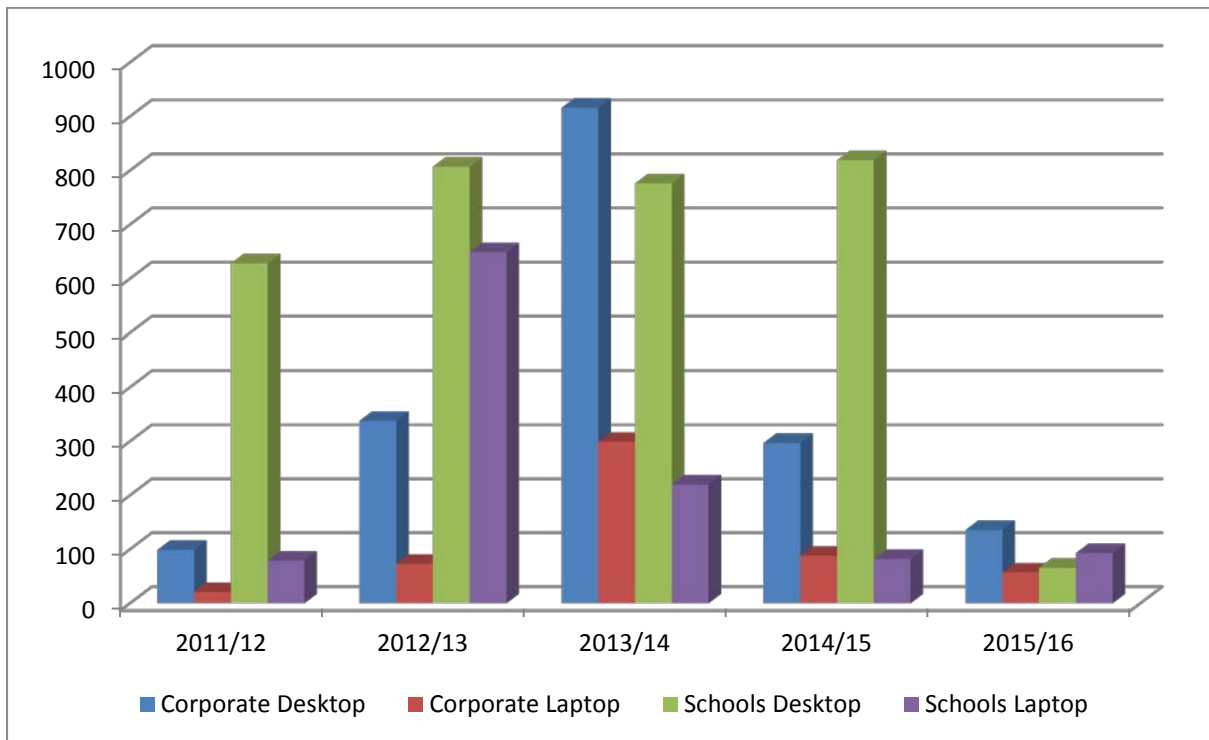
Spam high – messages identified as being with a high probability rating of being Spam – automatically quarantined.

Other – offensive or racist language, inappropriate content.

Virus – messages containing malicious software designed to disrupt system use or create a data breach.

Note. The majority of irregular messages detected are false positives. Legitimate reports containing potentially offensive language, tiles or contents of messages that have similar phrasing to typical bulk or spam emails.

PC Refresh programme



Year	2011/12	2012/13	2013/14	2014/15	2015/16
Corporate Desktop	99	338	916	297	136
Corporate Laptop	21	73	299	88	57
Schools Desktop	628	807	776	819	66
Schools Laptop	79	649	220	82	93

Appendix 2 – Projects Update

EDRMS

The Corporate Electronic Document Management System is now well established in Revenues and Benefits and the HSCP. Further opportunities are being explored in OD,HR & Communications. This project continues to drive efficiency opportunities for service and, dependent on appropriate value for money tests being achieved, could be further deployed across other Council Services.

As part of this process a review of network storage is being undertaken.

Scottish Wide area Network (SWAN)

The council has now formally become a member of SWAN following signing of the Membership Agreement and Commercial Contract with the SWAN Management Board, and their suppliers Capita IT Systems. Full project planning has now commenced, a High Level Design document has been agreed and implementation is scheduled for December 2015 – April 2016.

The ICT Operations Manager is currently attending the SWAN Board on behalf of the council.

Digital Access Strategy

Customer Services – Kana Upgrade

All elements of the upgrade to the Kana Customer Services systems are now complete. A target go-live date of September 2015 is planned and ICT and CSC have completed the relevant training and implementation plans

The Self Service Portal (SSP) will be accessible from the main council website and offer citizens access to any process in the core KANA system, alongside existing face to face and telephone channels. There is work ongoing with the Improvement Service and the wider Scottish Public Sector to develop the MyAccount service that will allow citizens to securely log-on to any public website and create accounts similar to internet banking or ecommerce sites.

Employee Mobile is an app for mobile devices which enables council officers to be notified, take ownership and expedite cases logged in the KANA system. There have been initial discussions with a number of services to implement pilot projects.

Citizen Mobile is also an app for mobile devices which offers similar functionality to the Self Service Portal. This will provide another route to services for citizens. The app takes advantage of the GPS positioning and camera technology inherent in the devices to capture rich and accurate data to attach to the case created in KANA system.

Schools Online Payments

ICT Services are working with Education Services and the Improvement Service to develop a business case to implement a Schools Online Payment System. This would allow parents and guardians the

opportunity to pay for a wide range of services such as school meals, trips, uniforms etc. to be paid via an online portal.

Council Website

The refreshed website was launched in May 2015. A modest increase in the number of unique visitors has been recorded however there has been a notable increase in page views, which would seem to indicate that visitors are making greater use of the site during their visits. Further developments such as the Customer Self Service and additional Online payments should drive more traffic to the site.

GIS/Mapping Services

The Council GIS and Mapping Systems are being upgraded to provide a better user experience allowing more Council Services, and ultimately Council customers the ability to use interactive maps to plan, report issues and consume services.

Secure GCSX Mail

A contract for the provision of a new Secure Email facility has been agreed with Vodafone UK. A target implementation date of September 2015 is planned.

PSN

The PSN accreditation process is underway for 2015/16. ICT Service Manager met with the UK Cabinet office in June 2015 to discuss current and future compliance regimes and provide an update on the Council's ongoing commitment to the PSN Accreditation process.

The IT Health Check & Network Penetration Test will be carried out by independent external IS Security Auditors in early September, prior to the reaccreditation documentation submission scheduled for October 2015.

A new Physical security of IT Systems policy is to be considered at Policy and Resources Committee.

Email and Email Archiving Upgrade

The current Email System was implemented in 2007. A project to upgrade to the latest version has been implemented. External partners are working with ICT Services to design and deliver the project.

The Email Archiving system is also scheduled for upgrade and this will be completed prior to the upgrade.

BYOD

ICT Service has completed the necessary infrastructure works to support the schools Bring Your Own Device Project. The schools have been working with ICT and Education Services to allow BYOD to be introduced early in the new school year.

***Information Governance & Management
Framework***

**Policy for the
Physical Security of
ICT Infrastructure**

Version 0.1

Produced by:
ICT Services
Inverclyde Council
Municipal Buildings
GREENOCK
PA15 1LX

23/07/2015



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DOCUMENT CONTROL

Document Responsibility		
Name	Title	Service
Allan McDonald	Operations Manager	ICT

Change History		
Version	Date	Comments
0.1	23 July 2015	Draft

Distribution		
Name	Title	Location

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1. Introduction
2. Aims and Principles
3. Scope
4. Responsibilities
5. Data Centre
6. Physical Security and Access Control
7. New Build/Refurbishments

1. Introduction

- 1.1 Inverclyde Council is required to take appropriate measures, both in law and in best practice, to ensure that access to data stored on its ICT infrastructure is protected, managed and controlled both electronically and physically.
- 1.2 The Council has identified key points on our ICT network that requires additional physical security and control procedures to ensure access is restricted only to those staff or individuals who have a legitimate requirement.

2. Aims and principles

- 2.1 Any loss of access to information or interference with its integrity could have a significant effect on the operational efficiency of the Council and could put it at risk of sanction or prosecution from the Information Commissioner's Office (ICO). It is therefore essential that the confidentiality, integrity and availability of all information systems are maintained at a level, which is appropriate to the Council's needs and obligations.
- 2.2 This Policy aims to establish a set of Physical Security Standards and Access Control guidelines for locations that are used for the purpose of housing ICT Servers, Appliances, Network Storage, Network Switches, and termination points for Network Cabling Infrastructure (Fibre Optic and Copper Cabling Patch Panels) and any other relevant ICT infrastructure.

3. Scope

- 3.1 This policy applies to all users. The definition of a user includes all Services, Elected Members, Employees of the Council, Pupils, contractual third parties and agents, or any other individual or organisation who has been granted access to the Council's ICT systems and services.
- 3.2 This policy identifies and applies to the following physical locations/entities in all locations operated by the Council in which ICT Services are provided including offices, schools libraries and third-party facilities:
 - Data Centre (DC) – Primary Physical Location of the Council's Server and Network Infrastructure.
 - DR Data Centre (DRDC) – Secondary Physical location of core backup services to the DC.
 - Data Hub – Remote/Offsite Location used for the local colocation of ICT Services – typically this will be a small room with one or more data cabinets

- Data cabinet – Physical Storage Unit – typically used to host network Switches and patch panels – ideally hosted within a data hub, but often located in general office areas

4. Responsibilities

ICT Services is responsible for ensuring these policies are implemented. Departments and Services are responsible for ensuring that all staff members within their organisations are aware of, and comply fully with, these policies.

5. Data Centre and DR Data Centre

- 5.1 The Data Centre is located in a secure area of the Greenock Municipal Buildings (GMB). Access to this area is controlled by an electronic access control system and an extensive CCTV system is in place. Access is restricted to authorised ICT staff and those staff/contractors directly responsible for the provision of ICT Services to the Council and its partners. Logs are stored on the access control system of all access to this area.
- 5.2 The DR data Centre is located within a data hub school building in Port Glasgow. It is currently managed in conjunction with facilities management staff within the school. Access is restricted to authorised personnel only. A CCTV Camera monitors access.

6. Physical Security and Access Control

- 6.1 The Council recognises it may not be possible or practical for all current locations to meet all of the requirements of this policy. However all practical steps must be taken to mitigate any potential access issues. **As a minimum**, the following steps must be taken to ensure the best possible level of security at each location
- 6.2 Data Hubs – Data Hubs are for the sole use of ICT Services for the provision of secure network services. They must not be used for storage of non IT equipment. Access must be restricted to ICT Staff and Facilities Management Staff approved by the ICT Operations Manager. **Unauthorised access will be treated as a potential Data Breach and will be subject to the terms and procedures in the Council's Data Protection and Acceptable Use of Information Systems policies.**
 - 6.2.1 Where practical additional Electronic or Physical Coded Locks will be deployed. Access to the codes or through the electronic control system must be restricted to staff agreed and approved by ICT Services. A CCTV Camera will be deployed where possible.
 - 6.2.2 Where it is not possible to deploy additional door controls, access to keys must be restricted to appropriate ICT and Facilities Management Staff.

- 6.2.3 Appropriate signage indicating restricted access and the presence of CCTV will be displayed in all locations. Where possible “no access to unauthorised personnel” signage will be displayed on all doors.

- 6.3 Data Cabinets – All existing Data Cabinets must have a suitable lockable door and all appropriate panels installed. No access to components inside the cabinet should be available without unlocking the door/removing the security panels.

7. New Builds/Refurbishment

- 7.1 ICT Services and Legal and Property Services have a longstanding and effective agreement on the provision of ICT Service to new build or refurbished properties. This policy reinforces the requirement for both ICT Services and any service involved in the commission of new Council properties to work in cooperation to ensure that the appropriate security standards are met.

Report To:	Policy & Resources Committee	Date:	22 September 2015
Report By:	Chief Financial Officer	Report No:	FIN/70/15/AP/FB
Contact Officer:	Fiona Borthwick	Contact No:	01475 712904
Subject:	Debt Recovery Performance 2014/15		

1.0 PURPOSE

1.1 The purpose of this report is to advise Committee of the Council's Debt Recovery performance during 2014/15. The Financial Regulations stipulate that a report on Debt Recovery performance for the preceding financial year be submitted annually to the Policy & Resources Committee.

2.0 SUMMARY

2.1 The current contract with Alex M Adamson LLP took effect from 01 October 2012 initially for 18 months with the option to extend on a yearly basis up until 30 September 2017.

2.2 The contract is for the recovery of Council Tax and Non Domestic Rates. The main focus of the In-house Debt Recovery Team continues to be Council Tax, however more rigorous activity is being applied to the recovery of Sundry Debts (including Commercial rents) as well as Housing Benefit Overpayments along with collection of Parking Fine income. If further action or diligence are required for these categories of debt, ad hoc agreements could be made with Alex M Adamson LLP or another party.

2.3 Collection levels for 2014/15 in respect of accounts passed to the Council's Debt Partners increased by £83,000 A detailed breakdown of the categories of debt can be seen at Appendix 2. The contractors continue to be effective partners both in terms of their collection results to date and also in the ease of communication with them. They continue to operate from an office in Cathcart Street where individuals can make payments and basic enquires.

2.4 Despite another challenging year due to the continuing difficult economic climate the Council Tax In year Collection level increased by 0.3% to 94.8%, its highest to date. This is a significant achievement and can be attributed to the hard work of the Council's Revenues Team.

2.5 Payment by Direct Debit continued to rise in 2014/15 with 76.2% of in year receipts being received by this method of payment.

2.6 The collection level for Non Domestic Rates was 96.15%, an increase of 0.2% from 2013/14. Full details can be seen at Appendices 1 and 2.

3.0 RECOMMENDATIONS

3.1 That the Committee note the Council's continued good performance in the area of Debt Recovery in 2014/15 and the developments planned in 2015/16.

Alan Puckrin
Chief Financial Officer

4.0 PERFORMANCE FOR 2014/15 – DEBT PARTNERSHIP

- 4.1 The current contract with Alex M Adamson LLP took effect from 01 October 2012 initially for 18 months with the option to extend on a yearly basis up until 30 September 2017.
- 4.2 The contract continues to operate well. This is testament to the hard work by the Revenues Team as a whole together with Alex M Adamson's approach and willingness to perform to a high standard.
- 4.3 The Revenues Management Team meet regularly with the Debt Partner as well as communicating regularly by telephone and email to ensure that there are clear lines of responsibility and that income maximisation as well as customer service aspects are as high as possible. Operational meetings and discussions also take place as and when required. Alex M Adamson are also very receptive to looking at fresh initiatives and ways of working which has contributed towards the increase in collection levels for Council Tax.
- 4.4 The Debt Recovery Team based in the Municipal Buildings improved their in year collection figure from 2013/14 and achieved their best ever In Year collection figure of 94.8%. Considering the continuing difficult economic climate, this is a commendable effort. The Revenues processing team made considerable contribution to this best ever In Year collection level by processing exemptions, discounts effectively and managing the billing process timeously.
- 4.5 Prior year debt can be difficult to collect and becomes increasingly difficult with the passage of time. In 2014/15 however, the best to date prior year collection was achieved bringing in £1.270m compared to £1.067m in 2013/14. It should be noted that the early years of Council Tax debt are reaching a point where continued collection needs to be examined.
- 4.6 There were fifteen sequestration actions raised in 2014/15 which were raised for a combination of council tax, rates and commercial rent. These sequestrations have resulted in payments of £64,000 being made. 2015/16 will see more accounts identified and sequestration proceedings raised against debtors who are in a position to pay but refuse to do so. Cases identified for sequestration are carefully selected to ensure that emphasis continues to be on those debtors who through the use of technology such as Experian Citizen view show that they have clear equity on their homes and should be in a position to pay.
- 4.7 Direct Debit uptake has risen again in 2014/15 from 74.8% of in year receipts in 2013/14 to 76.2% in 2014/15. Following the success of previous campaigns, a leaflet promoting Direct Debit was once again enclosed with the annual Council Tax bills.
- 4.8 Officers are aware of the social and financial inclusion issues in Inverclyde and continue to work closely with Money Matters with the view to facilitate as many arrangements with debtors before it reaches the stage that diligence is applied. Benefit and Council Tax reduction take up is also encouraged as much as possible to ensure that entitlement is maximised as far as possible.
- 4.9 The Debt Recovery Team continues to set up arrangements directly to avoid passing debtors across to the Sheriff Officer in certain circumstances, such as those in debt for the first time. This protects the individuals from being served a 'charge for payment' of £78.10 for an individual and £95.70 for a couple and saves the Council commission charges.
- 4.10 A statement of the Debt Partnership performance is set out in Appendix 1 and Appendix 2. The Debt Partners collected approximately £2.2 million in Council Tax.
- 4.11 The Debt Recovery Team has continued to work closely with the DWP to manage direct deductions from benefits for customers with arrears who are in receipt of certain benefits. There has been a slight decrease in Council Tax income of £34,000 from Council Tax third party deductions, with a total of £447,000 being received in 2014/15 against £481,000 in 2013/14. This decrease was expected due to the implementation of the Water Direct scheme however, this reduction in income has been offset by the additional Council Tax income received from Water Direct deductions of £395,000. This approach ensures that individuals will see a reduction in their debt rather than being caught in a cycle where debt builds up year on year

5.0 OVERALL POSITION OF COUNCIL DEBT AS AT 31 MARCH 2015

- 5.1 The gross debt as at 31 March 2015 is £21.933 million as shown in Appendix 3. There is a bad debt provision of £17.414 million, leaving net collectable debt of £4.519 million. This is a decrease of £0.468 million in 2014/15.
- 5.2 Appendix 4 provides more detail behind the figures and highlights new debts raised, payments received and debts written off. All Bad Debt provisions have been calculated in accordance with Council policies and reconcile to the 2014/15 Accounts.

6.0 PLANS FOR 2015/16

- 6.1 Work will continue consolidating the partnership. Targets for 2015/16 have been set and more robust statistical information from the Debt Partners will help forward planning for debt recovery.
- 6.2 The current contract is only for Council Tax and Non Domestic Rates. The In-house Debt Recovery team continues to pursue Sundry Debt (including Commercial Rents) and Housing Benefit overpayments. The Council is also using the Debt Partner to pursue outstanding Parking Fines and it is expected that good progress will be made on this issue in 2015/16. If further action or diligence are required for these categories of debt, ad hoc agreements will be made with Alex M Adamson LLP or a third party company which can demonstrate initiative and low cost.
- 6.3 The Council's Revenues Management and Debt Recovery Team together with the Council's Debt Management Partner will continue to pursue the special initiatives that are in place along with conventional recovery methods to ensure that resources are appropriately directed to specific areas of debt ensuring income maximisation.

7.0 IMPLICATIONS

- 7.1 Financial – The extra income generated in assisting the Council in balancing its budgets.
- 7.2 Legal – None
- 7.3 Human Resources – None
- 7.4 Equalities - Debt Recovery Processes are designed to achieve adherence to the Equalities agenda by ensuring close liaison between Debt recovery officers and the Benefits section. In addition by providing a wide range of payment methods and choice of payment dates this makes it easier for everyone to make payments to the Council.
- 7.5 Repopulation – None

8.0 CONSULTATION – None

9.0 BACKGROUND PAPERS - None

ANALYSIS OF DEBT PARTNER PERFORMANCE 2014/15

Council Tax

Financial Year	Payments Received
	£000's
1993/94	2
1994/95	3
1995/96	2
1996/97	4
1997/98	12
1998/99	12
1999/00	16
2000/01	18
2001/02	19
2002/03	23
2003/04	19
2004/05	28
2005/06	30
2006/07	37
2007/08	47
2008/09	62
2009/10	82
2010/11	104
2011/12	130
2012/13	196
2013/14	384
2014/15	968
Total	2198

Non Domestic Rates

Financial Year	Payments Received
	£000's
1993/94	0
1994/95	0
1995/96	0
1996/97	0
1997/98	0
1998/99	0
1999/00	0
2000/01	0
2001/02	0
2002/03	0
2003/04	0
2004/05	1
2005/06	0
2006/07	0
2007/08	1
2008/09	0
2009/10	0
2010/11	1
2011/12	5
2012/13	7
2013/14	110
2014/15	172
Total	297

Appendix 2

Debt Recovery Partnership Performance Comparison 2013/14 & 2014/15

	2013/14 £000	2014/15 £000	Difference £000	%
Council Tax	2,105	2,198	93	4.42%
Non Domestic Rates	307	297	-10	-3.26%
Total	2412	2495	83	3.44%

Appendix 3

	Position 31/03/2015 £'000	Position 31/03/2014 £'000	Movement £'000
<u>Council Tax</u>			
Gross Debt	16,270	16,154	116
Less: Bad Debt Provision	<u>14,208</u>	<u>14,123</u>	<u>85</u>
Net Debt	<u>2,062</u>	<u>2,031</u>	<u>31</u>
<u>Sundry Debt</u>			
Gross Debt	562	1,111	(549)
Less: Bad Debt Provision	<u>304</u>	<u>356</u>	<u>(52)</u>
Net Debt	<u>258</u>	<u>755</u>	<u>(497)</u>
<u>Industrial & Commercial Rent</u>			
Gross Debt	125	106	19
Less: Bad Debt Provision	<u>63</u>	<u>52</u>	<u>11</u>
Net Debt	<u>62</u>	<u>54</u>	<u>8</u>
<u>Statutory Additions</u>			
Gross Debt	2,839	2,811	28
Less: Bad Debt Provision	<u>2,839</u>	<u>2,811</u>	<u>28</u>
Net Debt	<u>0</u>	<u>0</u>	<u>0</u>
<u>Long Term Debtors</u>			
Gross Debt	2137	2,147	(10)
Less: Bad Debt Provision	<u>0</u>	<u>0</u>	<u>0</u>
Net Debt	<u>2,137</u>	<u>2,147</u>	<u>(10)</u>
<u>Overall Totals</u>			
Gross Debt	21,933	22,329	(396)
Less: Bad Debt Provision	<u>17,414</u>	<u>17,342</u>	<u>72</u>
Net Debt	<u>4,519</u>	<u>4,987</u>	<u>(468)</u>

2014/15 Debtor Movements**Appendix 4**

	Opening Position £'000	Additions £'000	Payments/ Reliefs £'000	Net Write-Offs £'000	Closing Position £'000
<u>Council Tax</u>					
Gross Debt	16,154	34,229	(33,800)	(313)	16,270
Less: Bad Debt Provision	14,123	398		(313)	14,208
Net Debt	2,031	33,831	(33,800)	0	2,062
<u>Sundry Debt</u>					
Gross Debt	1,111	7,253	(7,669)	(133)	562
Less: Bad Debt Provision	356	81		(133)	304
Net Debt	755	7,172	(7,669)	0	258
<u>Industrial & Commercial Rent</u>					
Gross Debt	106	808	(789)	0	125
Less: Bad Debt Provision	52	11		0	63
Net Debt	54	797	(789)	0	62
<u>Statutory Additions</u>					
Gross Debt	2,811	28			2,839
Less: Bad Debt Provision	2,811	28			2,839
Net Debt	0	0	0	² 0	0
<u>Long Term Debtors</u>					
Gross Debt	2,147	27	(37)	0	2,137
Less: Bad Debt Provision	0				0
Net Debt	2,147	27	(37)	0	2,137
<u>Overall Totals</u>					
Gross Debt	22,329	42,345	(42,295)	(446)	21,933
Less: Bad Debt Provision	17,342	518	0	(446)	17,414
Net Debt	4,987	41,827	(42,295)	¹ 0	4,519

Notes:

¹ Write offs are net of £10k collected for debt previously written off.

² Statutory additions are not written off in year but cancelled. Closing position reflects live statutory addition balance as at 31st March 2015.

Report To:	Policy & Resources Committee	Date:	22nd September 2015
Report By:	Chief Financial Officer and Chief Officer Inverclyde HSCP	Report No:	FIN/80/15/AP/CM
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Welfare Reforms Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide Committee with an update in respect of various aspects of the Welfare Reform Agenda.

2.0 SUMMARY

- 2.1 The Scottish Welfare Fund and Discretionary Payments processes continue to operate well with the Scottish Welfare Fund showing a 10% increase in demand for services compared to the same period in 2014/15. In line with previous reports, Discretionary Housing Payments is projected to overspend however any overspend in respect of "Bedroom Tax" will be funded in full by the Scottish Government.
- 2.2 Good progress is being made in respect of the Council's preparations for the implementation of Universal Credit on 12th October 2015. Section 6 of the report provides detail of the Council's expected role and how the Council will interact with the DWP.
- 2.3 An update in respect of the various Financial Inclusion Partnership Projects is provided in Section 7 of the report and highlights a number of positive ways the Council and its Partners are meeting the needs of those impacted by Welfare Reform. In addition to progressing these matters, Officers are currently preparing a list of prioritised proposals for Committee to consider at a future meeting of the Policy & Resources Committee regarding the continued funding of certain projects.
- 2.4 The new UK Government announced significant Welfare Budget reduction as part of its budget in July 2015. It is expected that this will apply further pressure to Council services and budgets and details of the areas where the funding reductions are expected to take place are included in the report.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the contents of this report and that future updates will be provided to each Committee.

Alan Puckrin
Chief Financial Officer

Brian Moore
Chief Officer Inverclyde HSCP

4.0 BACKGROUND

- 4.1 Regular reports have been presented to Committee detailing the main Welfare Reform changes and how the Council has responded to these.
- 4.2 The Financial Inclusion Partnership has co-ordinated funding applications and achieved considerable success in developing projects to support those impacted by the Welfare Reform Agenda.
- 4.3 The Council allocated £3.2 million for period 2013/16 to meet some of the financial pressures generated by the Welfare Reform changes. Additional sums have been allocated by the DWP, Scottish Government as well as further funding from the Council and these are contained in an Earmarked Reserve.

5.0 SCOTTISH WELFARE FUND & DISCRETIONARY HOUSING PAYMENTS

- 5.1 The Scottish Welfare Fund position is shown at Appendix 1 and it can be seen that by 31st July payments of £268,000 have been made which is ahead of the phased core 2015/16 budget by about £25,000.
- 5.2 If this trend continues then the Council will overspend by £75,000 which will be offset against the £132,000 underspend carried forward from 2013/14. The Council Leader has written to the Minister for Welfare & Housing requesting an increase in SWF funding for future years.
- 5.3 At present the Council is projecting to exceed the budget for SSSC DHP cases (the Bedroom Tax) by £120,000 on the basis that all current cases run to the year end. This is a worst case scenario. The Committee should note that the Scottish Government has undertaken to underwrite any "Bedroom Tax" overspend.
- 5.4 In respect of non-SSSC cases, the Council is currently projecting to stay within the £47,600 allocation from the DWP. Officers are currently reviewing eligibility criteria to ensure resources are fully utilised and will report back to the next meeting with proposals if required.

6.0 UNIVERSAL CREDIT

- 6.1 As previously advised, the Council will implement Universal Credit (UC) with effect from October 2015.
- 6.2 The Council's role is set out in a Delivery Partnership with the DWP which will be signed by the Council's Chief Executive and the DWP prior to the launch. The Delivery Partnership will last for a period of 6 months until 31st March 2016.
- 6.3 The Council's Universal Credit functions include the provision of:
 - digital access for UC claimants;
 - personal budgeting support;
 - UC training both within the Council and with partner organisations including housing associations, the voluntary sector, registered charities and the private rented sector;
 - information to the DWP about Housing Benefit claims terminated when UC claims commence;
 - Council Tax Reduction statistics.

The Council will receive payment from the DWP for the delivery of these functions.

- 6.4 IT facilities with trained staff will be available to provide supported access for UC claimants to apply online. Inverclyde's libraries will be the designated point of access for customers who telephone the DWP claim line or request these facilities at any public office.
- 6.5 Libraries staff will be available to help customers get online however those who present lacking basic IT skills will be given an appointment to meet with Supporting Inverclyde Future Skills (SIFS). SIFS is a project lead by River Clyde Homes where Inverclyde Council Community Learning and Development employees assist customers with IT skills and can help customers make online claims. This support is inevitably followed by other IT and literacies support.
- 6.6 DWP predict demand will be very low during the initial 6 month period because the customer base will in the main be those recently made unemployed and more likely to have skills necessary to claim online. This is supported by the experience of other councils where UC launched earlier this year.
- 6.7 Universal Credit brings new challenges to customers who will be required to manage a limited income over a monthly payment cycle. DWP work coaches will identify and refer to the Council those who need personal budgeting support. An appointment will be made to Supporting Inverclyde Future Skills (SIFS) who will tailor support according to needs of the customer. This may be provided in one session or over a number of sessions. SIFS will ensure outgoings are prioritised and arrangements such as standing orders and direct debits are in place for rent and Council Tax and that a Council Tax Reduction application has been made.
- 6.8 There will be circumstances when it is in the claimant's interests to pay the housing allowance element of UC directly to the claimant's landlord. Alternative Payment Arrangements (APAs) can be organised for those who are expected to be incapable of managing a monthly budget and are likely to accrue rent arrears and for those who have the equivalent of 2 months or more rent arrears. An APA may also be used where it is considered appropriate to split the household UC payment and pay both members of a couple separately. APAs may be requested by a DWP work coach when they identify this need with their customers. Furthermore it is anticipated that SIFS will uncover this during Personal Budgeting Support sessions and furthermore housing landlords who will liaise directly with the DWP's UC Service Centre.
- 6.9 The Universal Credit project plan goes beyond the Council's Delivery Partnership Agreement obligations. Officers across services are working with colleagues from the Financial Inclusion Partnership to develop material to support customers and partners to appropriately support those impacted by the implementation of Universal Credit.
- 6.10 Further updates on the implementation of Universal Credit will be provided within future reports.

7.0 FINANCIAL INCLUSION PARTNERSHIP

7.1 Scottish Power Hardship Fund

Scottish Power have announced funding to support customers who find themselves in energy related hardship. Applicants must have a low household income and have arrears on their energy costs. Successful applications will result in arrears up to the value of £3,000 being cleared from the account. For customers with a credit meter (who receive a quarterly bill) they must maintain a payment plan for 3 months before receiving the payment. Those with a pre-paid meter will not be required to complete this payment plan therefore will receive the funding immediately after the application is deemed successful.

The hardship fund has guidance for application which involves referral to the National Debt Line, however liaisons with the organisation have allowed Inverclyde to utilise its own local services (Inverclyde Advice First and IHeat) to support clients/engage with Scottish Power and provide the appropriate debt advice.

7.2 Smarterbuys

The Smarterbuys scheme is currently in the final development stages with a launch imminent and will offer weekly payment options on household items and white goods at a low cost in order to combat the use of high cost, sub prime lenders. Smarterbuys will be introduced to Inverclyde for Oak Tree Housing Association and River Clyde Homes' tenants initially and thereafter it is proposed that the scheme be rolled out for all residents of Inverclyde.

Applicants who qualify for the scheme can purchase household furniture, white goods and electrics for a low cost and can choose to take credit for up to 104 weeks. The APR is significantly lower than high street, high cost competitors at 24.19% APR compared with up to 90% APR from a competitor.

7.3 Grand Central Savings

Previous reports to Committee have highlighted the funding and performance issues in relation to Grand Central Savings. The organisation has advised the Council and its partners that Grand Central Savings will cease to exist in its entirety from the end of November. All their existing clients will be transferred to Bank of Scotland basic bank accounts and will be supported through this transition by GCS and Bank of Scotland staff with the two local GCS staff being contracted to the Bank of Scotland until February 2016 to help aid this.

River Clyde Homes have agreed a common bond with Pollok Credit Union to provide services to their clients and work is ongoing with the local credit union to help develop their range of available services. Alternative payment methods will be utilised for customers who currently receive Scottish Welfare payments through GSC; this will in the majority of cases be in the form of an Allpay card which can be used like a debit card in all the main stores. The card cannot be used in bookmakers or money lending stores.

7.4 ESF/Big Lottery

Big Lottery Fund Scotland has been considering opportunities to complement the new European Funds programmes starting in Scotland this year. They have developed a strategic intervention that focuses on promoting financial inclusion, as part of the 'Poverty & Social Inclusion' strand of the European Social Fund.

£8m European Social Funds alongside £10m Lottery resources have been identified which will be awarded to 5 local authorities to fund strategic interventions aimed to support financial inclusion and capability for disadvantaged households. Inverclyde has been selected as one of the five local authorities and the nominal allocation is £2.25million for 2016-2018, with one contract being awarded in each local authority area. The other areas are North Ayrshire; Argyll and Bute; Glasgow and Dundee.

7.5 The contract will focus on delivering the following two outcomes and will be focused on workless, lone parent or low income households:

- An increase in disadvantaged participants with improved money management skills
- A decrease in disadvantaged participants affected by debt as a barrier to social inclusion

7.6 The approach outlined by Big Lottery should be new or add value to existing services, taking into account what is already available in the area and they will not fund continuation of existing services, but will potentially fund development of existing services.

7.7 Inverclyde Financial Inclusion Partnership intends to develop a consortium bid with the support of Community Links Scotland (CLS) who are a charitable, not for profit, voluntary organisation who have helped develop a number of successful funding applications on behalf of the local partners to Big Lottery and SLAB. This bid will involve a range of local partners and will work to developing this within the timescales once they are confirmed by Big Lottery.

7.8 It should be noted that the application process has been delayed slightly and a further update will be given to the Committee at the next meeting.

8.0 2015 BUDGET

- 8.1 The Chancellor announced proposals to significantly reduce welfare spending by 2019/20 in the Summer Budget 2015. The budget savings, which focus exclusively on working age benefits, are subject to the passage through the Westminster Parliamentary process.
- 8.2 The announced changes include a freeze in most working age benefits for a period of four years, some disability benefits and benefits for carers are excluded and will continue to be updated each year. The freeze is on top of significant reductions in Tax Credit award levels and Employment Support Allowance for new claimants deemed able to work. The Benefit Cap for families will reduce from £26k to £20k per year and 18-21-year-olds will not be entitled to claim housing benefit automatically, with a new "earn to learn" obligation. Universal Credit work allowances will be reduced from April 2016 making it more difficult to "make work pay" and after April 2017 most welfare support provided to families will be limited to two children; support will not be available for subsequent children born after April 2017.
- 8.3 The Government will provide an additional £175 million of funding for Discretionary Housing Payments (DHPs) over the next 5 years and an increase in tax allowances and a national living wage were announced. The Institute for Fiscal Studies suggests however that these will not offset the cuts in tax credits.

9.0 SINGLE FRAUD INVESTIGATION SERVICE

- 9.1 As previously reported, the Housing Benefit fraud investigation function migrates to the DWP Single Fraud Investigation Service on 1st February 2016. Officers have commenced engagement with the DWP to prepare for the operational and HR changes ahead and employee consultation along with Trade Union representation has started.
- 9.2 The Accounts Commission recommends that Councils ensure sufficient experienced resources remain in post to investigate non-benefit fraud such as council tax reduction fraud and other corporate fraud. Options for this are being developed to be considered by Members as part of the forthcoming budget.

10.0 OVERALL BUDGETARY POSITION

- 10.1 It can be seen from Appendix 2 that there remains £423,000 unallocated from the recurring budget allowance in 2015/16 and this reduces to an estimated £295,000 by 2016/17.
- 10.2 Officers are mindful of the significant expected pressures expected from the full roll-out of Universal Credit and the recently announced Welfare cuts and as such would recommend that the allowance be retained. Any underspend could continue to be allocated to the earmarked reserve and used for time limited initiatives.
- 10.3 Detailed proposals in this regard will be presented to the next meeting of the Committee.

11.0 IMPLICATIONS

Finance

11.1 Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

11.2 There are no legal implications in respect of this report.

Human Resources

11.3 There are no HR implications in respect of this report outwith those highlighted in Section 9.

Equalities

11.4 Has an Equality Impact Assessment been carried out?

Yes See attached appendix

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

Repopulation

11.5 A robust and supportive response to the challenges presented by Welfare Reform will assist in retaining residents within Inverclyde.

12.0 CONSULTATIONS

12.1 This report has been prepared in consultations with the Welfare Reform Project Board.

13.0 BACKGROUND PAPERS

13.1 None.

Scottish Welfare Fund
31 January 2015

Calls Answered	9818		
Applications	3115		
Applications Granted	2460	78.97%	
Applications Refused	478	15.35%	Note 3
Applications Withdrawn	108	3.46%	
In Progress	69	2.22%	
Referrals to DWP	254		Note 2
		<u>Budget</u>	<u>Spend</u>
		<u>£000</u>	<u>%</u>
Crisis Grant paid (1631)	£123k	208	59.13%
Community Care Grants paid (914) (includes 85 applications paying both CCG & CG)	£511.9k	697	73.44%
	<u>£634.9</u>	<u>906</u>	70.07%

Note 1 1st Tier Reviews = 61 (1.96%)
1st Tier Reviews Upheld in Customer Favour = 11 (18.03%) with 2 awaiting decision
2nd Tier Reviews = 7 (14.58%) out of 48 reviews refused
2nd Tier Reviews Upheld in Customer Favour = 0 (0%)

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

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

Note 4 The Government Funding for 2015/16 is £732,000 to which and carried forward underspend of £132,000 has been added.

Welfare Reform - Use of Recurring Budget

	<u>2015/16</u> £000	<u>2016/17</u> £000	<u>Future Years</u> £000	
Available	(1,300)	(1,276)	(1,276)	Note 1
DHP - Assume all funded	-	-	-	
SWF - Administration Shortfall	74	48	48	Note 1
Council Tax Reduction Shortfall	-	330	330	
Square 40% Eligible Overpayments shortfall	83	83	83	
Benefit Administration Grant Cut	86	146	146	Note 2
SFIS Transfer - Excess Administration Grant Cut		40	40	
Financial Advice - Initial Allocation	200	200	200	
- Triage Service	0	30	62	Note 3
Temp Accommodation Subsidy Reduction	-	-	115	Note 4
P&R Approval Projects -				
Clothing Grants	45	45	45	
Food Bank	12	12	12	
Starter Packs	7	7	7	
iHeat	40	40	40	
Transfer to General Fund Reserve	330	-	-	
Balance Available	<u>(423)</u>	<u>(295)</u>	<u>(148)</u>	

Notes:

- 1/ Assume no further Government cuts in Administration Grant.
- 2/ Estimate only for 2016/17 and Future Years.
- 3/ Approved November 2014.
- 4/ Depends on timing of Universal Credit Roll Out.
- 5/ Excludes additional impact of SFIS transfer currently estimated as:
Creation of Corporate Fraud Post £42,000
Transfer due February 2016

Earmarked Reserve

	<u>£000</u>
Balance 31/03/14	613
Less: Money Advice Management Software	-28
: DHP (paid in 2014/15 relating to 2013/14)	-18
: 2013/14 iHeat allocation carried forward	-34
: Earmarked Reserves Write Back (19/02/15)	-60
: Underspend in Recurring budget 2014/15	144
Balance as at 31/03/15	<u>617</u>
: Financial Fitness (3/12/14)	-30
: Starter Packs (3/12/14)	-20
: Clothing Grants (19/12/14)	-100
: Grand Central Savings Rent to 30/09/15	-11
: Non-SSSC DHP Support 2015/16 (24/03/15)	-24
: Inverclyde Connections (19/05/15)	-51
Balance Unallocated as at 26/08/15	<u>381</u>

Report To:	Policy & Resources Committee	Date: 22 nd September 2015
Report By:	Chief Financial Officer	Report No: FIN/77/15/AP/TB
Contact Officer:	Tracy Bunton	Contact No: 01475 712262
Subject:	Audit Scotland: Benefits Performance Audit Annual Update 2014/15	

1.0 PURPOSE

- 1.1 The purpose of this report is to provide an update to Committee on the findings of the Account Commission's Benefits Performance Audit Annual Update.

2.0 SUMMARY

- 2.1 The Accounts Commission took over the responsibility for auditing Housing Benefit (HB) services in Scotland in April 2008 from the Department for Work and Pensions' (DWP) Benefit Fraud Inspectorate (BFI). This work is carried out by Audit Scotland and is known as the Benefits Performance Audit.
- 2.2 Benefit Services are selected for audit according to a variety of risks. Audit Scotland's 2014/15 Annual Update reports the key risks identified as well as areas where improvement and good practice was evidenced. It is good practice for the Council to assess current practice against these recommendations. Audit Scotland also carried out 2 thematic reviews across all 32 Councils. The report was published in July this year; the full report is contained as Appendix 1 of this report.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note the key risks and areas where improvement and good practice were evidenced by Audit Scotland.
- 3.2 That the Committee note the Council's assessment of how it compares to good practice as shown in Appendix 3.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 In April 2008 The Accounts Commission took over responsibility from the Department for Work and Pensions' (DWP) Benefit Fraud Inspectorate (BFI) for auditing housing and council tax benefit (HB/CTB) services in Scotland. This work is carried out by Audit Scotland and is known as the Benefits Performance Audit.
- 4.2 The main objective of the Benefit Performance Audit is to help councils improve their benefit services but it also holds councils to account for any failing services
- 4.3 Benefit Services are selected for audit according to a variety of risk factors and in 2014/15 10 councils were visited. Inverclyde's most recent audit was completed in March 2012. There is no indication of Inverclyde being selected as part of the 2015/16 programme.
- 4.4 Audit Scotland's 2014/15 Annual Update notes the key risks identified across the 10 Councils as well as areas where improvement and good practice were evidenced. Audit Scotland also carried out 2 thematic reviews across all 32 Councils. The impact of welfare reforms on council rent arrears in Scotland was examined and an analysis of the 2013/14 housing benefit subsidy claims provided insight into errors and subsequent shortfalls in subsidy claims made to the Department for Work and Pensions (DWP).
- 4.5 The Commission raises specific concerns about performance and councils' capability to deliver continuous improvement. At a strategic level, the delay and uncertainty around the roll-out of Universal Credit have made it difficult for councils to plan ahead. The Commission also found that operational improvements in benefit assessment accuracy checking and claim review activity could be achieved by being more focused on high risk areas.
- 4.6 The Commission recognised that despite the national caseload increasing by 12% during the period from November 2008 until February 2015, against decreasing administration grant funding from the DWP, where benefit services are well managed they can deliver value for money and high quality services for customers. Inverclyde's Housing Benefit caseload has been static through this period.

5.0 KEY ISSUES FROM 2014/15 RISK ASSESSMENTS – GOOD PRACTICE IDENTIFIED

- 5.1 The report identified 4 main areas of Good Practice across the audit period.
- 5.2 National and Local Priorities
A collaborative approach to welfare reform was acknowledged as good practice. The Council recognises DWP and Inverclyde Housing Association Forum (IHAF) as key stakeholders and this is reflected by the Council's Welfare Reform Project Board having representation from both organisations. Furthermore, in addition to regular updates to members, matters of particular interest are communicated directly to Inverclyde Alliance.
- 5.3 Business Planning and Reporting
The importance of each employee being aware of their performance and understanding the impact on the wider service. Performance is reported, analysed and is discussed with employees at monthly meetings and senior managers receive regular service performance reports.
- 5.4 Delivering Outcomes - Speed of Processing
A variety of innovative measures and steps taken addressing the specific needs of the councils audited are reported. These focused on removing unnecessary delays in the assessment of claims including process re-engineering, electronic solutions, workforce planning including the use of home workers, external providers and temporary staff.
- 5.5 It should be noted that within Inverclyde, processing times have increased over the last 12 months due to extra checks and balances being put in place in relation to claims. This process is now embedded and processing times are beginning to reduce again.

5.6 Accuracy

Specific examples of good practice around quality checking are provided. Inverclyde has a risk based quality checking protocol in place and each point of best practice identified in the report is in place.

5.7 Overpayments

Inverclyde's approach mirrors the good practice identified in the report. An IT interface with River Clyde Homes automatically suspends benefit payments when RCH tenants change address; overpayments are analysed and working practices are changed to avoid recurrence; high value payments are checked before being released; all overpayments are checked to confirm they are correctly classified and recovered from the correct debtor and finally, Direct Earnings Arrestments are in place.

6.0 KEY ISSUES FROM 2014/15 RISK ASSESSMENTS – AREAS FOR IMPROVEMENT

6.1 The report noted key risks and areas for improvement across the 10 Councils subject to audit. These are summarised and compared with Inverclyde's position at Appendix 2.

7.0 SPECIFIC GOOD PRACTICE

7.1 Particular good practices were identified and Appendix 3 notes areas that could be considered for future development of Inverclyde's benefits service.

8.0 WELFARE REFORM

8.1 During the reporting period only a very limited number of councils had been included in the national expansion of Universal Credit (UC). The report states that those councils indicate that some UC claimants were in arrears with rent payments. The report does however acknowledge that more thorough analysis is needed to understand if this was aged debt or technical arrears, due to tenants waiting a period of 5 weeks until UC is paid

8.2 The Smith Commission proposals may mitigate rent arrears as they offer the opportunity to develop systems and processes for the housing element of UC to be paid directly to the landlord and to increase the frequency of UC payments to help customers budget.

8.3 The report outlines the DWP's plans to close legacy benefits including Housing Benefit and the migration of existing claimants to UC. The moving timetable and associated challenges for councils to plan for this are acknowledged. Progress will continue to be provided through the Welfare Reform Update Report.

8.4 The DWP commenced the roll out its Single Fraud Investigation Service (SFIS) in July 2014. SFIS brings together the DWP, HMRC (Tax Credits) and local authority Housing Benefit fraud investigation functions, and in many cases their fraud investigators. Inverclyde's Housing Benefit fraud investigation function will transfer in February 2016. Senior officers have undertaken constructive talks with DWP about this.

8.5 The Commission recommends councils ensure sufficient experienced resources are in place to investigate non-benefit fraud such as council tax reduction fraud and other corporate fraud. Options were considered and a proposal for a corporate fraud resource, is being considered.

9.0 THEMATIC STUDIES: AUDIT OF ALL 32 SCOTTISH COUNCILS

9.1 A review was undertaken of council tenant rent arrears in order to determine the extent of the impact of the combination of the removal of the spare room subsidy (RSRS) and other welfare reforms on rent arrears in Scotland.

- 9.2 The report found that current tenant rent arrears increased from £28.2m in 2012/13 to £35.1m by 31 March 2014, which represents an increase of approximately 24%. Looking ahead the report warns that future reforms such as Universal Credit direct payment of housing cost allowances to claimants and the fact that many households will be affected by more than one welfare change, are likely to make rent collection even more challenging.
- 9.3 A review of HB subsidy claims was undertaken with the Commission reporting 60 errors reported by auditors, found in 19 of the 32 Scottish councils. Most errors were found in the calculation of claimant income and the classification of overpaid Housing Benefit. Five councils were unable to claim a total of £0.784 million. One error was found by external auditors in respect of Inverclyde's claim which had no adverse impact on the level of subsidy claimed from DWP.

10.0 FINANCIAL IMPLICATIONS

10.1 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					

There are no financial implications arising from this report.

10.2 Legal

There are no specific legal issues arising from this report

10.3 Human Resources

There are no specific HR issues arising from this report

10.4 Equalities

There are no new strategies or policies contained in this report therefore no Equalities Impact Assessment is required.

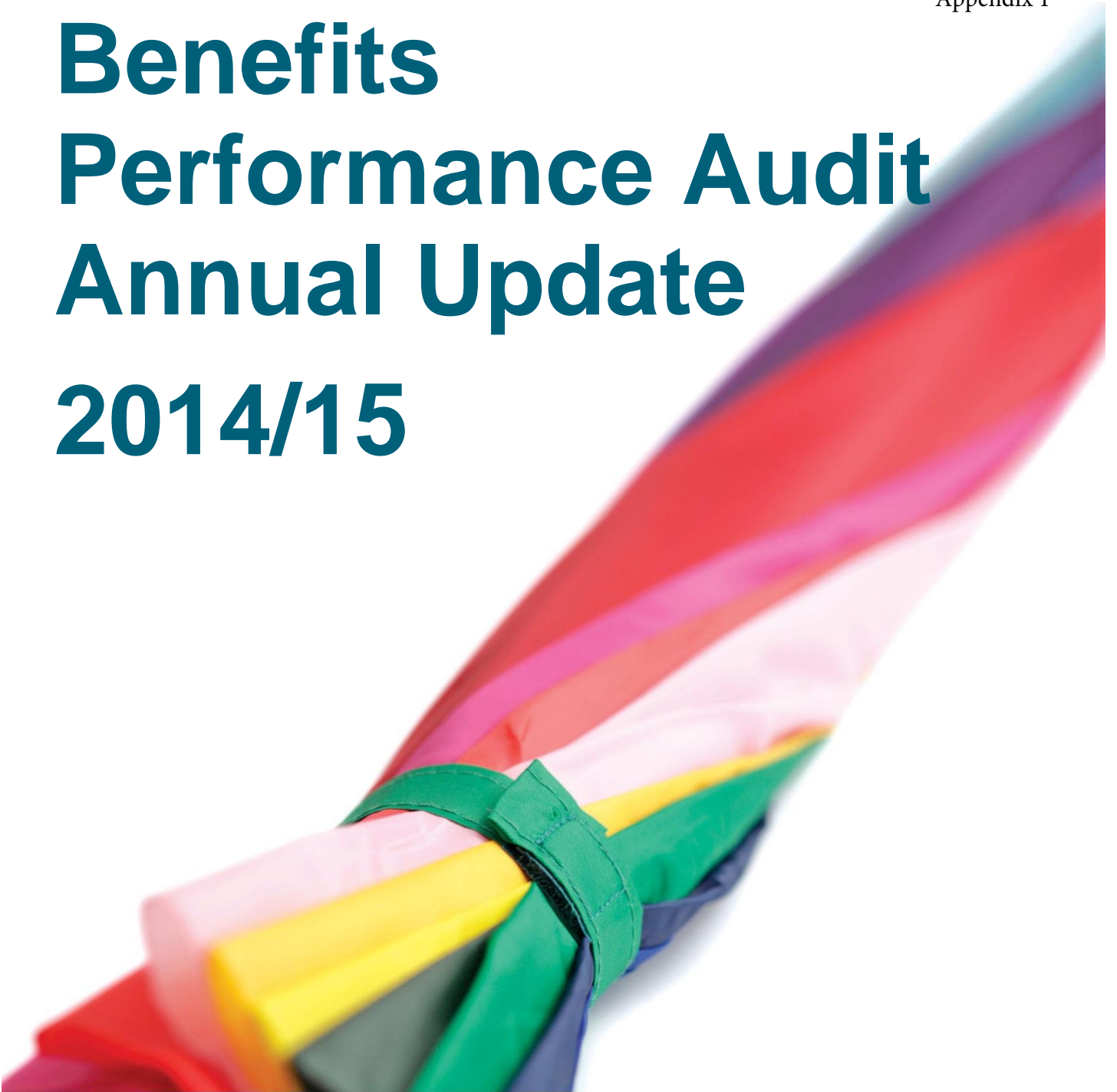
10.5 Repopulation

Efficient and effective Benefit administration will have a positive impact on those who rely on Benefits and therefore help retain people in the area supporting the Council's Repopulation strategy.

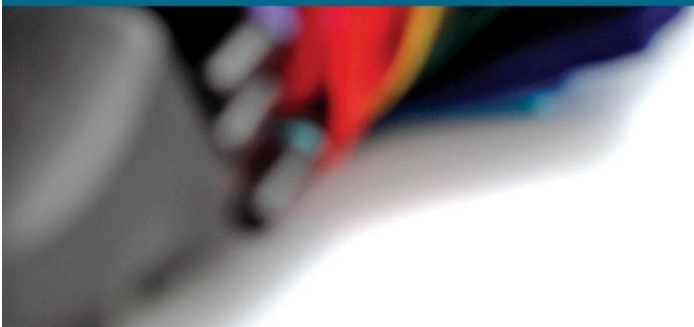
11.0 LIST OF BACKGROUND PAPERS

Benefits Performance Audit Annual Update 2014/15

Benefits Performance Audit Annual Update 2014/15



Prepared for The Accounts Commission
June 2015



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

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Purpose

1. This report provides a summary of the performance audit work carried out by Audit Scotland on Scottish council's housing benefit (HB) services during 2014/15.

Key messages

2. During 2014/15 we visited 10 councils and identified 70 risks to continuous improvement with councils accepting all of these risks. We found 83% (86% in 2013/14) of risks identified during previous risk assessments had been either fully or partially addressed. Council feedback on the audit process remains positive.
3. However, we found that business planning and performance reporting is weak in a number of councils. We appreciate that the delay and uncertainty around the roll-out of Universal Credit (UC) has made it difficult for councils to plan ahead. However, despite this, some HB services could do better. We also identified that accuracy checking and intervention activity in some councils could be improved by being more focused on high risk areas.
4. We have found that despite the number of HB claims having increased when compared with the position six years ago and the decrease in administration grant funding from the DWP, where benefit services are well managed they can deliver value for money and high quality services for claimants.
5. Looking forward, UK Government welfare reforms continue to have a significant impact on councils. UC continues to be rolled out across Scotland for the most straight forward claims. The rollout is being carried out in four tranches which will result in all Scottish councils having some of their local residents claiming UC by April 2016. The majority of existing HB claims are due to migrate to UC during 2016 and 2017. However, there remains uncertainty around the specific timing of the migration of HB to UC.
6. The Department for Work and Pensions (DWP) roll out of its Single Fraud Investigation Service (SFIS) has seen 19 Scottish councils already transferring their responsibility for investigating benefit fraud, and in many cases their fraud investigators, to SFIS. The DWP plans to have all councils transferred over by March 2016.

Background

7. In Scotland, one in five eligible households received financial support to help pay for their rent during 2014/15 in the form of means tested HB. Scottish councils paid out £1.74 billion in HB awards in 2014/15. This represents a 2% decrease from 2013/14.
8. Between November 2008 and February 2015, there has been a 12% increase in HB claims in Scotland. However as discussed later at paragraph 26, the increase in claims has not been constant.
9. Councils received £29.5 million (£40.83 million in 2013/14) in funding from the DWP to deliver HB services in 2014/15. The reduction in funding in 2014/15 is due to a 10% efficiency saving and disaggregation from 2014/15 onwards of the joint HB and Council Tax Benefit (CTB) funding following the abolition of CTB in April 2013.
10. The main objective of the benefit performance audit is to help councils improve their benefit services but it also holds councils to account for any failing services. The audit has two phases:
 - a risk assessment phase that identifies risks to continuous improvement
 - a focused audit phase that examines the service, or parts of it in more detail if a council is unable, or unwilling to address key risks identified in phase one.
11. Risk assessment reports are provided to council Chief Executives who are invited to prepare an improvement plan detailing the actions with associated timescales that they will take to address identified risks. These reports are also copied to the DWP to provide assurances over how Scottish councils are performing.
12. When a focused audit is required the Controller of Audit prepares a report to the Accounts Commission. Focused audit reports are provided to council Chief Executives and are also copied to the DWP and published on the Audit Scotland website.

Work carried out during 2014/15

13. We revised our risk based model to ensure that the councils representing what we considered to be the highest risk were visited. Appendix A contains the details of the ten risk assessment visits that were planned and completed during 2014/15. No focused audits were carried out.
14. Following receipt and review of council improvement plans to address the risks identified in our risk assessment reports, progress reports were requested from nine councils. Eight progress reports relate to risk assessment reports issued in 2013/14 as detailed in Appendix B.
15. To date, progress reports have been received from all councils with the exception of East Renfrewshire and West Lothian Councils which are due to report back to us at the end of July 2015. Action taken to address risks was considered to be satisfactory in all updates received.
16. In line with Audit Scotland's objective of identifying and sharing good practices, two thematic studies were undertaken during 2014/15.

The impact of welfare reforms on council rent arrears in Scotland

17. A review was undertaken of council tenant rent arrears in order to determine the extent to which the removal of the spare room subsidy (RSRS) and other welfare reforms have impacted on rent arrears in Scotland.
18. The report highlights that in 2012/13 the value of current tenant rent arrears for all Scottish councils was £28.2 million which represented an increase of approximately 16% on 2011/12 levels. Following the introduction of the RSRS, rent arrears increased further to £35.1 million by 31 March 2014, which represents an increase of approximately 24% on 2012/13 levels.
19. Looking forward, future reforms such as UC, direct payments to claimants, and the fact that many households are, or might be affected by more than one welfare reform change, are likely to make rent collection even more challenging.

Review of housing benefit subsidy errors in 2013/14

20. A review was undertaken of the issues identified by auditors during the certification of the 2013/14 HB subsidy claims. Auditors identified errors which resulted in subsidy being over-claimed by £0.274 million, which represents 0.01% of expenditure (£0.149 million in 2012/13).

In addition, five councils were unable to claim a total of £0.784 million (£0.809 million in 2012/13) in subsidy as a result of exceeding the pre-agreed DWP threshold limits for local authority error and administrative delay HB overpayments.

21. Auditors reported 60 errors and other issues in their 2013/14 certification letters in respect of 19 of the 32 Scottish councils. No issues were identified in the certification of the remaining 13 subsidy claims. This is an increase in the number of issues reported in 2012/13 where auditors identified 40 errors across 20 councils.
22. Most errors identified were in the calculation of claimant income and with the classification of overpaid HB. Auditors reported that, in order to help reduce subsidy loss, effective management arrangements should be in place to ensure overpayments, processing errors and administrative delays are minimised and, where they do occur, that overpayments are correctly classified and calculated.

Key issues from 2014/15 Risk Assessments

Outcomes of the risk assessments

23. Audit Scotland identified 70 risks to continuous improvement (64 in 2013/14) in the ten risk assessment visits completed in 2014/15. We are pleased to report that only one risk to continuous improvement was identified in the Scottish Borders Council.
24. Our work identified that 83% (148 out of 179) of previously agreed actions had been fully or partially implemented (86% in 2013/14).
25. Improvement plans have been received from all councils visited with the exception of East Dunbartonshire and Clackmannanshire Councils which are in the process of preparing their action plans. Analysis of the risks identified shows that:
 - 100% (98% in 2013/14) of the identified risks were fully accepted by councils
 - 22% (39/179) of agreed risks from previous risk assessments were carried forward.
26. Councils have cited resourcing issues and on-going welfare reform pressures as reasons why not all agreed actions have been implemented.

27. Between November 2008 and February 2015, there has been a 12% (48,953) increase in HB claims in Scotland. However the increase in claims has not been constant. Exhibit 1 below shows that claims peaked at a high of almost 485,000 during 2012/13 before falling from 2013/14. This trend is replicated across Scottish councils. Exhibit 2 shows the caseload increase for the ten councils we visited between November 2008 and February 2015.

Exhibit 1: Change in HB caseload in Scotland between November 2008 and February 2015

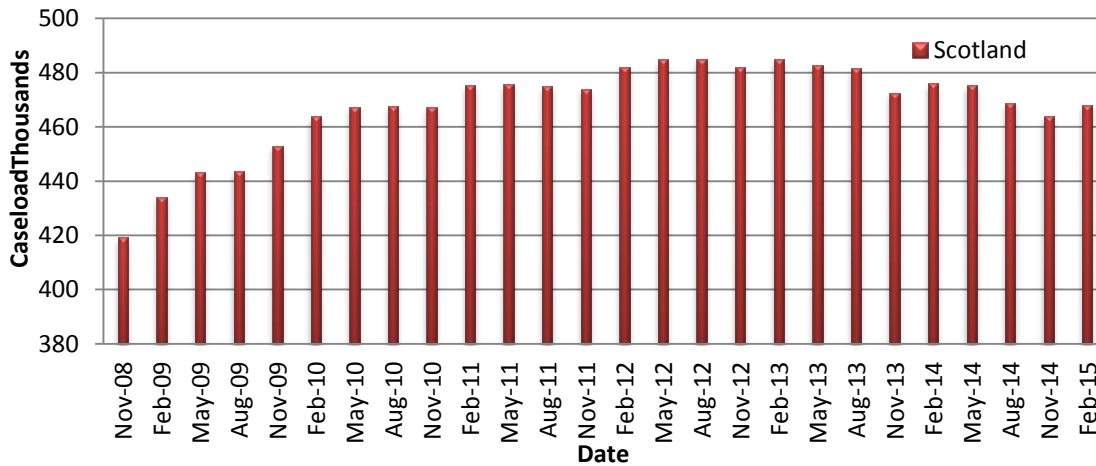


Exhibit 1: Source DWP caseload statistics November 2008 to February 2015

Exhibit 2: Caseload increase November 2008-February 2015 for the ten councils visited during 2014/15

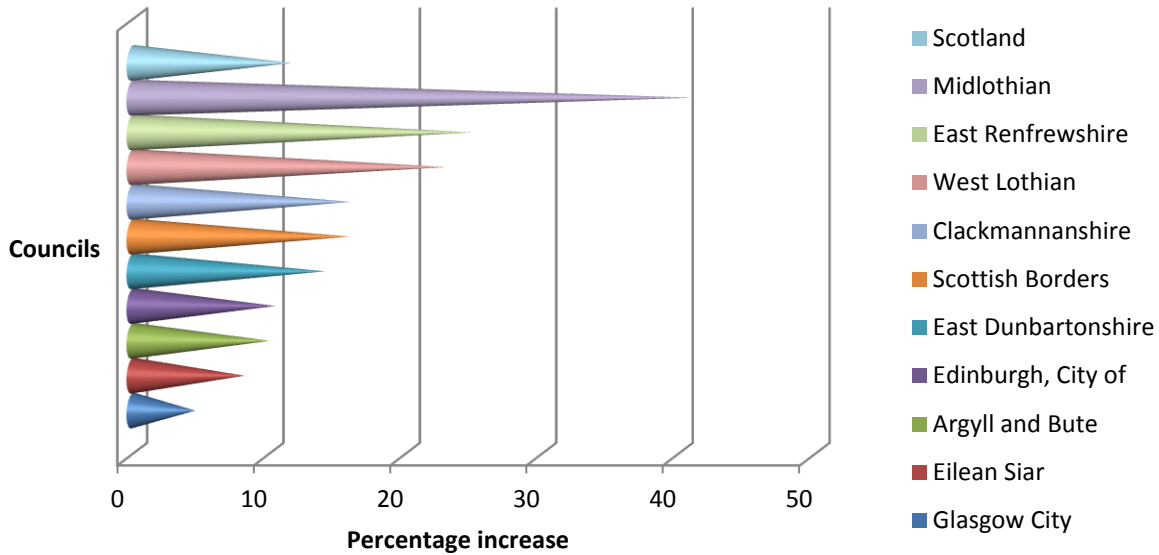


Exhibit 2 Source DWP caseload statistics November 2008 to February 2015

28. We have found that despite increasing numbers of claims over the last six years along with decreasing administration grant funding for the DWP, where benefit services are well managed they can deliver value for money and high quality services for claimants.

Good practices identified

29. A number of areas of good practice have been identified in Scottish benefit services during 2014/15. These include:

National and local priorities

30. The Scottish Borders Council has adopted a collaborative working approach to welfare reform by integrating its welfare reform programme into the local community planning process. This programme is managed by a joint delivery team comprising of senior executives from partner organisations and the council's Chief Executive.

Business planning and reporting

31. Midlothian Council provides staff with a detailed breakdown of their individual performance to ensure that each member of staff fully understands how their performance impacts the overall performance of their team, and the service as a whole.

Delivering outcomes -speed of processing

32. To maximise efficiency the Scottish Borders Council put in place a number of practices and arrangements, including the introduction of a pre-assessment function to allow assessors to focus on decision making, homeworking, and individual performance monitoring. The council also plan to implement an electronic benefits claim along with risk based verification.
33. Argyll & Bute Council use a performance management tool to help the service identify and analyse 'waste' in the claims process. The 'waste' report includes a review of the time taken to allocate claims for processing, and the verification of claims.
34. In order to improve speed of processing, Midlothian Council
 - improved its claim indexing process
 - reviewed evidence requirements
 - introduced a fast-track service
 - provide training on evidence standards to key internal and external stakeholders.
35. Comhairle nan Eilean Siar has introduced the closure of the benefits offices to the public each Wednesday and an appointment system at all other times to allow staff to process claims uninterrupted.
36. The City of Edinburgh Council has put in place several initiatives to improve processing speed including:
 - the ongoing use of temporary agency staff when required
 - a contract with an external provider for off-site processing
 - the recruitment of additional staff on fix term contracts to help sustain the service until the roll out of UC
 - an arrangement where a benefit processor works in three housing associations offices
 - introducing Risk Based Verification for new claims and for changes
 - the implementation of a fully integrated e-form for new claims.

Accuracy

37. The City of Edinburgh Council's accuracy checking includes pre and post payment random sampling of individual cases, targeted reviews of certain processes and reviews of individual officer's processes. As part of the council's performance development process, all processing staff have an accuracy target and all errors are fed back to the individual staff member and their team manager. Where performance is below target a support and monitoring process begins.
38. East Renfrewshire Council's checking process consists of a daily check of cases randomly selected from a benefit IT system report and a benefit audit check form is completed in each case. Outcomes are recorded and analysed in order to help identify patterns of error. Where recurring errors are identified remedial training is carried out.
39. Glasgow City Council has a number of initiatives in place to improve accuracy performance. These include:
 - staff recording errors found when processing claims on a log which is reviewed to identify patterns of error and areas where remedial training could be beneficial
 - providing staff whose accuracy rate falls below target with dedicated support and training.

Overpayments

40. To reduce overpayments from occurring, Glasgow City Council has a benefit officer co-located in four Glasgow Housing Association (GHA) offices and an IT interface automatically suspends benefit claims when GHA tenants change address.
41. As a result of these initiatives the value of GHA tenants' overpayments outstanding reduced significantly from £286,670 at October 2013 to £57,345, at October 2014. This is a reduction of approximately 80% which is highly commendable.
42. The Scottish Borders Council tries to minimise overpayments through analysis of overpayment causes to identify changes to working practices to help reduce future occurrence, checking BACS payments over £500 and monthly monitoring of all overpayments as part of the budget monitoring.
43. East Renfrewshire Council is one of the first councils in Scotland to use the decree certification process to recover overpayments. This means the council can apply for the arrestment of customers' wages, freeze funds in customers' bank accounts and petition for bankruptcy proceedings against the customer.

44. Argyll & Bute Council has entered into a contract with an external provider to pursue debt that is difficult to recover. It is also one of the first councils in Scotland to use Direct Earnings Arrestment (DEA) as a means of recovering benefit overpayments.

Areas for improvement

45. Audit Scotland has identified that improvement is required in the following key areas:
- Business planning and performance reporting weaknesses have been identified. Specifically, either targets are not set for all areas of the service and/or there is limited reporting to senior management in respect of all areas of the service. We appreciate that the delay and uncertainty around the roll-out of UC has made it difficult for councils to plan ahead. However, despite this some HB services could do better.
 - Cases selected for quality checking are selected without a focus on higher risk cases. While in most instances processes are in place to record the results of quality checks, the results are not analysed to a level to inform a risk based approach to checking, either by officer or claim type.
 - Intervention approaches need to be reviewed in many cases to ensure they are effectively and efficiently focused on identifying unreported changes and errors. Analysis of the outcomes from interventions activity is not to a level that would enable the easy identification of trends and to help inform any future intervention programme targeted on risk.
 - There is limited assurance in a number of councils that the value of overpayments raised, recovered and outstanding is being accurately recorded and reported.

Stakeholder feedback

46. Feedback questionnaires are issued to benefit managers after each risk assessment. The questions are designed to gain assurances over whether the audit methodology and documentation are effective and to look for areas which can be improved. During 2014/15, we received replies from nine councils.
47. Overall the responses were positive and provided assurance that the audit methodology is fit for purpose and proportionate. The following comments help illustrate these responses:

- "This has forced us to take a step back from the detail and refocus on better ways of doing things. The audit process helps to focus on high risk areas and to take action to improve processes and make relevant changes."
 - "The audit had a positive impact in the transparency of reporting and governance and financial management of the service. The Performance Management Framework and performance reporting have been reviewed following the risk assessment."
 - "The auditor was very knowledgeable about benefits."
 - "We felt there was recognition and appreciation of the various challenges faced by housing benefit services."
48. Whilst the majority of the responses were positive not every council found the process to be so. Particular concerns raised were:
- "A minor improvement would have been to put more emphasis on the fact that performance was showing sustained recovery and more recognition of the efforts of the workforce to affect recovery."
 - "There could have been increased flexibility in terms of audit approach and reporting and more focus on "now" and future direction."
49. Audit Scotland has taken these comments on board in the planning and delivery of risk assessments. We give councils as much notice as possible of risk assessments. We also try to concentrate on the challenges facing each council and how they respond to those challenges. We continue to share copies of all our risk assessment plans and reports with DWP.
50. We will also continue to monitor our approach going forward in conjunction with the DWP through quarterly meetings between the Manager, Benefits-Technical and senior officers in the DWP's Housing Delivery Division.

Welfare reform

51. Scottish councils continue to work with partners to implement changes to help deliver the UK government's welfare reform agenda. During 2014/15 UC has continued to be roll-out in the Inverness Jobcentre area where single claimants have claimed UC since November 2013. This has expanded with claims from couples going live in June 2014 and claims from families going live in January 2015. Highland Council has been providing personal budgeting support, digital access, housing cost knowledge, and advice and support to claimants. So far over 200 Highland Council HB claimants have moved over to UC. In the Inverness area 90% of UC

claims have been made online, although this may include claims completed with the support of council or Jobcentre Plus officers.

52. The rollout of UC across Scotland began from February 2015 for single people who would otherwise have been eligible for income based Jobseeker's Allowance, including those with existing HB and Working Tax Credit claims. The rollout is being carried out in four tranches which will result in all Scottish councils having some of their local residents claiming UC by April 2016.
53. Indications from councils are that some UC claimants are in arrears with rent payments. However accurate information is not available due to:
 - new UC claimants not receiving their first payment until five weeks after claiming
 - arrears statistics not showing an aged debt analysis, and whether or not the debtor is claiming UC.
54. The Smith Commission proposals to allow the frequency of UC payments to be changed and to make direct payment to landlords may help keep rent arrears minimised.
55. New claims to legacy benefits such as HB are expected to be closed from 2016 with the migration to UC to follow thereafter. However uncertainties remain which make it difficult for councils to plan effectively.
56. The latest information from the DWP states that the majority of the HB caseload will migrate to UC during 2016 and 2017 although no detailed migration plans are in place. This planned migration will not include HB claims for customers who have reached the age to qualify for Pension Credit, HB customers in receipt of Employment Support Allowance (ESA) or customers living in supported or specified accommodation. These customers are expected to remain with councils until after 2017.
57. The DWP has been rolling out its Single Fraud Investigation Service (SFIS) since July 2014. So far, 19 Scottish councils have transferred their responsibility for investigating benefit fraud, and in many cases their fraud investigators, to SFIS. The DWP plans to have all councils transferred over by March 2016. Councils should ensure sufficient resources are in place to investigate non-benefit fraud such as council tax reduction fraud, tenancy fraud and other corporate fraud.

Appendix A – The 2014/15 risk assessment programme

Date on site	Council	Date reported
May 2014	Argyll & Bute	August 2014
May 2014	Scottish Borders	June 2014
July 2014	Midlothian	October 2014
July 2014	Comhairle nan Eilean Siar	October 2014
November 2014	West Lothian	February 2015
October 2014	East Renfrewshire	January 2015
January 2015	Glasgow City	March 2015
January 2015	City of Edinburgh	March 2015
March 2015	Clackmannanshire	Report issued to Chief Executive in May 2015. Currently awaiting the council's improvement plan
March 2015	East Dunbartonshire	Report issued to Chief Executive in May 2015. Currently awaiting the council's improvement plan

Appendix B – Progress reports requested during 2014/15

Council	Date progress report received/expected	Conclusion on action taken to address risks
South Ayrshire Council	April 2014 January 2015	Updates received and satisfactory progress made. A full risk assessment is planned for 2016
City of Edinburgh Council	April 2014	Update received and satisfactory progress made. A full risk assessment was carried out in 2014/15.
West Dunbartonshire Council	April 2014	Update received and satisfactory progress made.
Aberdeen City Council	August 2014	Update received and satisfactory progress made.
Perth & Kinross Council	November 2014	Update received and satisfactory progress made.
Falkirk	November 2014	Update received and satisfactory progress made.
East Ayrshire Council	April 2015	Update received and satisfactory progress made.
East Renfrewshire Council	July 2015	
West Lothian Council	July 2015	

Accounts Commission: Benefits Performance Audit Annual Update 2014/15
Key Risks and Areas for Improvement

	Risk Identified	Inverclyde position
1	Business planning and performance reporting, constrained by the uncertainty of the roll out of Universal Credit (UC)	Senior managers and officers are as informed as possible about the roll out of UC and have used this position to plan and manage performance. Planning is demonstrated by membership and participation on the Welfare Reform Project Board and the UC Officers' Operational group; monthly Benefits operational and development meetings; liaison with RSLs/ DWP etc
2	Lack of focused high risk quality checking selection	Results are analysed monthly and focus is adjusted when required. Official error overpayment rates are within threshold and accuracy targets are consistently achieved.
3	Intervention (claim reviews) are not effectively and efficiently focused to identify fraud and error	Bid funding was received from the DWP Fraud and Error Reduction Scheme to fund a project to improve the identification of fraud and error. The project launched in May 2015 and included the review and revision of the intervention work schedule. The focus is on high risk criteria as suggested at DWP workshops and best practice guidance.
4	The value of overpayments is not accurately recorded and reported	Overpayment monitoring reports are routinely sample checked to confirm accuracy.

**Accounts Commission: Benefits Performance Audit Annual Update 2014/15
Good Practice Highlighted in the Council's subject to Audit in 2014/15**

	Area of Good Practice	Proposal - Inverclyde
1	Risk based verification systems	Investment in an IT solution is unlikely to bring economies of scale in Inverclyde. Consider instead exploring options for further officer based risk verification rather than system lead decisions
2	Co-location of officers in RSL offices	While this may be possible in larger authorities, limited resources prevents this in Inverclyde. Strong liaison arrangements with local Housing Associations however are valued and will continue

Report To:	Policy and Resources Committee	Date:	22 September 2015
Report By:	Angela Edwards, Head of Inclusive Education, Culture and Corporate Policy	Report No:	PR/140/15/AE
Contact Officer:	Karen McCready, Corporate Policy Officer	Contact No:	01475 712146
Subject:	Audit Scotland Assessment of Inverclyde Council’s Public Performance Reporting for 2013/14		

1.0 PURPOSE

1.1 The purpose of this report is to inform the Policy and Resources Committee of the outcome of Audit Scotland’s assessment of Inverclyde Council’s public performance reporting (PPR) in relation to SPIs for 2013/14.

2.0 SUMMARY

2.1 The Council has a statutory duty to publish information to the public on a wide range of performance information across the Statutory Performance Indicators categories of SPI 1 Corporate Management and SPI 2 Service Performance. In 2013/14, Audit Scotland changed SPI 3 to include a requirement to report on the Local Government Benchmarking Framework performance indicators.

2.2 Audit Scotland’s full assessment is attached as Appendix 1. Councils have been given a rating of ‘Yes’ (fully meets requirements of public performance reporting) or ‘AFI’ (area for improvement). Areas of good practice were also included in the assessment.

2.3 Audit Scotland’s assessment in 2013/14 covered 26 areas. Inverclyde Council has fully met the criteria in 23 areas and has 3 areas for improvement.

Corporate Management (SPI 1)	Rating
Responsiveness to its communities	Yes
Revenues and service costs	Yes
Employees	Yes
Assets	AFI
Procurement	Yes
Sustainable Development	AFI
Equalities and Diversity	Yes
Service Performance (SPI 2)	
Benefits Administration	Yes
Community Care	Yes

Criminal Justice Social Work	Yes
Cultural & Community services	Yes
Planning	Yes
The Education of Children	Yes
Child Protection & Children's Social Work	Yes
Housing & Homelessness	Yes
Protective Services, including environmental health & trading standards	Yes
Roads and Lighting	Yes
Waste Management Services	Yes
Local Government Benchmarking Framework (SPI 3)	Yes
Overall Aspects	
Structure Approach	Yes
Customer Satisfaction	Yes
Balanced Picture	Yes
Comparators	Yes
Financial and Cost Information	Yes
Dialogue with the Public	Yes
Accessibility	AFI

- 2.4 The area for improvement in the overall conclusions is to do more to improve the accessibility of the PPR information e.g. using high level infographics or publishing in other forms than narrative text. Corporate Communications are developing a set of infographics to be published on the Council's website and feature as an insert in Inview.
- 2.5 In autumn 2013 the Corporate Policy team carried out a significant amount of work to improve both the quantity and quality of performance information available to the public based on the 2011/12 PPR assessment (published June 2013). The information is published on the Council's website at <http://www.inverclyde.gov.uk/council-and-government/performance>. Whilst this did improve the number of areas assessed as fully PPR compliant in 2012/13, progress been hampered by inconsistencies in Audit Scotland's assessment process. The assessment criteria appear to change on an annual basis which has resulted in some evaluations moving from fully meeting the PPR requirements to an area for improvement, despite the performance information being unchanged.
- 2.6 Concerns about this, as well as a number of small corrections to the factual accuracy of the report were fed back to Audit Scotland. Audit Scotland has considered this feedback and has revised its initial evaluation for a number of categories (employees, community care, criminal justice social work and planning) from 'area for improvement' to 'yes'. A comparison of Audit Scotland's evaluations for 2011/12, 2012/13 and 2013/14 is attached in Appendix 2. Audit Scotland have now published the criteria they have used and what they expect to see publically reported.
- 2.7 Two performance categories, Assets and Sustainable Development have been consistently assessed as areas for improvement over the past 3 years. It is recommended that the relevant services should focus on developing a wider range of performance information for these areas before our next Audit Scotland assessment, which will take place in early 2016.
- 2.8 In terms of public feedback on our performance reporting, the Corporate Policy team has received no enquiries from members of the public over the past five years.

3.0 RECOMMENDATIONS

It is recommended that the Policy and Resources Committee:

- a) Notes Audit Scotland's assessment of Inverclyde Council's public performance reporting for 2013/14.
- b) Remits to individual service areas where performance has been consistently assessed as an area for improvement to review the comments from Audit Scotland and develop performance information to address these.

Angela Edwards
Head of Inclusive Education, Culture and Corporate Policy

4.0 BACKGROUND

- 4.1 The Council has a statutory duty to publish information to the public on a wide range of performance indicators across the Statutory Performance Indicators categories of SPI 1 Corporate Management and SPI 2 Service Performance. In 2013/14, Audit Scotland changed SPI 3 to include reporting on the Local Government Benchmarking Framework indicators.
- 4.2 In autumn 2014, the appointed auditor for each Council collated information about the Council's PPR arrangements for Audit Scotland. Following on from this, in February 2015 Audit Scotland approached all Councils asking to be 'signposted' to the range of information that the Council considered responds to the requirements for SPIs 1, 2 and 3. Inverclyde publishes all the information on its website at <http://www.inverclyde.gov.uk/council-and-government/performance>.
- 4.3 Audit Scotland's assessment is attached as Appendix 1. The format of the 2013/14 report has been changed to provide Councils with more information about what PPR information was reviewed and potential areas for improvement.

5.0 ASSESSMENT FINDINGS

- 5.1 In Audit Scotland's assessment, Councils have been given a rating of 'Yes' (fully meets requirements of public performance reporting) or 'AFI' (area for improvement). Areas of good practice were also included in the assessment.
- 5.2 Audit Scotland's assessment in 2013/14 covered 26 areas. Following the revised evaluation, Inverclyde Council has fully met the criteria in 23 areas and has 3 areas for improvement.

Corporate Management (SPI 1)	Rating
Responsiveness to its communities	Yes
Revenues and service costs	Yes
Employees	Yes
Assets	AFI
Procurement	Yes
Sustainable Development	AFI
Equalities and Diversity	Yes
Service Performance (SPI 2)	
Benefits Administration	Yes
Community Care	Yes
Criminal Justice Social Work	Yes
Cultural & Community services	Yes
Planning	Yes
The Education of Children	Yes
Child Protection & Children's Social Work	Yes
Housing & Homelessness	Yes
Protective Services, including environmental health & trading standards	Yes
Roads and Lighting	Yes

Waste Management Services	Yes
Local Government Benchmarking Framework (SPI 3)	Yes
Overall Aspects	
Structure Approach	Yes
Customer Satisfaction	Yes
Balanced Picture	Yes
Comparators	Yes
Financial and Cost Information	Yes
Dialogue with the Public	Yes
Accessibility	AFI

5.3 Some of the overall conclusions on our public performance reporting include:

- The indicators are helpfully supported by trend analyses, graphs and comparisons;
- The Council makes it easy for the public to express their views and the Council clearly reports how it uses consultations to influence services;
- The information is balanced and well presented;
- There is good use of comparison data throughout the performance information
- There is good financial information
- The council makes good use of social media to engage the public but could clarify how feedback from the public is used to improve services
- More could be done to improve the accessibility of the PPR information e.g. using high level infographics or publishing in other forms than narrative text.

6.0 CHANGES IN PERFORMANCE 2011/12 – 2013/14

6.1 In autumn 2013 the Corporate Policy team carried out a significant amount of work to improve both the quantity and quality of performance information available to the public based on the 2011/12 assessment (published June 2013). Changes included an increase in the amount of performance information on the Council's website; presenting information using graphs rather than tables; a commentary on performance for all performance indicators and web links to where additional service performance information could be found.

6.2 Whilst this did result in an increase in the number of areas assessed as fully PPR compliant in 2012/13, it has been hampered by inconsistencies in Audit Scotland's assessment process. In both the 2012/13 and 2013/14 evaluations, Audit Scotland has changed several performance areas from fully meeting the PPR requirements to areas for improvement, despite the performance information remaining the same. This issue of annually 'moving goalposts' has been raised as an area of concern by Inverclyde Council and a number of other councils, which has resulted in more comprehensive information being provided by Audit Scotland to each Council this year. A comparison of Audit Scotland's evaluations for 2011/12, 2012/13 and 2013/14 is attached in Appendix 2.

6.3 Two performance categories, Assets and Sustainable Development, have been consistently assessed as areas for improvement. It is recommended that the relevant services focus on developing the range of performance information for these two areas before the next assessment which will take place in early 2016. Updates will be made to the Performance information following agreement of the Performance Report elsewhere on the agenda of this meeting. Additional updates will be made when the Local Government Benchmarking Framework indicators are made available later in the year.

7.0 PUBLICATION

- 7.1 Audit Scotland has now sent each Council its finalised PPR assessment and information on the outcome of the meeting with the Accounts Commission who have now considered Audit Scotland's summary report.
- 7.2 A decision has not been taken yet as to whether Audit Scotland will publish the 32 individual Council assessments.

8.0 IMPLICATIONS

- 8.1 Financial Implications: None
- 8.2 Human Resources: There will be a resource requirement involved to develop a range of performance information to address the areas for improvement identified by Audit Scotland.
- 8.3 Legal: None
- 8.4 Equalities: None
- 8.5 Repopulation: No implications

9.0 CONSULTATIONS

- 9.1 The assessment has been shared with services.

10.0 LIST OF BACKGROUND PAPERS

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

Appendix 2: Assessment ratings of SPI categories 1 and 2 only

Corporate Management (SPI 1)	2013/14 Rating	2012/13* Rating	2011/12* Rating
Responsiveness to its communities	Yes	Yes	AFI
Revenues and service costs	Yes	Yes	AFI
Employees	Yes	Yes	Yes
Assets	AFI	AFI	AFI
Procurement	Yes	Yes	Yes
Sustainable Development	AFI	AFI	AFI
Equalities and Diversity	Yes	AFI	AFI
Service Performance (SPI 2)			
Benefits Administration	Yes	AFI	Yes
Community Care	Yes	AFI	AFI
Criminal Justice Social Work	Yes	Yes	Yes
Cultural & community services	Yes	Yes	AFI
Planning	Yes	Yes	AFI
The Education of Children	Yes	AFI	Yes
Child Protection & Children's Social Work	Yes	Yes	Yes
Housing & Homelessness	Yes	AFI	AFI
Protective Services, including environmental health & trading standards	Yes	Yes	Yes
Roads and Lighting	Yes	Yes	Yes
Waste Management Services	Yes	Yes	AFI
Summary			
Overall Yes ratings	16	11	8
Overall AFI ratings	2	7	10

* 2011/12 and 2012/13 ratings were 'Yes', 'Partial' and 'No'. Categories marked AFI represent where we were deemed to be partially or not compliant in both years.

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ASSESSMENT OF THE COUNCIL'S PUBLIC PERFORMANCE REPORTING

Organisation	Roles	Name , title	Email	Telephone
Audit Scotland	Auditor	Douglas Black, Audit Manager	SPIQuery@audit-scotland.gov.uk	0131 6251856
Grant Thornton	Auditor	Mike Thomas, Partner/Director	mike.thomas@uk.gt.com	0161 214 6368
Grant Thornton	Auditor	Claire Bailey, Public Sector Audit Manager – Audit	claire.bailey@uk.gt.com	0141 223 0727
Inverclyde	Council	Miriam McKenna, Corporate Policy & Partnership Manager	miriam.mckenna@inverclyde.gov.uk	01475 712 042
Inverclyde	Council	Karen McCready, Policy Officer, Inclusive Education, Culture & Corporate Policy,	Karen.McCready@inverclyde.gov.uk	01475 712 146

Key links – if a link does not open the web page/document you seek, please copy and paste the link into your web browser. Links valid as at April 2015.

<http://inverclyde.gov.uk/council-and-government/performance>;

The council's web pages on performance were revised on 25 May, after this assessment was made. Performance information for 2013/14 was retained, but often in different locations.

These key links now lead to information that the assessment originally identified.

- [Strategic planning and performance management framework](#)
- [Financial statements](#), comprising [Audited annual accounts](#), [Charities accounts](#), [Pre-audit inspection period for annual accounts](#)
- [Statutory and Key Performance Indicators Annual Report 2013/14](#) – the annual report (84 pages) to the Policy & Resources Committee, 18 November 2014
- [Improvement Service Local Government Benchmarking site](#) – comprising [Corporate Management](#) and [Service performance](#)
- [Local government benchmarking tool](#).

Links to SPIs / summary of ratings

SPI1. Corporate	Rating	SPI2. Service	Rating	SPI3. LGBF	Rating	4. Overall aspects	Rating
1.1 Responsiveness to communities	Yes	2.1 Benefits administration	Yes	3.1 LGBF	Yes	4.1 Structured approach	Yes
1.2 Revenues & service costs	Yes	2.2 Community care	Yes			4.2 Customer satisfaction	Yes
1.3 Employees	Yes	2.3 Criminal justice social work	Yes			4.3 Balanced picture	Yes
1.4 Assets	AFI	2.4 Cultural & community services	Yes			4.4 Comparators	Yes
1.5 Procurement	Yes	2.5 Planning	Yes			4.5 Financial & cost information	Yes
1.6 Sustainable development	AFI	2.6 Education of children	Yes			4.6 Dialogue with the public	Yes
1.7 Equalities & diversity	Yes	2.7 Child protection/social work	Yes			4.7 Accessibility	AFI
		2.8 Housing & homelessness	Yes				
		2.9 Protective services	Yes				
		2.10 Roads & lighting	Yes				
		2.11 Waste management	Yes				
Number of Yes	5		11		1		6
Number of AFI	2		-		-		1

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Assessment detail

The summary **Rating** is noted as **Yes** (fully meets requirements) or **AFI** (area for improvement). **Key to other terms:** **CPO** = Community Payback Order. **CPP** = Community Planning Partnership. **FOI** = Freedom of Information. **LGBF** = Local Government Benchmarking Framework. **Page** = web page. **PI** = performance indicator. **PPR** = Public Performance reporting. **RAG** = Red, Amber, Green. **SOA** = Single Outcome Agreement. **SPI** = Statutory Performance Indicator.

Theme	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
SPI1. CORPORATE MANAGEMENT – Each council should report a range of information sufficient to demonstrate that it is securing Best Value in relation to:				
1.1 Responsiveness to communities <ul style="list-style-type: none"> • Engagement • Customer feedback • Satisfaction survey • Consultation • Citizen panel • Customer care • Complaints • FOI requests • Contact centre 	1.1.a. A range of PPR information gives a broad overview of performance.	Performance information can be found at : Council and Government > Performance > Statutory Performance Indicators > Corporate Management > Responsiveness to our Communities	<p>A broad range of performance information, includes material on how community engagement has influenced the council's budget. The narrative in both the service report and overall statutory and key performance indicator report is clear. The further information which explains where the data comes from, and any issues with, it is helpful.</p> <p>Although the council reports how it uses consultations to influence services, this could be clearly signposted in a 'you said, we did' format.</p>	Yes
	1.1.b. PPR includes local indicators that give a full picture, eg on:	<p>The Responsiveness to communities report has six local indicators and a further four from 2013. These are supported by a clear narrative, links to further information, graphs and trend data.</p> <p>The Statutory and Key Performance Indicators 2013/14 report includes five indicators (one is for 2013 data) with trend information, clear narrative, progress traffic lights and additional information. It unclear what the 'community engagement impact' indicator measures.</p> <p>The Budget Proposal report on 19 February 2015 (119 pages) sets out how consultation with the public influenced the budget.</p>		
	1.1.c. The council actively seeks feedback on corporate and service issues.	The council has a citizen's panel of 1,000 residents who receive a questionnaire twice a year, asking their opinion of the council. Results are reported in the council's performance information. The citizen's panel webpage can be accessed through the Council and government page. There is contact information on the left hand side of every web page.		
	1.1.d. Complaints data are reported for all services.	The council published the Complaints Handling Procedure Annual Report 2013/14. It contains statistics on the complaint handling process but not details on the nature of complaints received.		
	1.1.e. It is easy to make a complaint or a FOI request.	There is a link to 'How to make a complaint' page from the right hand side of every page. At the bottom of that page is a link to FOI requests.		

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Theme	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
1.2 Revenues & service costs <ul style="list-style-type: none"> • Budget • Revenue • Expenditure • Income • Service cost • Council tax 	1.2.a. A range of PPR information gives a broad overview of performance.	Performance information can be found at : Council and Government > Performance > Statutory Performance Indicators > Corporate Management > Revenue and service costs	There is a broad range of indicators for this SPI although most are either LGBF-related or old SPIs, rather than directly linked to council objectives. But they are supported by clear narrative and further information.	Yes
	1.2.b. PPR includes local indicators giving a full picture, eg on: <ul style="list-style-type: none"> • unit costs/service expenditure • efficiency targets. 	<p>The Revenue and service costs report has 11 indicators, most of which are either former SPI or LGBF indicators, but three are local to the council. They are supported by trend information, graphs, a clear narrative and – in some cases – comparison against a benchmark. The indicators include cost information and efficiency saving targets.</p> <p>The Statutory and Key Performance Indicators 2013/14 report includes an indicator on debt collection with trend information, clear narrative, progress traffic lights and additional information.</p> <p>From the Home page, the Your council, your say section links to a budget proposal booklet for and Investment and savings delivered in the Council budget.</p> <p>From Performance> Corporate management > Use of Resources, the annual accounts foreword gives details of service expenditure. The council has also developed a new leaflet, 'Your Council Tax Explained', which is available on the website, although it reflects 2014-15.</p>		
1.3 Employees <ul style="list-style-type: none"> • Sickness absence • Staff survey • Staff engagement • Staff feedback • Staff turnover • Staff satisfaction • Staff training 	1.3.a. A range of PPR information gives a broad overview of performance.	Performance information is at : Council and Government > Performance > Statutory Performance Indicators > Corporate Management > Employees	The council produced a range of performance information, which could be enhanced with indicators on costs.	Yes
	1.3.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • wider performance measures such as job satisfaction • the cost of the HR function • staff engagement • workforce changes, eg staffing reductions through voluntary severance or redundancy • senior management restructuring. 	<p>The Employees report contains seven indicators with six of them local to the council and for 2013/14.</p> <p>Indicators on staff satisfaction are taken from the 2012 staff survey. The indicators are supported by clear narrative, comparison against targets and trend information. Due to the expense involved and the resources required it is not feasible by the Council to survey staff regularly. A new survey is planned for 2015.</p> <p>The Statutory and Key Performance Indicators 2013/14 report includes four indicators (two from previous year) with trend information, clear narrative, progress traffic lights and additional information.</p> <p>The Corporate Performance Report May 2014 includes indicators on sickness absence and incidents.</p> <p>There is no evidence of cost information.</p>		

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Theme	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
1.4 Assets <ul style="list-style-type: none"> • Asset management • Property maintenance • Property repairs • Buildings • Vehicles • Equipment 	1.4.a. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • corporate asset management plan • key projects (eg new HQ) • property repairs • property maintenance spend • work with partners to best use joint assets. 	<p>The Assets report contains five indicators, two of which are local. The indicators are supported by a clear narrative, graphs, trend data and a comparison against the target. The indicators are concerning the condition of property, and property repairs.</p> <p>The Statutory and Key Performance Indicators 2013/14 report includes three indicators (two from previous year) with trend information, clear narrative, progress traffic lights and additional information.</p> <p>There is no evidence of cost information, an asset management plan or joint working on the performance pages.</p>	The indicators included are reported well but the performance information would benefit from a wider range of indicators, including cost information.	AFI
1.5 Procurement <ul style="list-style-type: none"> • Procurement • Procurement Capability Assessment (PCA) 	1.5.a. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • e-procurement • PCA score • Improvements from joint spend with partner bodies. 	<p>The Procurement report contains two local indicators. The indicators are supported by a clear narrative, graphs, trend data and a comparison against the target. The indicators concern the PCA score and procurement efficiencies.</p> <p>The Revenue and service costs report includes an additional indicator on the procurement work streams savings.</p> <p>The Statutory and Key Performance Indicators 2013/14 report includes the same two indicators with trend information, clear narrative, progress traffic lights and additional information.</p>	The narrative in both the service report and overall statutory and key performance indicator report is clear. A description on the council's performance on e-procurement would be useful due to the limited number of indicators for this SPI.	Yes
1.6 Sustainable development (Focusing on environmental aspects) <ul style="list-style-type: none"> • Sustainability • Environmental • Green, Ecology • Street cleaning • Carbon emissions • Energy efficiency • Biodiversity 	1.6.a. A range of PPR information gives a broad overview of performance. 1.6.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • biodiversity actions and targets • energy consumption • vehicle fleet CO₂ emissions • derelict land • parks and outdoor spaces. 	<p>Performance information can be found at : Council and Government > Performance > Statutory Performance Indicators > Corporate Management > Sustainable Development</p> <p>The Sustainable development report contains six indicators but three do not have data for 2013/14 and one is related to economic sustainability. The indicators are supported by a clear narrative, graphs, trend data and a comparison against the target.</p> <p>The Statutory and Key Performance Indicators 2013/14 report includes one indicator which is up to date and relevant with trend information, clear narrative, progress traffic lights and additional information.</p>	The indicators included are reported well but the performance information would benefit from a wider range of indicators, including cost information.	AFI

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Theme	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
1.7 Equalities & diversity <ul style="list-style-type: none"> • Equality • Diversity • Female employees • Disability • Ethnic minority 	1.7.a. A range of PPR information gives a broad overview of performance.	Performance would normally be found at Council and Government > Performance > Performance by service – but at 1:30 pm on 15 May 2015, this web page carried the message <i>'This section is currently in development but we aim to set out the performance information for each service area of the Council on these pages in the near future. You will be able to click on links on the left hand side to access information about the service area you are interested in.'</i>	The indicators included are reported well but the performance information would benefit from being up to date and a wider range of indicators.	Yes
	1.7.b. PPR recognises equalities & diversity in its broader sense, and covers how well the council is tackling inequality.	<p>The Equalities and diversity report contains four indicators, two of which are local. Indicators are supported by a clear narrative, graphs, trend data and a comparison against the target.</p> <p>The Statutory and Key Performance Indicators 2013/14 report includes one of the local indicators supported by trend information, clear narrative, progress traffic lights and additional information</p>		
	1.7.c. PPR includes commentary on the council's response to its statutory duties on diversity and equality.	The Equalities and Diversity Report includes commentary on further investigations planned, recruitment and selection procedures, equalities impact assessments, training and the development of targeted guidance.		
	1.7.d. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • complaints by ethnic minorities • user satisfaction with services. 	The Equalities and diversity report includes two local indicators on equalities training, and the living wage. There is no evidence of complaints by ethnic minorities or information around disabilities. The same four indicators are reported in the Statutory and Key Performance Indicators 2013/14 report.		

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Theme	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
SPI2. SERVICE PERFORMANCE - Each council will report a range of information sufficient to demonstrate that it is securing Best Value in providing the following services (in partnership with others where appropriate)				
2.1 Benefits administration <ul style="list-style-type: none"> • Benefit • Benefit fraud • Welfare reform 	2.1.a. A range of PPR information gives a broad overview of performance.	Performance information can be found at : Council and Government > Performance > Statutory Performance Indicators > Service performance > benefits administration	The indicators included are reported on well but the PPR would benefit from a wider range of indicators, covering how well the council is managing welfare reform. The information would also benefit from an overview paragraph	Yes
	2.1.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • how well the council has responded to welfare reforms • service impacts as a result. 	<p>The Benefits Administration reports on four indicators, three of which are local. The indicators are supported by a clear narrative, graphs, trend data and a comparison against the target. The Statutory and Key Performance Indicators 2013/14 reports on the same indicators.</p> <p>The Community health and care partnership report mentions welfare reform as an area of activity but has no indicators for tracking progress.</p>		
	2.1.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	The SOA Annual report for 2013/14 is at Home > Community Life and Leisure > Community Planning > Inverclyde Alliance Single Outcome Agreement > SOA Annual Report 2013-14 . The report sets out performance indicators that the Community Planning Partnership uses to identify whether it is closer to delivering the outcomes set out in the Single Outcome Agreement. The document can be made available in other languages, large print, and audio format upon request. Each indicator features a trend symbol, and each outcome is introduced by a narrative commentary.		
2.2 Community care <ul style="list-style-type: none"> • Community care • Delayed discharge • Respite care • Care satisfaction • Waiting times • Service user survey • Telecare • Care staff training • Personal care 	2.2.a. A range of PPR information gives a broad overview of performance.	Performance information can be found at : Council and Government > Performance > Statutory Performance Indicators > Service performance > Community care	There is a good range of information, well explained, focussed on the council's own local indicators. However, the customer satisfaction indicator would be more helpful if it used 2013/14 data.	Yes
	2.2.b. PPR includes local indicators that give a full picture, eg on <ul style="list-style-type: none"> • service user satisfaction • no. of people waiting longer than target time for service • percentage of personal carers qualified to Scottish Social Services Council standard. 	<p>The Community care report includes 23 indicators of which 18 are local to the council and one is from a citizen's panel survey not updated since 2012. For the 5 LGBF indicators, there is a comparison against Scotland-wide figures. The indicators are supported by clear narrative, graphs, trend data and a comparison against the target.</p> <p>The Statutory and Key Performance Indicators 2013/14 report includes similar indicators supported by with trend information, clear narrative report provides detail on performance for the year but it reported against areas of activity instead of indicators.</p>		
	2.2.c. PPR includes commentary on the integration of adult health and social care and other relevant policy developments, eg Self-Directed Support.	Performance information mentions self-directed support as a variable affecting respite care indicators.		

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Theme	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
	2.2.d. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	As per 2.1.c.		
2.3 Criminal justice social work <ul style="list-style-type: none"> • Criminal justice • Community payback orders • Reconviction rates • Child reporting • Young offenders • Probation orders • Payback orders 	2.3.a. A range of PPR information gives a broad overview of performance.	Performance information can be found at : Council and Government > Performance > Statutory Performance Indicators > Service performance > Criminal justice social work	The indicators included are reported well but the performance information would benefit from a wider range of indicators that go beyond the timing of criminal justice processes. For example reconviction rates. The information would also benefit from an overview paragraph.	Yes
	2.3.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • no. of community payback orders started <7 working days • percentage of community payback orders successfully completed • reconviction rates. 	<p>The Criminal justice social work report has five indicators that report on the timing of criminal justice processes. Indicators are supported by clear narrative, graphs, trend data and a comparison against the target.</p> <p>The Statutory and Key Performance Indicators 2013/14 report includes similar indicators supported by with trend information, clear narrative, progress traffic lights and additional information on the data sources.</p> <p>The performance information also includes a discussion of the challenges facing the council in this area and how they will be addressed.</p>		
	2.3.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	As per 2.1.c.		
2.4 Cultural & community services <ul style="list-style-type: none"> • Community access • Satisfaction survey • Cultural heritage • Learning centres 	2.4.a. A range of PPR information gives a broad overview of performance.	Performance information can be found at : Council and Government > Performance > Statutory Performance Indicators > Service performance > Culture and community services	<p>There is a broad range of performance information.</p> <p>The narrative in both the service report and overall statutory and key performance indicator report is clear. The further information which explains where the data comes from, and any issues with it, is helpful.</p> <p>The information would benefit from an overview paragraph.</p>	Yes
	2.4.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • cost per attendance at a sport/leisure facility • service user satisfaction • specific improvement commitments/ actions. 	<p>The Culture and community services report has 17 indicators, which are a mix of local and LGBF indicators. The indicators are supported by clear narrative, graphs, trend data and a comparison against the target. Cost and customer satisfaction indicators are included.</p> <p>The Statutory and Key Performance Indicators 2013/14 report only includes indicators on libraries and one out of date indicator about sport participation. The report includes links to more information on the Inverclyde sports framework, and on the library service improvement plan but neither can be easily found through these links.</p>		
	2.4.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy.	<p>As per 2.1.c.</p> <p>Also, there is a discussion on welfare reform and the digital-by-default initiative with regard to libraries in the performance information.</p>		

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Theme	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.5 Planning <ul style="list-style-type: none"> • Planning applications • Building warrants • Use of land • Building standards 	2.5.a. A range of PPR information gives a broad overview of performance.	Performance information can be found at : Council and Government > Performance > Statutory Performance Indicators > Service performance > Planning	The indicators included are reported well but the performance information would benefit from a wider range of indicators that go beyond the timing of planning processes. For example customer satisfaction or progress against local plans. The information would also benefit from an overview paragraph.	Yes
	2.5.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • the council's aims • service costs • customer satisfaction. 	The Planning report has 10 indicators, eight of which are local on the planning process, they are related to the time applications and appeals take to be processed. The indicators are supported by trend information, clear narrative, graphs and comparison against the targets. The Building standards balanced scorecard includes further indicators on the energy performance certificates, fees charged and enforcement. There is less narrative or comparisons in this report. No information is available on departmental expenditure or customer satisfaction.		
	2.5.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	As per 2.1.c.		
2.6 Education of children <ul style="list-style-type: none"> • Young people • Attainment • School inspections • School leaver • Education cost • School survey • Exclusion • Attendance • +ve destinations • School meals • Eco schools • Special education 	2.6.a. A range of PPR information gives a broad overview of performance.	Performance information can be found at : Council and Government > Performance > Statutory Performance Indicators > Service performance > The education of children	There is a broad range of performance information. The narrative in both the service report and overall statutory and key performance indicator report is clear. The information would benefit from an overview.	Yes
	2.6.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • Education Scotland inspection results and satisfaction information • SQA/SCQF attainment levels. 	The education of children report contains 23 indicators that are a mix of local and LGBF. The indicators are supported by a clear narrative, graphs, trend data and a comparison against the target. The Statutory and Key Performance Indicators 2013/14 report includes 33 similar indicators. There was no information available for 13 indicators. Two explanations are provided for this in the report: <ul style="list-style-type: none"> • Attendance information not available at time of publication • Comparable attainment information not available due to changes in the exam structure which means that the council no longer has a family group. This information is no longer available. • Data for the other indicators was supported by trend information, clear narrative, progress traffic lights and additional information on the data sources. 		
	2.6.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	As per 2.1.c. Also, the Education, communities and organisational development report is arranged by strategic theme and discusses the impact of welfare reform on staying on rates but does not include indicators.		

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Theme	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.7 Child protection & children's social work <ul style="list-style-type: none"> • Child protection • Children looked after at home • Child care • Foster care • Supervision order 	2.7.a. A range of PPR information gives a broad overview of performance.	Performance information can be found at : Council and Government > Performance > Statutory Performance Indicators > Service performance > Child protection and children's social work	There is a broad range of performance information. The narrative in both the service report and overall statutory and key performance indicator report is clear. The further information which explains where the data comes from and any issues with it is helpful. The information would benefit from an overview paragraph.	Yes
	2.7.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • placement of looked after children • percentage of children seen by a supervisor officer < 15 days • children on the child protection register. 	The Child protection & Children's social work report contains nine indicators, although two of them are not for 2013/14. The indicators are supported by a clear narrative, graphs, trend data and a comparison against the target. The Statutory and Key Performance Indicators 2013/14 reports on similar indicators supported by with trend information, clear narrative, progress traffic lights and additional information on the data sources. The Community health and care partnership report provides detail on performance for the year but it reports against areas of activity instead of indicators.		
	2.7.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	As per 2.1.c.		
2.8 Housing & homelessness <ul style="list-style-type: none"> • Homeless • House repair • Domestic noise • House building • Affordable homes • Rent arrears • Scottish Housing Quality Survey • Building investment • Energy efficiency 	2.8.a. A range of PPR information gives a broad overview of performance.	The performance information limited to homelessness it can be found at: Council and Government > Performance > Statutory Performance Indicators > Service performance > Homelessness	The indicators included are reported well, and there are good connections links between the role of RSLs and the objectives in the SOA	Yes
	2.8.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • rent arrears • energy efficiency • house building rates • affordable homes • homelessness • tenant engagement. 	The Homelessness report contains six indicators, focussed on homelessness, five of which are former SPI's. The Statutory and Key Performance Indicators 2013/14 report covers the same six indicators. In both reports the indicators are supported by trend information, clear narrative, progress traffic lights and additional information on the data sources. Inverclyde Council does not own any social housing following stock transfer in 2007. This is mentioned on its performance pages.		
	2.8.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	As per 2.1.c. Also, homes are provided not by the council but by Registered Social Landlords, so the SOA provides links to work undertaken by, eg by River Clyde Homes. The SOA report also links homelessness/affordability to strategic priorities across a number of outcomes		

INVERCLYDE COUNCIL

Theme	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.9 Protective services <ul style="list-style-type: none"> • Protective services • Environment • Trading Standards • Food safety • Pest control • Food hygiene • Noise complaints • Flood alleviation 	2.9.a. A range of PPR information gives a broad overview of performance.	Relevant content is at Council and Government > Performance > Statutory Performance Indicators > Service performance > Protective services	<p>There is a broad range of performance information.</p> <p>The narrative in both the service report and overall statutory and key performance indicator report is clear.</p> <p>The information would benefit from an overview</p>	Yes
	2.9.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • food safety • pest control • flood alleviation • customer satisfaction. 	The Protective services report contains 17 indicators 11 of which are local. The indicators are supported by trend information, clear narrative, graphs and comparison against the targets. The Statutory and Key Performance Indicators 2013/14 report covers the same six indicators. supported by trend information, clear narrative, progress traffic lights and additional information on the data sources		
	2.9.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	As per 2.1.c.		
2.10 Roads & lighting <ul style="list-style-type: none"> • Roads • Lighting • Cost of repairs • Road resurfacing • Road satisfaction 	2.10.a. A range of PPR information gives a broad overview of performance.	Relevant content is at : Council and Government > Performance > Statutory Performance Indicators > Service performance > Roads and lighting	<p>There is a broad range of performance information.</p> <p>The narrative in both the service report and overall statutory and key performance indicator report is clear. But the information would benefit from an overview</p>	Yes
	2.10.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • traffic light failure repairs • winter maintenance works completed in target time period • percentage of road network resurfaced. 	The Roads and lighting report contains 13 indicators seven of which are local. The indicators are supported by trend information, clear narrative, graphs and comparison against the targets.		
	2.10.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	As per 2.1.c. Also, the Environment, regeneration and resources directorate report is organised by strategic theme but does not contain indicators, only description of performance.		

INVERCLYDE COUNCIL

Theme	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
2.11 Waste management <ul style="list-style-type: none"> • Waste collection • Waste recycling • Missed collections • Landfill • Satisfaction survey • Complaints 	2.11.a. A range of PPR information gives a broad overview of performance.	Performance information can be found at : Council and Government > Performance > Statutory Performance Indicators > Service performance > Waste management	<p>There is a broad range of performance information.</p> <p>The narrative in both the service report and overall statutory and key performance indicator report is clear.</p> <p>But the information would benefit from an overview.</p>	Yes
	2.11.b. PPR includes local indicators that give a full picture, eg on: <ul style="list-style-type: none"> • refuse bin collection rates. 	<p>The Waste management report contains 14 indicators five of which are local. The indicators are supported by trend information, clear narrative, graphs and comparison against the targets.</p> <p>The Statutory and Key Performance Indicators 2013/14 report covers two indicators also supported by trend information, clear narrative, progress traffic lights and additional information on the data sources.</p> <p>Links are provided in both reports to the website for more information.</p>		
	2.11.c. PPR has clear links to higher-level strategic themes in the SOA and/or CPP plan/strategy	As per 2.1.c.		
SPI3 Each council will report its performance in accordance with the requirements of the Local Government Benchmarking Framework (LGBF)				
3.1 LGBF <ul style="list-style-type: none"> • Framework • Benchmarking • Service • Performance 	3.1.a. The council reports its performance against the performance indicators in the LGBF.	The individual service performance reports indicate the source of each indicator. A mix of local and LGBF indicators is reported for most services.	<p>LGBF indicators are clearly marked in performance information.</p> <p>The link to mylocalcouncil easily found from the main performance page.</p>	Yes
	3.1.b. The council reports its performance at mylocalcouncil	The council reports performance at mylocalcouncil and there is a link from the main performance page to it and a webpage which explains the process.		
4. OVERALL				
4.1 Structured approach to PPR, with clear presentation of information	4.1.a. PPR information is linked directly from website's Home page.	The main performance page can be found from the Council and government site on the Home page or by using the council's search function. It cannot be found using the A-Z tool.	<p>The narrative in both the service report and overall statutory and key performance indicator report is clear. The section on further information is helpful and interesting.</p> <p>The indicators are helpfully supported by trend analyses, graphs and comparisons.</p>	Yes
	4.1.b. There is a coherent look & feel to how information is presented and structured.	Service reports have the same structure, whereas the directorate reports have different formats		
	4.1.c. There is a high-level summary on the council's overall performance.	SOA Annual report 2013/14 has been available online since November 2014.		
	4.1.d. There is clear layering and signposting of information, which is easy for the reader to navigate.	The performance page has a logical structure but there are no links from the main page instead further pages are reached through the left hand navigation column.		

INVERCLYDE COUNCIL

Theme	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
	4.1.e. There is relevant explanatory narrative – which is in Plain English	Each indicator in the service reports and Statutory and Key Performance Indicators 2013/14 report is supported by a clear, relevant narrative.	The performance pages are ordered in a logical way although it would be helpful to have key links to service information on the front page; and for links in reports to link be directly to reports they reference.	
	4.1.f. There are supporting, information graphics, eg charts, tables, and diagrams.	Indicator in service reports are supported by a graph showing trend information, comparisons against target and in some instances against the benchmark.		
	4.1.g. Web links to other PPR information work.	Links in the Statutory and Key Performance Indicators 2013/14 report connect to the correct page but the report is not easily found from there.		
	4.1.h The council reports on additional indicators that contribute to an overall view of their performance.”	The majority of the indicators are the council’s own service key performance indicators.		
4.2 Effective use of customer satisfaction information	4.2.a. PPR explains consultations and/or satisfaction surveys carried out, and specify the findings.	Your Council, Your Say is a one click approach to links on consultation and feedback	The council makes it easy for the public to express their views, and the council clearly reports how it uses consultations to influence services.	Yes
	4.2.b. PPR explains what the council is doing as a result of feedback.	The Budget Proposal report – 19 February 2015 sets out how consultation with the public influenced the budget.		
4.3 Balanced picture of performance	4.3.a. The council presents a balanced picture of performance.	Both good and bad performance is reported by the council.	The information is balanced and well presented. Priorities for improvement are set out in the corporate improvement report.	Yes
	4.3.b. Traffic light-style colours or symbols give a helpful overview.	The Statutory and Key Performance Indicators 2013/14 report contains traffic light symbols showing the council’s progress on that indicator.		
	4.3.c. Priorities for improvement by the council are clear to the reader.	Priorities for improvement are set out in the corporate improvement report.		
4.4 Good use of comparators	4.4.a. Performance is set in context using comparators and trends.	All indicators have trend information and a comparison against a target. They are also supported by a clear narrative that gives context to the data.	There is good use of comparison data throughout the performance information.	Yes
	4.4.b. Trends are included for all council areas and indicators, as appropriate.	As above.		
	4.4.c. There are meaningful comparisons with other councils, eg in family groups, and overall.	The council reports through the LGBF and includes a comparison against Scotland for those indicators.		

INVERCLYDE COUNCIL

Theme	Characteristics include...	Evidence (key facts / links to web pages)	Summary judgement	Rating
4.5 Good use of financial and cost information	4.5.a. PPR features the costs and other financial aspects of service delivery.	Under Performance>Use of Resources> Annual Accounts, the Council provides a very clear commentary on the Council's finances in plain English.	There is good financial and information.	Yes
	4.5.b. Financial information is well structured and clearly presented.	As above.		
	4.5.c. There is information on services' unit costs, eg £ per primary school pupil.	Some of the LGBF indicators show unit costs.		
	4.5.d. PPR includes information on the council's budgets for major services.	As above Included in budget documents and the Annual Accounts		
	4.5.e. Plain language explains the figures.	As above.		
4.6 Dialogue with the public	4.6.a. The council has consulted the public on what it wants from PPR.	There is a 'Rate this page' button on every page of the website including the performance pages. But there is no information about how the information is used to improve performance reporting.	The council makes good use of social media to engage the public, but could clarify how feedback from public is used to improve services.	Yes
	4.6.b. The council uses social media to engage the public and have a dialogue on performance.	The Council's magazine, In View, provides a link to the council's twitter site, which has almost 7k followers.		
4.7 Accessibility	4.7.a. PPR features a range of outputs that target specific audiences.	A range of reports is published but they all focus on the written word.	More could be done to improve the accessibility of the PPR information, eg using high-level infographics or publishing in other forms than narrative text.	AFI
	4.7.b. Information is available in different languages, on request.	No evidence was found of the PPR information being available in different languages.		
	4.7.c. Printed information is available on request.	No evidence was found of the PPR information being printed on request.		

Report To:	Policy and Resources Committee	Date:	22 September 2015
Report By:	Head of Inclusive Education, Culture & Corporate Policy	Report No:	PR/138/15/AE/KB
Contact Officer:	Karen Barclay, Corporate Policy Officer	Contact No:	01475 712065
Subject:	Education, Communities and Organisational Development Corporate Directorate Improvement Plan 2013/16 - Annual Review 2015		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek the Committee's approval of the 2015 refresh of the Education, Communities and Organisational Development Corporate Directorate Improvement Plan (CDIP) 2013/16.

2.0 SUMMARY

- 2.1 The refreshed CDIP 2013/16 is attached as Appendices 1, 2 and 3. The main changes to the original Plan are:

APPENDICES
1-3

- an updated introductory section, together with updates to the national and local context and the policy and legislative framework sections;
- the addition of new improvement actions including ones around the themes of service reviews, attainment, self-evaluation and employee engagement;
- an update of the completed improvement actions section;
- the insertion of financial information for 2015/16;
- updated performance information for the Directorate; and
- the addition of the relevant extract from the Council's Budget Work Plan 2015/17.

- 2.2 During Summer 2015, a review was conducted of the CDIP 2013/16 which considered progress made to date, the continued relevance or otherwise of improvement actions and any significant changes or challenges faced by the Directorate since the original Plan was last reviewed in 2014.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:

- a. approves the refreshed Education, Communities and Organisational Development CDIP 2013/16; and
- b. agrees that progress reports on the Directorate's performance indicators and implementation of the CDIP's improvement actions are submitted to every second meeting of the appropriate Committee.

Head of Inclusive Education, Culture & Corporate Policy

4.0 BACKGROUND

- 4.1 CDIPs are a key component of the Council's Strategic Planning and Performance Management Framework. They are the principal vehicle for managing and delivering the strategic outcomes in the Single Outcome Agreement 2013/17 and the Council's Corporate Statement 2013/17, as well as the wellbeing outcomes which are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).
- 4.2 The original Education, Communities and Organisational Development (ECOD) CDIP 2013/16 was approved by the Policy and Resources Committee in 2013. At that time, it was remitted to the Corporate Director to refresh and present the Plan to Committee on an annual basis; this report fulfils that remit.
- 4.3 The ECOD CDIP 2013/16 contains improvement actions to be delivered during the life of the Plan. It also contains key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide an important measure of how the Directorate's Services contribute to the Council's strategic aims.
- 4.4 Reports on progress with delivery of the Plan's improvement actions are submitted to every second meeting of the appropriate Committee. The most recent progress reports were considered in May 2015 by the Education and Communities Committee and the Policy and Resources Committee. Following approval of the refreshed ECOD CDIP 2013/16, it is proposed to continue submitting progress reports to the appropriate Committee.
- 4.5 An amended version of this report was submitted to the Education and Communities Committee on 8 September 2015. However, because the CDIP's improvement plan includes actions which are of a corporate nature, it was deemed appropriate to also submit the document to the Policy and Resources Committee for consideration and approval.

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5.0 EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CORPORATE DIRECTORATE IMPROVEMENT PLAN 2013/16 - ANNUAL REVIEW 2015

- 5.1 During Summer 2015, the Directorate conducted a review of the CDIP, the purpose of which was to:
- take account of new national or local influences and challenges that have impacted or will impact on the Directorate;
 - consider progress made since the last review in 2014 and update improvement actions, as appropriate; and
 - consider progress made towards the achievement of performance indicator targets.
- 5.2 The review of the ECOD CDIP 2013/16 produced the document which is attached as Appendices 1-3. The main changes to the original Plan are:
- a. Introduction
This section has been updated to reflect changes to other parts of the Plan, together with the interim management structure, pending the appointment of the Corporate Director, Education, Communities and Organisational Development.
- b. National and local context; policy and legislative framework
This section has been updated to reflect changes to the context within which the Directorate operates, for example, the introduction of the Raising Attainment for All Programme 2015.

c. New improvement action

There are a number of new improvement actions:

- updating of service reviews in line with Audit Scotland's report *Options appraisal - are you getting it right?*;
- the development of new CDIPs which require to be in place from 1 April 2016;
- local delivery of the Scottish Attainment Challenge which aims to improve literacy and numeracy in six Inverclyde primary schools;
- the conducting of a *Public Service Improvement Framework* assessment in the Safer and Inclusive Communities Service;
- locality planning - The Community Empowerment (Scotland) Act;
- development of a new Single Outcome Agreement from 2017 onwards;
- community justice transition to community planning; and
- Local Government Benchmarking Framework Family Groups.

d. Completed improvement actions

Twenty-eight improvement actions have been fully delivered since 2013, examples of which include:

- conducting the Health and Wellbeing Survey in all secondary schools;
- establishing the Early Years Collaborative;
- completion of the first phase of the School Health and Alcohol Reduction Project;
- the establishment of three community sports hubs;
- conducting a full review of anti-social behaviour;
- the opening of an IYouth Zone facility in Port Glasgow in March 2015;
- the establishment of a 'virtual school' for pupils who have proved more challenging to track in terms of progress and outcomes;
- the opening of the Greenock Central Library in the Wallace Place building in January 2015;
- the parking management and enforcement strategy has been in place since October 2014;
- self-evaluation guidance has been developed and distributed throughout the Council, complemented by training for Council Services; and
- HR21 has been rolled out to the following Services: Education, Environmental and Commercial, and Legal and Property, as well as the Health and Social Care Partnership.

e. Financial information 2015/16

Financial information for the period 2015/16 is included in Appendix 1.

f. Performance information

Performance indicator information for the last four years is included in Appendix 1, together with data sources and targets for 2014/15, as appropriate.

g. Budget Work Plan 2015/17

The ECOD Directorate is involved in a number of reviews to be carried out as part of the budget-setting process for 2017/18, details of which are included at Appendix 3.

6.0 PERFORMANCE INDICATORS PERFORMANCE

6.1 The Directorate's performance section comprises indicators, covering the following broad themes: community safety; human resources; libraries; adult learning; and the education of children.

6.2 Progress made towards the achievement of performance indicator targets will be included in the first progress reports submitted to the appropriate Committee following approval of the refreshed ECOD CDIP 2013/16.

7.0 IMPLICATIONS

7.1 Financial implications - one-off costs:

Cost centre	Budget heading	Budget year	Proposed spend this report	Virement from	Other comments
n/a	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: The ECOD is committed to ensuring equality of opportunity in everything that it does. The Head of Education chairs the Corporate Equality Group which takes the lead in ensuring the Council meets its obligations under The Equality Act 2010.

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

8.0 CONSULTATION

8.1 The appropriate ECOD officers were consulted on the 2015 review of the ECOD CDIP 2013/16.

9.0 CONCLUSION

9.1 A review of the ECOD CDIP 2013/16 was conducted during Summer 2015 and the refreshed Plan is presented for the Committee's approval with the suggestion that progress reports on the Directorate's performance indicators and implementation of the CDIP's improvement actions are submitted thereafter to every second meeting of the appropriate Committee.

Education, Communities and Organisational Development

Corporate Directorate Improvement Plan 2013/16

Annual Refresh - Summer 2015



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

Arabic

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

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

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

Hindi

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

Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

Polish

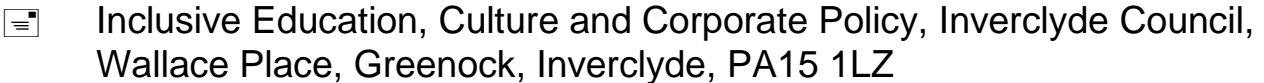
Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formie audio.


Punjabi

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

Urdu

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



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1. Introduction by the Acting Corporate Director, Communities and Organisational Development and the Acting Corporate Director, Education

On behalf of the Education, Communities and Organisational Development (ECOD) Directorate, we are pleased to present our refreshed Corporate Directorate Improvement Plan (CDIP). This is the final year of the 2013/16 Plan which was approved in May 2013. We carried out a comprehensive review of the original Plan during Summer 2015 to ensure that our improvement actions and performance information are still relevant to delivering the Council's wellbeing outcomes which are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).

The CDIP is an integral part of the Council's Strategic Planning and Performance Management Framework. It assists in shaping the strategic direction for the Directorate and outlines key programmes, actions and improvements which we have delivered during the past two years and will deliver in 2015/16.

As a Directorate, our activities are clearly focussed around the concept of a *Nurturing Inverclyde*. This approach is based on the development of early intervention and preventative spend projects through partnership working. We aim to make Inverclyde a place which nurtures all its citizens, ensuring that everyone has the opportunity to enjoy a good quality of life with good mental and physical wellbeing. Our approach puts the child, citizen and community at the centre of service delivery. The improvement actions in this Plan are linked to the SHANARRI wellbeing outcomes which will help to deliver all the Single Outcome Agreement 2013/17 (SOA) Outcomes, and, in particular:

- Outcome 2 - Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life;
- Outcome 6 - A nurturing Inverclyde gives all our children and young people the best possible start in life; and
- Outcome 8 - Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Our CDIP has been developed using robust self-evaluation. The Directorate's four Services have taken into consideration a wide range of data, stakeholder views and reviewed how the services we deliver work to achieve the eight wellbeing outcomes. Each aspect of our Plan reflects national and local priorities and is focussed on improving the quality of our services and the lives of local children, citizens and communities.

Some of the key improvements which had already been agreed to be implemented during the course of the original Plan include:

- the ongoing development of the SOA 2013/17 in relation to preventative and early intervention work and the identification of the resources available across partner organisations;
- further development of the Council's commitment to equalities consistently in Council Services to ensure better outcomes for people with protected characteristics;
- embedding the principles and techniques of good self-evaluation across Council Services;
- progressing the work of the *Nurturing Collaborative* to help deliver tangible improvements in outcomes and reduce inequalities for vulnerable children;
- the full implementation of the Curriculum for Excellence across all sectors and establishments;
- the improvement of library and museum facilities in Inverclyde;
- the Scottish Attainment Challenge; and
- Raising Attainment for All.

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

Other challenges facing the Directorate during the next year include:

- a reduction in employees and pressure on service delivery levels;
- implementation of major new legislation such as The Children and Young People (Scotland) Act 2014 and The Community Empowerment (Scotland) Act 2015;
- a reducing population;
- areas with significant levels of deprivation;
- limited economic opportunities;
- a growing elderly population;
- legislative changes in employment law, health and safety and pensions;
- changes in the National Terms and Conditions for Local Government employees;
- labour market issues, particularly supply teacher shortages; and
- school re-provisioning and education service changes.

Next year, we will develop a new CDIP to run from April 2016 to ensure that the Directorate is clear in what it wants to achieve from 2016 to 2019 and how it will continue to drive improvement across Services.

Through this Plan, we hope to support and challenge our employees to improve the quality of the services we provide. We look forward to building on the progress that has been achieved from 2013 and continuing to make further achievements during the final year of the original Plan.

John Arthur, Head of Safer and Inclusive Communities

Angela Edwards, Head of Inclusive Education, Culture and Corporate Policy

2. Strategic Overview

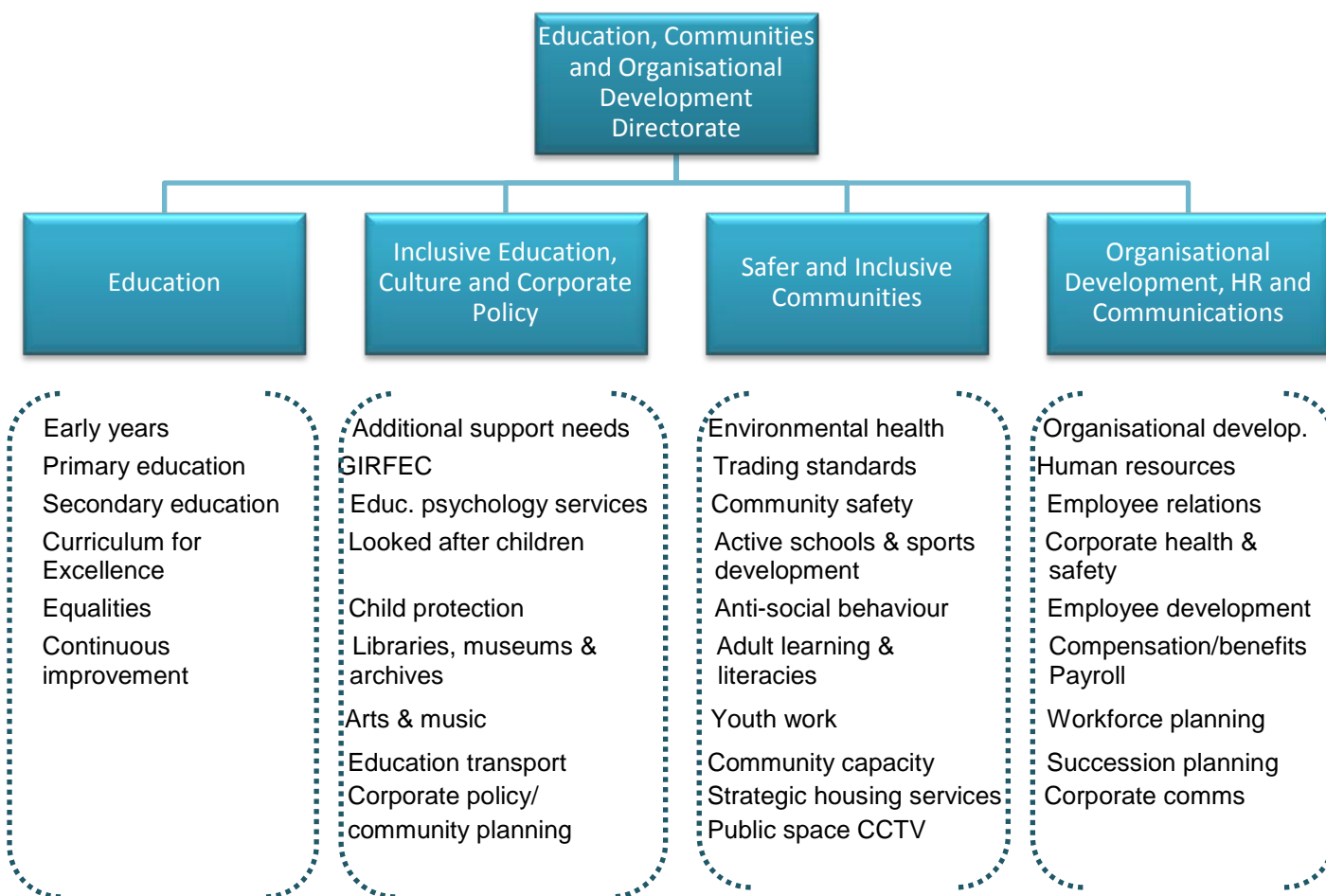
2.1 Purpose and scope of the Directorate

The primary roles of the Directorate are to:

- provide education, culture and lifelong learning;
- support safer and inclusive communities; and
- provide the corporate back office functions of human resources, organisational development, communications, corporate policy and partnership working.

These services all sit within the Council’s vision of a *Nurturing Inverclyde* where we are **Getting it Right for Every Child, Citizen and Community**, working towards the achievement of the wellbeing outcomes, where all our children, citizens and communities are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

The Directorate comprises four services. The Directorate’s management structure is:



2.2 National and local context

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

- The Children and Young People (Scotland) Act 2014
- The Community Empowerment (Scotland) Act
- legislative changes in employment law, health and safety and pensions
- changes in the National Terms and Conditions for Local Government employees
- The Welfare Reform Act 2012
- The Education (Scotland) Bill.
- The Community Justice (Scotland) Bill.

Public Sector Reform

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

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

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

All Services in the Directorate

- The Equality Act 2010
- A Curriculum for Excellence
- The Community Empowerment (Scotland) Act
- The Requirements for Community Learning and Development (Scotland) Regulations 2013
- The Schools (Health Promotion and Nutrition) (Scotland) Act 2007
- The Children and Young People (Scotland) Act 2014
- The Mental Health Strategy for Scotland 2012/15
- Working for Growth: A Refreshed Employability Framework for Scotland 2012

Education Services

Inclusive Education, Culture and Corporate Policy Service

- Her Majesty's Inspectorate of Education reports
- The Standards in Scotland's Schools etc Act 2000
- The Education (Additional Support for Learning) (Scotland) Acts 2004 and 2009
- The Scottish Schools (Parental Involvement) Act 2006
- The Public Libraries Quality Improvement Matrix
- Creative Scotland
- Children and Young People's (Scotland) Act 2014; Getting it Right for Every Child (GIRFEC)
- Integrated Children's Services Planning (the source of most Early Years reporting)
- Scotland's Digital Future: A Strategy for Scotland
- The Public Libraries and Museums Act 1964

- Audit Scotland: Managing Performance - Are you getting it right?
- The Local Government in Scotland Act 2003
- The Early Years Collaborative
- The Raising Attainment for All Programme 2015

Safer and Inclusive Communities Service

- Implementation of the Inverclyde Local Housing Strategy 2011/16
- Development of Scottish Government Safer Communities Policies
- Scottish Government: The Effectiveness of Public Space CCTV Review
- The Housing (Scotland) Act 2014
- Licensing of Houses in Multiple Occupation: Statutory Guidance for Scottish Local Authorities 2012
- Implementation of the Food Standards Agency's E.coli O157: Control of Cross-Contamination Guidance
- Implementation of the Scottish National Road Safety Targets 2011/20
- Changes to local government responsibilities for health and safety at work
- Working and Learning Together to Build Strong Communities: Guidance for Community Learning and Development
- The National Youth Work Strategy 2014/19
- Literacy Action Plan 2010: An Action Plan to Improve Literacy in Scotland
- Reaching Higher: Building on the Success of Sport 21 (2007)
- Happy, Safe and Achieving their Potential: A Standard of Support for Children and Young People in Scottish Schools 2004
- Strategic Guidance for Community Planning Partnerships: Community Learning and Development 2012
- The Requirements for Community Learning and Development (Scotland) Regulations 2013

Organisational Development, Human Resources and Communications Service


- National Joint Council for Local Government Services: National Agreement for Pay and Conditions of Service
- The General Teaching Council for Scotland National Terms and Conditions
- The Employment Rights Act 1996
- The Employment Relations Act 2004
- Her Majesty's Revenue and Customs: Real Time Information
- Pensions Auto Enrolment
- The Parental Leave (EU Directive) Regulations 2013
- Inverclyde Council's Work Life Balance Policy 2014
- Shared Parental Leave and Statutory Shared Parental Pay from 5 April 2015
- Maternity Leave and Pay to be extended
- Review of The Working Time Regulations 1998 (Working Time Directive)
- TUPE Changes 2014
- Health and Safety at Work etc Act 1974 (and subordinate regulations)
- The Management of Health and Safety at Work Regulations 1999
- The Fire (Scotland) Act 2005
- The Fire Safety (Scotland) Regulations 2006
- The Workplace (Health, Safety and Welfare) Regulations 1992
- The Manual Handling Operations Regulations 1992
- The Provision and Use of Work Equipment Regulations 1998
- The Control of Substances Hazardous to Health Regulations 2002
- The Health and Safety (Display Screen Equipment) Regulations 1992
- The Control of Asbestos Regulations 2012


Regulatory and evaluative bodies

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

2.3 Customer focus

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

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

- food hygiene inspections of business premises under a new cross-contamination inspection regime (ongoing)
- an end of programme evaluation for all Community Learning and Development participants (ongoing)
- a survey of young people to ascertain the need for a town centre youth facility
- a survey of employee new starts and leavers (ongoing)
- feedback forms issued to all delegates attending corporate training courses (ongoing)
- online survey of applicants and the wider public using the national recruitment portal  [My Job Scotland](#) (ongoing)
- a Health and Wellbeing Survey 2013 in all secondary schools in Inverclyde, in partnership with the Health and Social Care Partnership (HSCP)
- the Survey was followed up with a Health and Wellbeing Conference for young people (#Clyde Conversations) in 2015
- the 2014 Budget Consultation process.

Between now and March 2016, we plan to engage with our stakeholders in the following ways:

- a new Employee Survey will be carried out in Autumn 2015
- Budget Consultation 2015/17 process
- School Transport Policy.

We also carry out formal and informal engagement with customers through pupil councils, parent councils and community groups, as well as ongoing engagement with individuals through the Community Wardens' service.

The educational psychology service (EPS) engaged in a Validated Self-Evaluation Activity (VSE) in partnership with the Education Authority, key local authority partners/stakeholders and HM Inspectors, Education Scotland. The themes reflect the Scottish Government's national priorities and relate to the

contributions made by the EPS to raising attainment, addressing disadvantage and supporting and implementing *Getting it Right for Every Child*. The evaluative activity enabled the EPS to evidence the impact and outcomes of early intervention and prevention across the full range of its service delivery.

Additional stakeholder services that we engage with include other public sector organisations and the voluntary sector through community planning and the development of the Single Outcome Agreement 2013/17. The Community Planning Partnership includes the Third Sector Interface which is the medium through which the Partnership engages with the voluntary sector.

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

2.4 Equality

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


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

Completed

- Pay Model/Equal Pay
- Stress Policy
- Conditions of Service
- Single Outcome Agreement 2013/17
- Inverclyde Libraries Service Plan 2014/15
- Inverclyde's Sexual Health Action Plan
- Inverclyde Sports Framework
- The Watt Library Complex Heritage Lottery Fund bid

Planned

- McLean Museum Service Plan
- Schools Transport Review
- Equality and Diversity at Work
- Supporting Attendance Policy
- Infection Control Policy
- Conditions of Service
- Respect and Dignity at Work
- 3 Year Plan for Community Learning and Development.

The Council also has a series of Equality Outcomes and every Service in the Directorate will continue to work towards the achievement of these during the next year. Details of the Council's Equality Outcomes can be viewed here  [Equality and Diversity](#).

The Council's overarching Equality Outcomes are:

1. through an increase in third party reporting facilities, people with protected characteristics feel safer within their communities and levels of hate crime are reduced
2. Council employees and Elected Members are able to respond confidently and appropriately to the needs of service users and colleagues who have protected characteristics

3. increased targeted engagement with Inverclyde's children, citizens and communities who have protected characteristics
4. all Services consistently gather and analyse information on their service users by protected characteristics, where appropriate, which is used to inform improvement planning.

In section 5 of this Plan, there are a number of improvement actions of particular relevance to delivery of the Council's duties under The Equality Act 2010. These have been gathered into the Council's Equality Outcomes document (which can be viewed via the above web link) to show how each service area is working to deliver the general and specific equality duties and work with people with protected characteristics.

The performance management of this document will help the Council to monitor how it is performing towards the achievement of its Equality Outcomes.

2.5 Sustainability of the environment

The Directorate supports implementation of the Council's flagship *Green Charter* environmental policy which aims to reduce energy and waste and promote the sustainable use of resources in the Council and across our community. For example, employees are encouraged to use the recycling facilities provided in Council premises or participate in our *Cycle to Work* scheme. The scheme is a Government-approved salary sacrifice initiative which allows staff to hire a bike and accessories to a value of £1,000 for the purpose of cycling to work (or for part of the journey). The project assists employees to reduce journey costs, traffic congestion and pollution; it also helps to support performance of one of our sustainable development performance indicators i.e. *to reduce CO₂ emissions within the scope of influence of the local authority*, also known as our *area-wide emissions*.

The Directorate's Services are encouraged to help the Council reduce its carbon emissions which in turn supports delivery of the Council's Carbon Management Plan 2011/16. Employees are provided with information to help them reduce their energy consumption in the office, for example, by switching off monitors when not using PCs; turning lights off; buying recycled paper; restricting the use of colour printing; considering the environment before printing any documents and turning taps off after use.

Our educational establishments also have a critical role to play in the implementation of our corporate *Green Charter* environmental policy by promoting sustainable development and environmental sustainability. It is vital that young people gain an early understanding of key environmental issues and become aware of ways they can make a difference through their personal actions. Our *Schools Green Charter* initiative therefore seeks to reduce the environmental impact of Inverclyde's educational establishments and help promote a culture of environmental sustainability by educating young people on the subject of sustainability. Every school in Inverclyde has signed up to the *Green Charter* with a view to taking actions to reduce their environmental impact and achieve the *Eco Schools Green Flag* award.

The delivery of our School Estate Management Plan aims to ensure that all Inverclyde schools are replaced or fully modernised by 2027. Mindful of research into the positive impact of good environmental conditions on pupil attainment, the designs for our new schools place a strong emphasis on natural ventilation, high levels of natural day light and appropriate temperature control, together with energy and carbon reduction measures.

To promote energy efficiency in our communities, the Directorate works in partnership with Home Energy Scotland (HES), the Inverclyde Home Energy Advice Team (iHEAT) and the Home Energy Efficiency Programme (HEEPS).

HES provides information about heating and insulating homes, saving energy and cutting costs. i.HEAT offers a free and impartial home visit service, as well as advice on all aspects of home energy use, including how to reduce energy bills. The Council also promotes grant availability and improved energy efficiency to owners through the HEEPS programme. To find out more about these services, visit [Home Energy Efficiency Services](#).

2.6 Risk management

The key risks that the Directorate faces include:

- financial - financial pressures are affecting all public sector agencies and the Directorate needs to closely monitor budgets to ensure service delivery remains efficient, effective and value for money;
- reputation - potential for lack of buy-in and support for local government benchmarking projects and equality and diversity outcomes could lead to non-compliance with legislation or adverse external criticism resulting in a negative impact on the Council's reputation;
- legal and regulatory - potential for lack of support and buy-in could lead to non-compliance with legislation particularly regarding The Equality Act 2010, the forthcoming Community Empowerment (Scotland) Act and the Statutory Performance Indicators Direction 2014; and
- operational and business continuity - potential for lack of consistency regarding definitions of competitiveness, possible inconsistencies in the roll-out of corporate systems and the potential for failure to implement policies and procedures could all have detrimental impacts on operational and business continuity.

The detailed risk management plan is attached at as Appendix 2.

2.7 Competitiveness

As part of the requirement to demonstrate best value, the ECOD Directorate sets out its approach to the competitiveness agenda as part of this CDIP.

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

The Audit Scotland *Best Value Toolkit 2010: Challenge and improvement* sets out the following definitions:

Challenge

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

Improvement

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

- It can demonstrate impact through improved service, or governance outcomes, and monitors and regularly reviews the quality and progress of its improvement activity.

Our self-evaluation guidance *Are we Getting it Right for Every Child, Citizen and Community?* supports the Directorate to carry out more robust self-evaluation, using data from a variety of sources which informs the development of improvement actions, including those set out in section 5 of this Plan. A variety of processes are used to gather the data which informs ongoing self-evaluation across the Council and is used to develop and adapt services to better meet the needs of customers.

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

The Council is currently involved in a number of LGBF benchmarking family groups around the topics of street sweeping, equalities, museums and human resources. The Acting Corporate Director, Education, also chairs the Looked After Children Family Group 4. The family group process is used to assess performance, learn from good practice, highlight the Council's own good practice to other authorities and deliver improvement across the councils who make up the groups.

In addition to the LGBF family groups, a number of the Directorate's service areas already participate in well-established benchmarking activity such as:

- environmental health via the Association for Public Service Excellence, with future development of trading standards
- health and safety
- HR policy
- Education Services benchmarking across local and national networks
- educational psychology benchmark with neighbouring services (Argyll and Bute, West Dunbartonshire, Renfrewshire, North Ayrshire)
- through the Scottish Attainment Challenge 2015 initiative, we will benchmark with the other six authorities involved
- for school attainment, virtual comparison is now possible through the INSIGHT ICT system; comparisons can be made at authority level, school level and wider achievement.

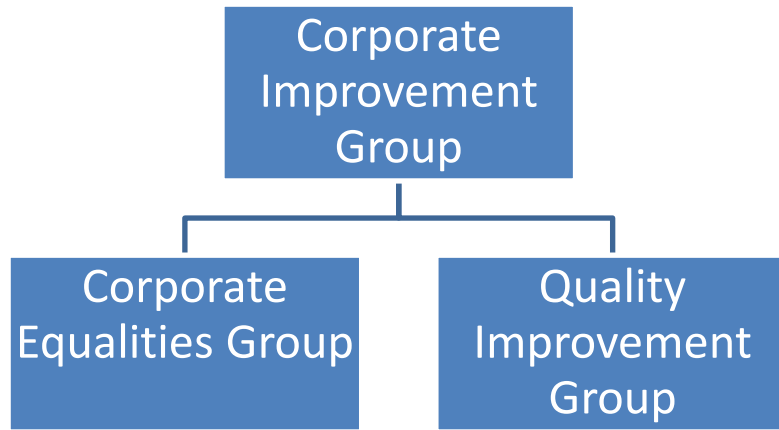
2.8 Corporate improvement groups

The Acting Corporate Director, Communities and Organisational Development and the Acting Corporate Director, Education have responsibility for a Corporate Improvement Group. This Group has two sub-groups covering equality and diversity and performance and improvement.

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

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

The current structure of the corporate improvement groups is:



3. Summary of Resources

The Directorate's budget for 2015/16 is outlined below

Expenditure and FTE numbers

Resource Statement: Education and Communities

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

4. Self-Evaluation and Improvement Plan

An Improvement Plan for the Directorate was approved in May 2013 and is subject to annual review. The purpose of the review carried out in Summer 2015 was to:

- assess what had been achieved in the two years since the original Plan was approved and update the document accordingly;
- consider any new challenges facing the Directorate;
- identify any new areas for improvement to be taken forward by the Directorate in 2015/16; and
- consider the progress that has been made towards achieving the targets set for the key performance indicators.

The refreshed Improvement Plan for the Directorate is attached at section 5. It has been developed based on robust self-evaluation using both formal (such as external audit) and informal self-evaluation techniques (such as service self-assessment).

New improvement actions have been added around:

- service reviews
- Corporate Directorate Improvement Plans
- closing the attainment gap - links to deprivation
- self-evaluation - Safer and Inclusive Communities Service
- Employee Survey 2015.

Improvement actions that have been completed in 2013/15 have been extracted from the original Plan and are included at section 5.4.

5. Education, Communities and Organisational Development Improvement Plan

Corporate Improvement Actions

5.1 Corporate Improvement Actions

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

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
CA2	<p>Performance</p> <p>Corporate Improvement Group</p>	<p><u>Corporate Equalities Group</u></p> <p>Through the work of a Corporate Equalities Group, guidance and support is being given to all Directorates regarding new legislative requirements arising from The Equality Act 2010</p>	<p>Requirements of the General Duty and Specific Duties are embedded in service delivery across all Directorates</p> <p>Service delivery better meets the needs of people with protected characteristics</p>	<p>Appoint a new Equalities Officer to replace previous post holder</p> <p>Increase representation on the Corporate Equalities Group to include a wider range of people with protected characteristics</p> <p>Through the work of the Equalities Officer, continue to provide appropriate advice, guidance and support to Council Services</p> <p>Timescale: March 2016</p>	<p>Council staff understand how they should engage with customers and colleagues with protected characteristics</p> <p>Specific Duties are met within required legislative timelines</p> <p>There is increased, targeted engagement with, and representation from, groups of service users who have protected characteristics</p> <p>Monitoring is in place across Services to identify whether there are any barriers to accessing services for people with protected characteristics</p>	Ruth Binks		<p>SOA2 SOA8</p> <p>Included Respected Responsible</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
CA3	Performance Corporate Improvement Group	<u>Competitiveness</u> Benchmarking and market testing is undertaken by a variety of Council Services, but no corporate definition or process is in place regarding competitiveness	Effective processes are in place to ensure challenge and improvement These are used consistently across Council Services	Enhancement of self-evaluation guidance and processes regarding competitiveness and challenge Timescale: December 2015	Self-evaluation guidance has more emphasis on competitiveness and challenge CDIPs better reflect competitiveness Benchmarking taking place across Council Services where efficiencies can be generated and best practice learned from	Angela Edwards	No resource implications	SOA8
CA6	Corporate Policy and Partnership Team	<u>Public Performance Reporting (PPR)</u> Performance information is currently available to the public on the Council's website, however, PPR is not as accessible and co-ordinated as it could be Information on performance is not communicated internally across Council Services	PPR is easily accessible to members of the public All Services play a role in making performance information accessible Employees are more informed about how the Council is performing as an organisation	Improve information on the Council's website from all Services Timescale: March 2016 Provide information in different formats Work with libraries to assess demand and facilitate access via the website to members of the public Timescale: March 2016 Utilise InView as means of providing	Information is available on the Council's website InView features performance articles Employees receive information in a format that is understandable to them	Angela Edwards	Costs associated with providing information in different formats	SOA8 Achieving but also contributes to Responsible and Included

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
				<p>performance information to all households</p> <p>Timescale: ongoing</p> <p>Provide information in different ways to ensure it is meaningful to employees at all levels of the organisation</p> <p>Timescale: ongoing</p>				
CA7	Corporate Policy and Partnership Team	<p><u>Inverclyde Performs</u></p> <p>Inverclyde Performs is accessible to all Services to monitor and manage performance</p> <p>Further work is required to ensure the system is utilised as a performance management tool to its full capacity</p>	<p>Inverclyde Performs is used:</p> <ul style="list-style-type: none"> - to record and report all performance across the Council - for both performance management and ongoing self-evaluation by managers, officers and Elected Members 	<p>Further training for Inverclyde Performs users</p> <p>Timescale: December 2013 with ongoing training thereafter</p> <p>Work with DMTs and EMTs to establish training needs and develop a training plan</p> <p>Timescale: March 2016</p> <p>Work with Services to identify which plans, strategies and projects should be developed on Inverclyde Performs</p>	<p>All relevant performance is information entered onto the system</p> <p>Inverclyde Performs is actively used by DMTs during meetings to monitor and manage performance</p>	Angela Edwards	Costs met from the existing budget for Inverclyde Performs	<p>SOA8</p> <p>Achieving Responsible</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
				Timescale: March 2016				
CA8	Corporate Policy and Partnership Team	<p><u>Single Outcome Agreement (SOA)</u></p> <p>The Scottish Government released new SOA guidance which all partners need to respond to.</p> <p>Currently there is no process in place to pool resources across the Community Planning Partnership (CPP)</p>	The new, revised SOA is available with new approaches developed to meet Scottish Government expectations, including preventative and early intervention work and policy and resources across the CPP	<p>Sub-groups set up to deal with resource development and measurement</p> <p>Timescale: March 2016</p>	Pooling of partner resources to deliver projects and early interventions	Angela Edwards	No cost implications	<p>All SOA Outcomes</p> <p>Contributes to all Wellbeing Outcomes</p>
CA9	<p>Safer and Inclusive Communities</p> <p>Health protection</p> <p>Community safety and wellbeing</p> <p>Public space CCTV/ Community</p>	<p><u>Data protection</u></p> <p>The Council makes use of CCTV for a number of purposes. These include community safety and crime prevention and building security and staff safety.</p>	All 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	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	<p>Review completed</p> <p>Findings of review implemented</p> <p><i>May 2015 update: A report will be submitted to the CMT regarding options for public space CCTV. The review will cover much wider use of CCTV and budget</i></p>	John Arthur	<p>Costs of review contained within current budgets</p> <p>Any costs likely to arise from the implementation of the review will be reported to committee</p>	<p>SOA2</p> <p>SOA8</p> <p>Safe Respected Responsible</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
	<p>Wardens Service/ASIST</p> <p>Corporate partners including Education Services and Legal and Property Services</p>		<p>protection</p> <p>Develop an overall corporate approach to image retention, maintenance, procurement and use</p>		<i>decisions.</i>			
CA10	All Services	<p><u>Environmental awareness</u></p> <p>Low levels of staff awareness of the Council's environmental agenda</p>	<p>Improved employee environmental awareness and understanding of the aims and objectives of the Council's Carbon Management Plan 2011/16 and corporate Green Charter</p>	<p>We will provide staff with information to encourage them to positively change their environmental behaviour</p>	<p>Increased awareness of the Council's corporate environmental agenda and positive changes in staff behaviour to support it</p> <p>Reduction in gas electricity and water consumption</p> <p>Reduction in business mileage</p> <p>Increase in recycling rates and a reduction in waste sent to landfill</p> <p>Number of staff that have received</p>	All		<p>SOA7</p> <p>Responsible</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
					information or training			
CA11	SOA6 Outcome Delivery Group	<p><u>Teenage pregnancy</u></p> <p>The number of teenage pregnancies is reducing however the number of under 16s in deprived areas is higher than those in less deprived areas</p> <p>Self-evaluation work has been carried out</p>	<p>Teenage pregnancy is below national average in target areas</p> <p>Supports are 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>The Health and Wellbeing programme is universally available</p> <p>A teenage pregnancy strategy is produced</p> <p>Timescale: to be agreed</p>	<p>Holistic approach to addressing this issue, drawing support and activity from a number of local agencies</p> <p>Base lining and self-evaluation for work will be carried out using the NHS Self-Assessment Tool produced for local authorities and their partners</p>	Ruth Binks/ John Arthur		<p>SOA6</p> <p>Nurtured Respected Responsible</p>
CA13	Community Learning and Development and the Corporate Policy and Partnership Team	<p><u>Community engagement</u></p> <p>Communities of geography and of interest are involved in the design and delivery of services but there is scope for this to be better joined up across Directorates and the Inverclyde Alliance</p>	<p>Activity on community engagement is properly planned, resourced and integrated across Directorates/ community planning partners</p> <p>The quality and impact of community engagement is measured and reported on</p>	<p>Build on findings and proposals emanating from a series of workshops/events held March 2014</p> <p>Create a cross-Directorate planning group with links to the Community Engagement/ Community Capacity Building Network</p>	<p>The quality and impact of community engagement is measured and reported on</p>	Angela Edwards/ John Arthur	Within existing resources	<p>SOA2</p> <p>Included</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
		The impact of community engagement is not monitored						
CA14	All	<p><u>Budget Work Plan 2015/17</u></p> <p>A number of Services are to be reviewed as part of the budget-setting process for 2015/17</p>	All service reviews have taken place and results fed into budget decision-making going forward	Progress with the 14 (out of 26) service reviews set out in the Budget Work Plan 2015/17		John Arthur/Angela Edwards/Ruth Binks		SOA2 SOA8 Included
CA15	All	<p><u>The Welfare Reform Act 2012</u></p> <p>The financial literacy, ICT and learning needs of adults assessed. Access to IT is mapped. Training for support workers is undertaken. Planning is underway in the context of the Financial Inclusion Strategy.</p> <p>Universal Credit will be introduced in October 2015.</p>	<p>All educational establishments have a full understanding of and are prepared for the potential impact of the Act</p> <p>A range of community-based learning programmes are available to meet identified needs</p>	<p>Continued implementation of the financial learning component of the Financial Inclusion Strategy</p> <p>Liaise with registered social landlords regarding the impacts of Welfare Reform</p> <p>Timescale: to be agreed</p>	<p>Able to meet demand for learning support</p> <p>All Services are aware of the impact of Welfare Reform on the delivery of their services</p> <p>Implement anti-poverty work actions across the Council</p> <p>Implement the actions in the Financial Inclusion Partnership Plan</p>	Ruth Binks/ Angela Edwards/John Arthur		SOA2 SOA6 Nurtured

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
CA16	Safer and Inclusive Communities Community Learning and Development	<u>Young Scot Cards</u> Young Scot cards are available to all secondary school pupils Cards can be used for free swimming, cashless catering, shop discounts, school trips, saving money, award points	System extended to include Kidzcards for children aged between 4 and 11 resident or attending school in Inverclyde	Negotiate with Young Scot to introduce Kidzcards in Inverclyde Establish systems and quality assurance procedures Develop Young Scot to be part of the cashless catering system Timescale: to be agreed	Cards in place	John Arthur		SOA6 Respected Responsible
CA17	Corporate Policy and Partnership	<u>New action: Service reviews</u> There is existing service review guidance but it requires to be updated in line with Audit Scotland's Report <i>Options appraisal – are you getting it right?</i>	An improved and common approach is taken to service review and options appraisal across the authority	Develop service review guidance, working with Services to ensure it meets the needs of service areas Timescale: March 2016	Service review guidance, including options appraisal, is available for Services to use	Angela Edwards	Within existing resources	SOA 8
CA18	Corporate Policy and Partnership	<u>New action: Corporate Directorate Improvement Plans (CDIPs)</u> The CDIPs will come to the end of	New CDIPs are in place for each Directorate for commencement on 1 April 2016 A HSCP plan is in place which meets	Develop guidance for Directorates Timescale: September 2016 Carry out a series of event to roll out the	CDIPs are completed for all Directorates Timescale: March 2016	Angela Edwards/all Directorates	Within existing resources	SOA 8 All Wellbeing Outcomes

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
		<p>their planning period in March 2016</p> <p>There are new arrangements for the Health and Social Care Partnership (HSCP) regarding the development of a strategic plan</p>	<p>the expectations of the Health Board, Inverclyde Council and the Scottish Government</p>	<p>new guidance and support Services to develop new Plans</p> <p>Timescale: September/October 2015</p>				
CA19	Corporate Policy and Partnership	<p><u>New action: The Community Empower (Scotland) Act</u></p> <p>There is a new requirement in the forthcoming Community Empower (Scotland) Act for local authorities/ Community Planning Partners (CPP) to take a locality planning approach to tackling inequalities</p> <p>Inverclyde Alliance the HSCP have agreed what the localities are for Inverclyde</p>	<p>There are locality profiles for the agreed localities across Inverclyde, mapping assets and issues</p> <p>Services/CPP partners use these profiles to plan service delivery, targeting inequalities and working to reduce them</p>	<p>Bring the improving data analysis group together to gather information around the agreed localities</p> <p>Publish locality profiles for access by Council Services and communities</p> <p>Develop Locality Plans for Port Glasgow, Greenock East and Central and Greenock South and South West.</p> <p>Timescale: September 2016</p>	<p>Locality plans are available for Port Glasgow, Greenock East and Central and Greenock South and South West.</p>	Angela Edwards	Within existing resources	

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
CA20	Corporate Policy and Partnership	<p><u>New action: Single Outcome Agreement (SOA) 2017 onwards</u></p> <p>The current SOA is coming to the end of its planning period and a new document will require to be drafted for 2017 onwards</p> <p>The Community Empowerment (Scotland) Act has implications for the SOA, for example, locality planning and tackling inequalities</p>	<p>Community engagement has taken place to help develop the new SOA and to assess whether the current outcomes are appropriate</p>	<p>Carry out a strategic assessment to inform the new SOA, including engagement with communities</p> <p>Use locality profiles to inform development of the SOA</p> <p>Timescale: March 2017</p>		Angela Edwards	Within existing resources	All SOA and Wellbeing Outcomes
CA21	Corporate Policy and Partnership	<p><u>New action: Community justice transition to community planning</u></p> <p>The Community Justice Bill has been introduced to</p>	<p>Arrangements are in place in Inverclyde for Community Justice.</p> <p>The CPP is ready to fulfil a scrutiny and improvement role around community</p>	<p>Follow any regulations and guidance to come from Scottish Parliament regarding the Community Justice Bill when it is enacted.</p> <p>Corporate Police and partnership will work</p>	<p>Local Community Justice Outcome Improvement Plan in place.</p> <p>Capacity building training has taken place with CPP partners.</p>	Angela Edwards	Three year transition funding from Scottish Government will fund a post within the HSCP to support this	

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
		parliament. There is an expectation that Community Justice Authorities will now come under Community Planning, with responsibilities devolved to all 32 CPP areas.	justice.	closely with Criminal Justice Social Work and other relevant partners to develop a local approach to community justice.			work.	
CA22	Corporate Policy and Partnership	<p><u>New action: Local Government Benchmarking Framework Family Groups</u></p> <p>A number of family groups have been established by the Improvement Services on themes including looked after children, museums, equalities, street cleaning and human resources</p>	We have benefitted from participating in the Family Groups, for instance, by sharing examples of best practice and continuous improvement	By participating in the Family Groups, as resources allow	Continuous improvement is achieved across the themes of the Family Groups	All appropriate Council Services	Within existing resources	SOA 6 Wellbeing Outcomes, as appropriate

Cross-Directorate Improvement Actions

5.2 Cross-Directorate Improvement Actions

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

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
CD1	Cross-Directorate	<p><u>PE Provision</u></p> <p>100% of secondary schools are providing a minimum of 3 periods of PE per week. 80% of primary schools are meeting the target of 2 periods of PE per week.</p>	<p>100% of primary schools achieving two periods per week of quality PE</p>	<p>PE plan implemented</p> <p>Number of schools providing minimum 2 hours PE to be increased</p> <p>Timescale: June 2015</p>	<p>All schools in Inverclyde will have at least two periods of quality PE per week</p> <p>Improved levels of fitness in school children</p> <p>Achievement of the Curriculum for Excellence's health and wellbeing experiences and outcomes</p>	John Arthur/ Ruth Binks	<p>Funding for PE Co-ordinator from Sport Scotland/ Education Scotland</p> <p>Any additional costs required to make achieving the target possible will be reported to committee</p>	<p>SOA4 SOA6</p> <p>Healthy Achieving Active</p>
CD2	Cross-Directorate	<p><u>Tackling violence and knife culture</u></p> <p>Initiatives to tackle violence and the culture of knife carrying have contributed to a reduction in incidents. However, violence and bullying, including cyberbullying remain a concern for our young people.</p>	<p>Further reduction in the incidents of violence, knife crime and bullying</p> <p>The Mentors in Violence Prevention (MVP) Programme is embedded in all secondary schools</p>	<p>Roll-out of the MVP Programme to other secondary schools</p> <p>Violence prevention programmes including <i>No Knives Better Lives</i> are developed and sustained</p> <p>The anti-bullying policy is fully implemented</p> <p>This work will be planned and monitored</p>	<p>Reduction in incidence of knife crime, bullying and gender-based violence</p> <p>Increase in the number of young people using privacy settings on social networks</p> <p>Longitudinal research shows evidence of</p>	John Arthur/ Angela Edwards	<p>Staff costs to be contained within budget</p> <p>Cost of residential training events in schools</p> <p>6 x £1,000 x 3 years</p>	<p>SOA6</p> <p>Healthy Safe</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
		Mentors in Violence Prevention (MVP) delivered in 2 secondary schools		on behalf of the Directorate by the Inverclyde Community Safety Partnership Timescale: ongoing depending on interest of educational establishments	changing attitudes			
CD3	Cross-Directorate	<u>Volunteering</u> There are a range of opportunities for volunteering in schools and the community Scope to improve co-ordination and the number/quality of opportunities and increase associated opportunities for accreditation	Opportunities for volunteering are co-ordinated and quality assured The number of opportunities is increased The numbers gaining accreditation for volunteering are increased	Co-ordinate planning for volunteering across establishments, CLD, the Youth Employment Activity Plan and the voluntary sector Identify opportunities for accreditation Timescale: to be agreed	Increased number of volunteering opportunities Increase number of people achieving accreditation through volunteering Stronger partnership with CVS Inverclyde is evident	Ruth Binks/ John Arthur	No resource implications	SOA2 SOA6 Achieving Nurtured Respected Responsible
CD4	Cross-Directorate	<u>Literacy</u> Evidence of good practice and improved literacy outcomes from early years to adulthood	The 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 (Links to ED8: Scottish Attainment Challenge/Raising Attainment for All) Timescale: to be agreed	Improved self-evaluation practice Continuous Improvement Team Leads assess progress Improved outcomes for literacy in the context of the Curriculum for	John Arthur/ Ruth Binks	Training costs	SOA6 Achieving Nurtured Included

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
					<p>Excellence's broad general education</p> <p>Increased participation in youth and adult literacies programmes</p> <p>Increased numbers achieving core skills accreditation</p> <p>Improved literacy attainment levels</p>			
CD5	Cross-Directorate	<p><u>Strategic Guidance for Community Learning and Development (CLD)</u></p> <p>The Directorate has a lead role in the development of the implementation plan for Strategic Guidance for CLD, which includes taking forward elements of the Community Empowerment (Scotland) Act as well as compliance with the statutory instrument for CLD.</p>	<p>Implementation plan in place</p> <p>Progress made in realising the outcomes of the CLD Strategic Guidance, specifically: improved life chances for people of all ages, including young people in particular, through learning, personal development and active citizenship; and stronger, more resilient, supportive, influential and inclusive communities</p>	<p>Develop an implementation plan using the process agreed at the Education and Communities Committee, with an emphasis on involvement with SOA Outcome Delivery Groups</p> <p>Establish priorities and a baseline for measuring progress towards achievement</p> <p>Timescale: to be agreed</p>	<p>Implementation plan developed</p> <p>Improvements agreed against outcome indicators</p>	John Arthur		<p>SOA2</p> <p>Included Respected Responsible</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
CD6	Cross-Directorate	<p><u>Learning communities</u></p> <p>Some mapping and planning is already undertaken around Her Majesty's Inspectorate (HMIe) of Education's delineated learning communities. However, community use of schools is not fully developed and there is scope for this to be better co-ordinated.</p>	<p>Improve joint planning with partners including schools to create a network of learning communities with increased community use of schools</p>	<p>Pilot learning community in one identified area</p> <p>Set a process in place in line with HMIe advice and guidance</p> <p>Timescale: to be agreed</p>	<p>Self-evaluation against Education Scotland Advice Note 2 and new quality illustrations for CLD</p>	John Arthur/ Ruth Binks		<p>SOA2</p> <p>Achieving Healthy Respected Responsible</p>
CD7	Cross-Directorate	<p><u>Employability</u></p> <p>There is evidence of good practice and provision to support young people and adults to attain and sustain employment. However, there is scope for the quality of provision to be improved and for better co-ordination of activities.</p> <p>The Youth Employment Activity Plan is under review nationally.</p> <p>Developing the Young</p>	<p>Youth Employment Activity Plan implemented and able to evidence improved practice and outcomes for employability across providers and partnerships</p> <p>The employability component of the Adult Learning and Literacy Action Plan is integrated within the Scottish Government's document <i>Working for Growth: A Refreshed Employability</i></p>	<p>Implementation and robust evaluation of the Inverclyde Youth Employment Activity Plan</p> <p>Implementation and robust evaluation of the employability component of the Adult Learning and Literacy Action Plan, integrated within the <i>Working for Growth: A Refreshed Employability Framework for Scotland 2012</i></p> <p>Timescale: to be agreed</p>	<p>Improved outcomes for young people participating in employability programmes: positive destinations; accreditation and literacy</p> <p>Improved outcomes for adults participating in employability programmes: positive destinations; accreditation and literacy</p> <p>Increase in the number of adults gaining qualifications</p>	Ruth Binks/ John Arthur		<p>SOA 3 SOA6</p> <p>Achieving Included</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
		Workforce – Scotland’s Youth Employment Strategy was published in December 2014 by the Scottish Government.	<i>Framework for Scotland 2012</i>		for the first time Deliver on <i>Developing the Young Workforce: Scotland’s Youth Employment Strategy 2014</i>			
CD8	Cross-Directorate	<p><u>Children and Young People (Scotland) Act 2014</u></p> <p>Definition and assessment of ‘wellbeing’ and the provisions for a ‘Named Person’ service and a ‘child’s plan’ scheduled to be introduced in August 2016</p> <p>GIRFEC Champions have been established in every educational establishment with bi-annual updates as part of the dissemination</p> <p>Two main work streams across Education Services and the HSCP have been established to progress the ‘Named Person’ service and</p>	<p>Fully implement the GIRFEC model and the use of wellbeing outcomes through the GIRFEC Champions approach</p> <p>Business processes across Education Services, the HSCP and partners to support implementation of the Act</p> <p>Guidance on the ‘Named Person’ service and the Single Planning Process across Education Services and the HSCP in place</p> <p>A training strategy, both single and multi-agency, is in place</p>	<p>Implementation of GIRFEC</p> <p>Consultative approaches adopted</p> <p>Training strategy delivered, both single and multi-agency</p> <p>Multi-agency implementation, tutoring and awareness-raising</p> <p>SEEMIS training in relation to the Child’s Plan for all primary and secondary staff, as appropriate</p> <p>Timescale: by August 2016</p>	<p>A consistent approach is in place in terms of planning the Inverclyde Delivery Model - GIRFEC Pathway</p> <p>Business processes and paperwork to support will be in place</p>	Angela Edwards/Ruth Binks		<p>SOA6</p> <p>Contributes to all Wellbeing Outcomes</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
		the Single Planning Process	Fully implemented by 2016 SEEMIS Child's Plan for single agency in place in primary and secondary schools					
CD 10	Cross-Directorate	<u>Early Years Collaborative (EYC)/ Nurturing Collaborative</u> Inverclyde Nurturing Collaborative – Early Years was established in February 2014. A programme manager is in post until March 2016. A number of improvement projects and tests for change are underway. The nurturing collaborative has presented on work locally at Scottish Government (SG) EYC learning sessions.	We are delivering tangible improvements in outcomes and reducing inequalities for vulnerable children in Inverclyde	Engagement in the EYC learning sessions run by the SG Development of an action plan focussed on early intervention and prevention in relation to the EYC 'stretch aims' Timescale: March 2015 Learning sessions are ongoing as and when arranged by the SG	Better maternal health Numbers of vulnerable parents/ parents-to-be who participate in parenting classes with positive outcomes Children receive the support they need to develop and reach their full potential Progress towards the achievement of the 'stretch aims'.	Angela Edwards/ Sharon McAlees	Early Years Change Fund resource of £47,000	SOA6 Nurtured
CD 11	Cross-Directorate	<u>Continuous Improvement Team</u> A Continuous Improvement Team has been established as a result of the	Embed the core functions of professional dialogue, development and pastoral support in continuous	Implement plans to further develop and share an understanding of excellent practice across establishments and learning	Consistent approaches to continuous improvement and self-evaluation are adopted across all educational	Ruth Binks		SOA6 SOA8 Achieving

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
		voluntary self-evaluation report to ensure that services fully implement the <i>Getting it Right for Every Child</i> concept	improvement work Ensure a more collective approach to continuous improvement and to further improving outcomes for all learners Consistent approach to self-evaluation A shared vision of what excellent self-evaluation looks like	communities Better partnership working regarding self-evaluation Timescale: 2015	establishments New guidance is embedded into practice Better outcomes are achieved for children and young people Consistently positive outcomes are achieved in inspections Inspections highlight joint planning and self-evaluation Planning and evaluation are in place across all establishments Timescale: 2015			
CD 12	Cross-Directorate	<u>Curriculum for Excellence (CfE)</u> Schools, early years establishments and learning communities are currently implementing CfE The end of session 2014/15 saw the	The CfE is being fully and effectively implemented across education establishments by confident staff who are delivering all pupil entitlements, providing high quality learning experiences, developing children	Work in partnership with Education Scotland to support and develop the confidence of staff to effectively deliver the CfE across all sectors and establishments Work in partnership with the Scottish	HMIe inspection reports, school review reports, school standards and quality reports, SQA results and pupil achievements provide evidence of children and young people demonstrating that	Ruth Binks/ John Arthur		SOA6 Achieving but also contributes to all other wellbeing outcomes

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
		<p>second year of delivering the new national qualifications and the first year for the option of delivering the new Higher</p> <p>In 2015/16, all schools are required to deliver the new Higher</p> <p>In 2015/16, all schools will deliver the new Senior Phase Model of the option of 6 subjects in S4</p>	<p>and young people as Successful Learners, Confident Individuals, Effective Contributors and Responsible Citizens, and improving outcomes for children and young people in their care</p> <p>Services are planning in partnership</p>	<p>Qualifications Authority (SQA) to support secondary teachers with continued delivery of the National Qualifications and input on the Higher and new Advanced Higher</p> <p>Fully embed the principles from Education Scotland's national <i>Building the Curriculum</i> documents to deliver better outcomes for all children and young people</p> <p>Implement the new Senior Phase Model</p> <p>Continue to monitor the quality and the use of P7 and S3 profiles in schools</p> <p>Timescale: Ongoing</p>	<p>they are Successful Learners, Confident Individuals, Responsible Citizens and Effective Contributors</p>			
CD 14	Cross-Directorate	<p><u>Engagement with young people</u></p> <p>A range of opportunities exists for young people to become active citizens</p>	<p>Young people across Inverclyde have a range of co-ordinated opportunities to be involved in decision making affecting their schools, services for</p>	<p>In partnership with Inverclyde's young people and community planning partners, progress the action points arising from the Health and Well Being</p>	<p>Increased opportunities for young people to participate</p> <p>Increased numbers of young people</p>	<p>John Arthur/ Angela Edwards/ Ruth Binks/ Sharon McAlees</p>		<p>SOA6</p> <p>Included Respected Responsible</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
		<p>in relation to their schools, services for young people and community. However, there is scope for strengthening links and for the impact of these activities to be enhanced.</p> <p>Chaired by the Children's Rights and Information Officer, a group has been established to develop an Inverclyde Youth Participation Strategy. Membership of the Group comprises representation from Council Services, the HSCP and partner organisations.</p>	<p>young people and communities</p> <p>Young people's voices are heard and their issues taken into consideration in service development and delivery</p>	<p>Survey conducted in secondary schools in 2014 and at the #Clyde Conversations follow-up event in March 2015</p> <p>Timescale: to be agreed</p>	<p>participating</p> <p>Decisions influenced by young people</p>			
CD 15	Cross-Directorate	<p><u>New action: Scottish Attainment Challenge</u></p> <p>The current levels of literacy and numeracy in the 6 primary schools involved in Phase 1 are: for literacy 65.5% and for numeracy 61.2% of Primary 1 pupils making appropriate progress</p>	<p>Improvements in the 2015/16 baseline figures for literacy and numeracy of 1% annually with the aim of giving all primary school-age pupils the best start in life</p> <p>Improvements in the 2015/16 baseline figures for attendance of 0.3%</p>	<p>Improvement plans are developed by the primary schools</p> <p>By coaching, mentoring and increased parental involvement in their children's education</p> <p>By implementing new techniques in teaching numeracy and literacy</p>	<p>Improvements in the 2015/16 baseline figures for literacy and numeracy</p> <p>Primary school-age children are given the best start in life</p> <p>Scottish Government funding of £711,670 is fully allocated and spent</p>	Ruth Binks/Head Teachers of the primary schools	Scottish Government funding of £591,670 and £120,000	SOA6 All wellbeing outcomes

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
		<p>The current level of attendance in the 6 primary schools involved in Phase 1 is 93.7%</p> <p>The 2014/15 Primary 1 school exclusion rate is zero per 1,000 pupils and for Primary 2 pupils is 2.5 per 1,000 pupils</p>	<p>annually</p> <p>Maintain Primary 1 exclusions at zero per 1,000 pupils and reduce Primary 2 exclusions annually by 0.5%</p>	<p>such as reciprocal reading</p> <p>Schools involved in Phase 1 in 2015/16 are All Saints, King's Oak, Newark, St Francis', Aileymill and St Andrew's (Primary 1 and 2 pupils)</p> <p>Schools involved in Phase 2 in 2016/17 will be Whinhill, St Joseph's and St Michael's (Primary 2 pupils)</p> <p>Schools involved in Phase 3 in 2017/18 will be St Patrick's, Lady Alice and St John's (subsequent year groups)</p> <p>Timescale: 2015/16-2017/18</p>				

Service Improvement Actions

5.3 Service Improvement Actions

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

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
Education								
ED1	Education	<p><u>Developing leadership in teachers</u></p> <p>We are currently implementing the CfE across all educational establishments. This transformational change sees schools (including early years establishments) and teachers as co-creators of the curriculum. It is critically dependent on the quality of leadership at all levels and on the ability of teachers to respond to the opportunities it offers.</p> <p>There is a need to ensure we target resources at improving teacher quality.</p>	Schools and early years establishments are supported with the implementation of the recommendations from <i>Teaching Scotland's Future 2010</i> (the Donaldson Report)	<p>Take steps to improve leadership capacity across all establishments</p> <p>Develop a new partnership with a University where there is shared responsibility for key areas of teacher education</p> <p>Review our professional review and development (PRD) process to ensure it meets the needs of all staff and will focus on professional needs</p> <p>Timescale: to be agreed</p>	<p>Number of staff with formal leadership qualifications</p> <p>Range of continuing professional development opportunities for teachers and participation rates</p> <p>Training for those carrying out and participating in the PRD process</p> <p>Feedback from staff regarding the impact of the PRD process on teacher</p>	Ruth Binks/ Barbara McQuarrie		SOA6 Achieving

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
					confidence			
ED2		<p><u>Professional update</u></p> <p>The General Teaching Council for Scotland (GTC) sets out timescales on how teachers are to maintain their GTC status</p> <p>All teachers are required to engage in the professional update process, the aims of which are: 'to maintain and improve the quality of our teachers as outlined in the relevant Professional Standards and to enhance the impact that they have on pupils' learning (GTC for Scotland)</p>	% baseline of teachers who have undertaken professional update in 2015?	<p>Ensure teachers are maintaining their GTC status using professional update</p> <p>Timescale: ongoing</p>	% improvement on the number of teachers who have undertaken the 5-yearly professional update since 2015	Ruth Binks/ All teachers		<p>SOA6</p> <p>Achieving</p>
Inclusive Education, Culture and Corporate Policy								
IECCP1	Inclusive Education, Culture and Corporate Policy	<p><u>Pupil Support</u></p> <p>A range of support is in place to support pupils but this needs to be effectively structured</p>	Complete a reconfiguration of support staff infrastructure, making a more efficient use of resources and	This will be taken forward by the Review Reference group and sub groups. This will include:	Pupil support re-organised and reflects outcomes or review	Angela Edwards		<p>SOA6</p> <p>Achieving Nurtured Included</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
			teaching so that pupils needs are more effectively met	- a full audit including a survey and consultation with all stakeholders - development of model options base on the proposed direction Timescale: to be agreed				
IECCP2	Inclusive Education/ Educational psychology services	<u>Looked after and accommodated children (LAAC)</u> Looked after and accommodated children have higher exclusion rates and a lower rate of attainment, compared to their peers A cross-agency Strategic Leadership Development Group (SLDG) focusing on improving outcomes for looked after young people is in its second year. The Group developed an action plan and is progressing key areas. Regular progress updates at the Heads of Establishments meetings are provided by members of the SLDG.	Reduce the number of exclusions Improved attainment for LAAC	Roll out the <i>Positive Relationships and Positive Behaviour Policy</i> Proportionate visits to specific educational establishments by the Head of Service and Principal Educational Psychologist are planned to continue to highlight LAAC Timescale: ongoing	Tight monitoring of exclusion and attainment figures for children and young people who are looked after and accommodated will provide evidence of impact	Angela Edwards		SOA6 Achieving Included Nurtured

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
IECCP6	Libraries, Museum Archives	<p><u>New libraries</u></p> <p>Greenock Central: the library opened in its new Wallace Place location in January 2015</p> <p>Inverkip: public consultation meetings have taken place to discuss the new Inverkip community centre which includes proposals for a new library within it</p>	Improved library facilities in Central Greenock and Inverkip	<p>Full refurbishment of ground floor of Wallace Place to house Greenock Central Library</p> <p>Inclusion of library space within new community centre planned for Inverkip</p> <p>Timescale: 2015/16</p>	<p>Refurbishment plans will be available</p> <p>Plans for the new library in community centre will be available</p>	<p>Legal and Property Services</p> <p>Angela Edwards</p>		<p>SOA8</p> <p>Achieving</p> <p>Also contributes to Safe</p>
IECCP7	Libraries, Museum and Archives	<p><u>Adult learning service</u></p> <p>Computing classes all delivered on desktop PCs and most attendees are age 60+</p>	A modern and innovative digital participation hub utilising new technology and Wi-Fi to get people online with a particular focus on employability	<p>Innovative adult learning delivery and extension of partnerships with organisations such as Job Centre Plus (JCP) and Skills Development Scotland (SDS)</p> <p>Development of outreach techniques</p> <p>Timescale: by 31 March 2014</p>	<p>Formal partnerships established with JCP and SDS</p> <p>200 people take part in some basic IT or employability based learning with at least 50% of these being working age</p>	Angela Edwards	To be funded through Libraries revenue budget, plus external funding bids, where appropriate	<p>SOA3</p> <p>SOA8</p> <p>Achieving</p>
IECCP8	Libraries, Museum and Archives	<p><u>Improving library services for young adults (12-16 years)</u></p> <p>Library services for children are</p>	<p>Build on and extend the success of <i>Bookbug</i> in Inverclyde</p> <p>More engagement with the 12-15 age group</p>	<p>Detailed information is available in Inverclyde Libraries Service Plan 2014/15</p> <p>Timescale: March</p>	<p>Positive feedback from parents/carers</p> <p>5% increase in library users</p>	Angela Edwards		<p>SOA6</p> <p>SOA8</p> <p>Achieving</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
		comprehensive and of an excellent standard. Our services for older young people are not so well developed.	<p>More and better school/group visits focussing on information literacy and the CfE</p> <p>Build links with partners to improve the range of classes available</p> <p>Further development and promotion of eLibrary and training of staff</p>	2015	<p>aged 12-15 years</p> <p>10% increase in primary class visits</p> <p>Achieve number of learners target of 1,300</p> <p>At least 10% increase in issues of eBooks, eAudio and eMagazines</p>			
IECCP 10	Libraries, Museum and Archives	<p><u>New cultural hub for Inverclyde</u></p> <p>The Watt Complex is in need of a complete refurbishment and modernisation. A Round 1 bid was submitted on 30 November 2013 to the Heritage Lottery Fund (HLF) with the outcome due in May 2014.</p>	<p>Successful Round 1 HLF bid, plus development funding for Round 2</p> <p>If the bid is unsuccessful, an alternative plan must be put in place</p>	<p>Outcome of Round 1 bid due in May 2014</p> <p>If the bid is unsuccessful, an alternative plan, to be devised by the end of 2014</p> <p>Timescale: December 2014</p>	<p>Round 1 bid successful or alternatively contingency plans in place</p> <p>Alternative plans, if required, should be in place by December 2014</p> <p>Public engagement on the proposed project is underway</p>	Angela Edwards	<p>£3 million committed in the 2012/15 Capital Programme</p> <p>Further c. £3-4 million being sought in partnership funding</p>	<p>SOA2 SOA3 SOA6 SOA8</p> <p>Nurtured</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
IECCP 11	Libraries, Museum and Archives	<p><u>Archives</u></p> <p>Semi-organised archive with some cataloguing and management policies in place</p>	<p>Improved collections management</p> <p>Improved access and inclusion</p> <p>Improved management policies and procedures</p> <p>Better community engagement and learning opportunities</p>	<p>Further cataloguing of further records</p> <p>Increasing finding aids available online</p> <p>Conducting at least 3 class visits in the Watt Library;</p> <p>Creation of disaster plan and other management policies</p> <p>Take part in the McLean Museum's World War 1 commemorations</p> <p>Involvement in the Greenock Philosophical Society's bid to the Heritage Lottery Fund to digitise archives</p> <p>Timescale: by March 2015</p>	<p>1,000 more catalogue records</p> <p>2 further finding aids</p> <p>3 class visits</p> <p>Disaster plan created</p> <p>Contribution to World War 1 commemorations</p> <p>Greenock Philosophical Society Heritage Lottery Fund bid submitted</p>	Angela Edwards		<p>SOA8</p> <p>Nurtured Achieving Safe</p>
IECCP 13	Libraries, Museums and Archives	<p><u>School libraries</u></p> <p>School libraries are based in secondary schools and are standalone services, managed by individual schools. A link between school libraries, and</p>	<p>Secondary school libraries to work more closely together to share expertise and resources</p> <p>More involvement of public libraries in</p>	<p>Set up steering group to look at the issues and make recommendations by December 2014</p> <p>Timescale: December 2014</p>	<p>Steering group will have met and recommendations produced</p> <p>Action plan will</p>	<p>Angela Edwards</p> <p>Steering Group</p>		<p>SOA6</p> <p>Nurtured</p>

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		provision for primary schools, is made by the Education Resource Service but this will be discontinued by April 2015. There is no link or joint working between school and public libraries.	primary schools Closer working between public and school libraries with potential eventually for an integrated service providing efficient, joined up library services for the young people of Inverclyde		be in place			
Safer and Inclusive Communities								
SIC7	Safer and Inclusive Communities Community Safety and Wellbeing Public Health and Housing	<u>Housing repairs enforcement</u> The current enforcement policy has led to an unsustainable demand on the Service through formal enforcement actions Too many home owners are not accepting responsibility to repair their homes	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 Minimum formal enforcement role for the Council in future	Review the Housing Enforcement Policy Provide a range of information and signposting via various formats to householders to inform, advise and guide them in attending to matters of disrepair to their property Timescale: to be agreed	Increase in the number of information enquiries as opposed to demand for legislative intervention.	John Arthur	Existing budget Scheme of assistance	SOA2 SOA8 Healthy Respected Responsible

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SIC8	<p>Safer and Inclusive Communities</p> <p>Community Safety and Wellbeing</p> <p>Housing Strategy</p>	<p><u>Housing investment</u></p> <p>There is an ongoing reduction in Housing Investment Support in the Strategic Local Programme (SLP) 2012/15 approved by Scottish Government Housing Supply Division (HSD). This has an impact on new build refurbishment programmes</p>	<p>Adequate funding is available to meet affordable housing needs</p> <p>This action will be taken forward as part of the SOA Repopulation Outcome Delivery Group</p>	<p>SLP completed by 31 March 2015 to be achieved in partnership with registered social landlords (RSLs)</p> <p>Contributions in kind from Inverclyde Council and new and innovative funding proposals from RSLs will be developed</p> <p>Regular project team meetings and monitoring by the HSD will ensure the March 2015 timescale is met</p> <p>Timescale: March 2015</p>	<p>HSD approval of new, innovative, or alternative funding schemes</p>	John Arthur	<p>c. £6 million (funded from the Scottish Government HSD Affordable Housing Supply Programme)</p> <p>Progress will depend on the identification of other funding streams</p>	<p>SOA1 SOA2 SOA4 SOA7</p> <p>Healthy Responsible</p>
SIC9	<p>Safer and Inclusive Communities</p> <p>Community Safety and Wellbeing</p> <p>Housing Strategy</p>	<p><u>Home energy efficiency - private homes</u></p> <p>There is a need to improve home energy efficiency</p> <p>Privately owned housing proving more difficult to improve</p> <p>IC successfully sourced funds for improvement measures</p>	<p>Better take up of grants by private owners</p> <p>More use of new available measures for 'difficult to treat' houses</p>	<p>Promote grant availability and improved energy efficiency to owners</p> <p>Continue to target 'difficult to treat' houses for investment</p> <p>Timescale: March 2016</p>	<p>Grant take up increases and more homes become energy efficient</p> <p>Rise in the number of 'difficult to treat' houses receiving appropriate works and becoming</p>	John Arthur	<p>c. £0.9 million (Green Deal funding)* 2012/15</p> <p>* funded by the Scottish Government and energy suppliers</p>	<p>SOA2 SOA4 SOA7</p> <p>Healthy Respected Responsible</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
					energy efficient Overall increase in energy efficiency across all private tenures			
SIC12	Safer and Inclusive Communities CLD	<u>Adult learning</u> A range of high quality learning opportunities are available for adults, however, pathways which keep learners engaged across service and partner programmes are not well-developed	All adult learning provision is mapped and processes are in place to ensure no learner completes a programme without being encouraged to continue their learning	Map all adult learning provision, process developed and agreed with providers receiving public funding to support continued engagement Timescale: to be agreed	Mapping of provision completed Process agreed and implemented	John Arthur		SOA3 SOA4 SOA6 Achieving
SIC13	Safer and Inclusive Communities CLD	<u>Outreach activities for ethnic minorities</u> CLD is the main provider of English for Speakers of Other Languages (ESOL) and undertakes outreach activities to engage learners from minority ethnic communities in all adult learning and family learning programmes. However, there is scope to undertake further activity to overcome the	Barriers to participation in ESOL and adult learning programmes are overcome	Enhanced programme of outreach and engagement developed and in place Timescale: to be agreed	Increase in number of members of minority ethnic communities participating in ESOL and adult learning Increase in accredited learning for members of minority ethnic communities	John Arthur		SOA3 SOA4 SOA6 Included Achieving

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		barriers to participation experienced by members of minority ethnic communities.						
SIC14	Safer and Inclusive Communities CLD	<u>Community councils</u> Provision for supporting and promoting community councils and residents' associations is well established. However, current and planned changes to their roles create additional demands and challenges for community representatives.	All community representatives are skilled and confident in meeting the challenges of their changing role	By providing an enhanced programme of training and support for community representatives, including embedding of training in ongoing activities and meetings Timescale: to be agreed	Each community council is at full strength in term of numbers Community representatives report improvements in their skills and confidence to undertake their roles	John Arthur		SOA2 Respected Responsible
SIC 15	Safer and Inclusive Communities Corporate Policy and Partnership Team	<u>New action: Self-evaluation - Safer and Inclusive Communities Service</u>	Self-evaluation is embedded into the Safer and Inclusive Communities Service's everyday performance and management and planning processes	By conducting a Public Service Improvement Framework (PSIF) assessment for the Service and devising an action plan by X By implementing the action plan during 201X/X	Inception meeting has taken place by X PSIF assessment has been conducted by X Action plan devised by X Action plan implemented by X	John Arthur		SOA8 Achieving

Organisational Development, HR and Communications

ODHRC 1	OD, HR and Comms	<p><u>HR21 development</u></p> <p>The self-service element is currently being used in a number of Council Services, for example, HR, Finance, Legal and Property, Planning</p>	<p>The maximum number of employees are able to use HR21 to manage their personal information requests for leave, and employee development information etc</p> <p>Sickness absence recording and statistics are drawn from Chris 21</p> <p>Pensions auto-enrolment</p> <p>Real Time information for Her Majesty's Revenues and Customs</p>	<p>Software installation, process review to ensure compliance, liaison with the Pensions Regulator, the Strathclyde Pension Fund Office and the Scottish Public Pensions Agency</p> <p>Timescale: May 2013</p> <p>Roll out HR21 version 3 upgrade to allow equalities information to be updated</p> <p>Timescale: May 2014 onwards</p>	<p>HR21 self-service accessed by as many employees as practicable</p> <p>Increased use of management statistics for annual leave, equalities and the LGBF performance indicators compiled through Chris 21</p> <p>Skills data base available</p> <p>New starts auto enrolled, where eligible</p>	Barbara McQuarrie	Dependent upon system development	SOA8 Achieving
ODHRC 3	OD, HR and Comms	<p><u>Absence management</u></p> <p>The Council's 2014/15 absence rate is 11.1 days</p>	<p>Reduce the absence rate across the Council to below 9 days per annum</p> <p>Consider standardised reporting to align with the SOLACE indicators - complete</p>	<p>Continuation of automation of processes (links to ODHRC1)</p> <p>New HR interventions/ pilots to assist management and reduce absence level</p> <p>Report to CMT and the</p>	<p>Meeting or bettering the 9 days per annum target</p> <p>Improve on current SOLACE ranking</p> <p>Move to</p>	Barbara McQuarrie		SOA8 Healthy Nurturing

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
				Policy and Resources Committee on the standardisation of KPIs by April 2014 - complete Timescale: ongoing	standardised reporting based on days lost per FTE - complete			
ODHRC 4	OD, HR and Comms	<u>Gender equality</u> % of female employees in top 5% of earners The 2014/15 figure is 50.6%	% of female employees in the top 5% of earners is increased	Monitor application of Council's equal opportunities policies by Services Link with the Corporate Equalities Officer to include as part of overall Equality Strategy for the Council (links to action CA2) Timescale: to be agreed	Top 5% of earners who are female, measured through annual benchmarking return is improved	Allan Wilson		SOA8 Included Achieving
ODHRC 5	OD, HR and Comms	<u>Workforce Development Plan (WDP)</u> Implementation of the Workforce Development Plan 2013/16: theme1: Organisational Development - Planning for the Future theme 2: Leadership, Succession Planning and	The actions of each theme of the WDP have been delivered as included in the report to the Policy and Committee in March 2013	By carrying out the work identified in the 4 themes Timescale: as identified in the report to Committee	By annually reporting on the progress of the WDP to the Policy and Resources Committee	Allan Wilson		SOA8 Achieving Nurtured

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
		<p>Skills Development - Employees are our most valuable resource</p> <p>theme 3: Employer of Choice - Continuous Improvement</p> <p>theme 4: Grading and pay - equality and performance</p>						
ODHRC 6	OD, HR and Comms	<p><u>Policy development</u></p> <p>A number of corporate policies have been updated and placed on Icon</p>	Remaining corporate policies to be updated and brought into line with current legislation, case law and guidance/good practice	<p>Identify priority policies based on legislative need, risk to the Council and information gaps ie health and safety policies, Legionella, HR policies, discipline, family friendly</p> <p>Timescale: to be agreed</p>	Policies updated	Barbara McQuarrie		<p>SOA8</p> <p>Achieving</p>
ODHRC 7	OD, HR and Comms	<p><u>Corporate communications strategy (CCS)</u></p> <p>A corporate communications strategy is to be developed</p>	To have an agreed CCS	<p>Development of a CCS, working with Council Services and the CMT</p> <p>Timescale: June 2014</p>	<p>CCS in place, and better communication taking place across the Council</p> <p>Employee Survey results indicate employees feel communication</p>	George Barbour		<p>SOA8</p> <p>Achieving Nurturing</p>

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
					has improved			
ODHRC 9	OD, HR and Comms	<u>Website</u> The current website has not been reviewed for a number of years and sits low on the annual Society of Information Technology Management survey of UK council websites	Review and design a new Council website including online services	Review the content of the website via a cross-Directorate content review team Draft a new design and agree with CMT Timescale: January 2014	New look website launched with new content (the new website was launched on 26 May 2015)	George Barbour		SOA1 SOA8 Achieving
ODHRC 12	OD, HR and Comms	<u>Events</u> Ongoing series of events held throughout the year	Reviews to be carried out on certain events - Fireworks, Gourrock Highland Games and the Christmas lights switch-on events Improved events listing on the website	Cross-Service events group to be set up and to report to the CMT (link to the Website improvement action – ODHRC9) Timescale: June 2014	Events delivered on time and to budget New events listing on the Council website	George Barbour		SOA1 SOA8 Achieving
ODHRC 13	HR, OD and Communications	<u>New action: Employee Survey 2015</u> Employee Survey devised and circulated to all employees	Newsletter on the 2012 headline results issued to staff Employee Survey 2015 circulated throughout the Council An improvement on the 32% return rate from the 2010 Survey	By circulating a newsletter on the results of the 2010 Employee Survey Launching the 2015 Survey Report on the results devised for DMT, CMT and the Policy and	Newsletter circulated by Autumn 2015 Survey issued in Autumn 2015	S. McNab	£X	SOA8 Respected Included

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
			An improvement on the performance of the two statutory performance measures included in the Survey	Resources Committee Newsletter on the 2015 headline results issued to staff Devising an improvement plan in response to feedback provided by employees				

5.4 Completed Improvement Actions 2013/15

During 2013/15 a number of improvement actions, i.e those that appear in the 'How will we get there?' column, were completed. These have been extracted from the improvement plan (above) and are noted below. Some improvement actions, such as the Corporate Equalities Group and the Nurturing Collaborative, continue to appear in the Improvement Plan for 2015/16. This is because there are further improvements in relation to these areas that the Directorate wishes to progress over the next year.

Ref no	Area of Directorate activity	Where are we now? (2015 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
CA1	Performance Corporate Improvement Group	<p><u>External Funding Group</u></p> <p>An External Funding Group has been established and an external funding officer post has been agreed</p> <p>Number of funding applications agreed 2012/13</p> <p><i>This remit for this Group now lies within the Environment, Regeneration and Resources Directorate</i></p>	<p>Establish development sessions for managers to support funding applications</p> <p>Work in closer partnership with community and voluntary sector</p>	Development group and Funding Officer to be more proactive in setting up training sessions/events	<p>Increased number of successful bids to external funds</p> <p>Development sessions well attended</p>
CA2 (in part)	Performance Corporate Improvement Group	<p><u>Corporate Equalities Group</u></p> <p>Through the work of a Corporate Equalities Group, guidance and support is being given to all Directorates regarding new legislative requirements arising from the Equality Act 2010</p>	<p>Requirements of the General Duty and Specific Duties are embedded in service delivery across all Directorates</p> <p>Service delivery better meets the needs of people with protected characteristics</p>	Appoint an Equalities Officer to progress the Council's commitment to Equalities consistently across all Services to ensure better outcomes	Equalities Officer appointed
CA4 (in part)	Corporate Policy and Partnership Team	<p><u>Self-evaluation</u></p> <p>Some Services within the Council can demonstrate</p>	Self-evaluation is embedded into everyday performance management and planning processes	Training rolled out across Services and guidance distributed across the Council	All CDIPs are based on robust evidence obtained from self-evaluation

Ref no	Area of Directorate activity	Where are we now? (2015 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
		robust self-evaluation. This needs to be developed and good practice shared and rolled out across all Services.			All new plans/strategies are based on self-evaluation DMTs use Inverclyde Performs for ongoing self-evaluation
CA5	Corporate Policy and Partnership Team	<u>Strategic Planning and Performance Management Framework (SPPMF)</u> A new SPPMF has been agreed by the Council. Further work is required to ensure there is consistency in the understanding of both the SPPMF and wellbeing outcomes across the Council and its partners.	All employees are aware of the Council's vision, outcomes and values and these are embedded in service planning Integration of the wellbeing outcomes across all planning and performance management in the Council and Inverclyde Alliance partners	Make information readily accessible on Icon Develop information packs Provide further training sessions Provision of drop-in sessions to support Services in the development of plans and strategies (ongoing)	All strategies and plans refer to the GIRFECC vision and wellbeing outcomes Planning and performance management supports the delivery of the outcomes
CA8 (in part)	Corporate Policy and Partnership Team	<u>Single Outcome Agreement</u> The Scottish Government released new SOA guidance which all partners need to respond to. Currently there is no process in place to pool resources across partnership.	New revised SOA available with new approaches developed to meet Scottish Government expectations, including preventative and early intervention work and policy and resources across partnership	Hold workshops with all partners	The SOA 2013/17 has been published Scottish Government support the SOA 2013/17
CA12	SOA6 Outcome Delivery Group	<u>Health and wellbeing school survey</u> Fieldwork for the survey has been carried out with an 83% response rate across Inverclyde secondary schools.	Communicate information fully to schools in the first instance Engage with young people through a series of school summits to consider their responses and appropriate actions required across community planning partners	Schools will be fully appraised of information and will be actively engaged in addressing issues or development needs arising from the Survey Young people will be involved in ongoing	The results of the survey have been followed up in all Inverclyde secondary schools. In addition, a one day Community Planning event took place to focus on the survey results using an asset based approach. 250 people attended the Health and Wellbeing

Ref no	Area of Directorate activity	Where are we now? (2015 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
		We have now commissioned work at school and authority level to report on findings.	<p>as a result of these</p> <p>Use this information as a strong dataset as evidence base for improvement planning across the Community Planning Partnership</p> <p>Be in a position to re-commission a follow-up survey in 3-4 years' time</p> <p>Discussions with head teachers and senior management teams</p> <p>School summits organised with support from NHS GGC and Glasgow City Council, involving school communities and partner organisations</p> <p>Feedback relevant information to strategic and operational groups across the CPP</p> <p>Begin discussions for 2016/17</p>	<p>discussion and action planning with regard to their survey responses</p> <p>Groups are planning delivery and support based on the findings of the survey</p>	Conference for young people (#Clyde Conversations) which took place in March 2015 with a recall event held in June 2015.
CD1 (in part)	Cross-Directorate	<p><u>PE Provision</u></p> <p>100% of secondary schools are providing a minimum of 3 periods of PE per week but only 67% of primary schools are achieving 2 periods per week</p>	100% of primary schools achieving two periods per week of quality PE	PE co-ordinator recruited by May 2013	<p>All schools in Inverclyde will have at least two periods of quality PE per week</p> <p>Improved levels of fitness in school children</p> <p>Achievement of health and wellbeing experiences and outcomes</p>

Ref no	Area of Directorate activity	Where are we now? (2015 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
CD10 (in part)	Cross-Directorate	<p><u>Early Years Collaborative/ Nurturing Collaborative</u></p> <p>The Scottish Government has introduced an Early Years Collaborative to drive improvement, with a focus on early intervention and prevention</p>	We are delivering tangible improvements in outcomes and reducing inequalities for vulnerable children in Inverclyde	Establishment of the Nurturing Collaborative	Nurturing Collaborative established
CD15	Cross-Directorate	<p><u>General Teaching Council (GTC) requirements</u></p> <p>No clear guidelines and procedures in place to support teachers within the GTC's requirement for professional update</p>	Clear guidelines and procedures are in place	Set up a working group to produce guidance material to support teachers with professional update process	Number of teachers who successfully complete the update process on a 5 yearly basis
ED2	Education	<p><u>Teacher employment</u></p> <p>In November 2010, a national review (McCormac Review) was commissioned, the remit of which was to assess the current arrangements for teacher employment in Scotland</p> <p>As many of the recommendations made in the report of the McCormac review relate directly to teachers' 'terms and conditions of employment', they will require to be remitted to the Scottish</p>	Implement recommendations and advice from national reviews relating to teachers' terms and conditions of service	<p>Working closely with HR and teacher trade unions to ensure a smooth implementation of recommendations based on advice received from the SNCT</p> <p>Ensure planned changes are focus of work of informal Local Negotiating Committee for Teachers (LNCT)</p>	Feedback from HR, head teachers and informal LNCT meetings

Ref no	Area of Directorate activity	Where are we now? (2015 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
		Negotiating Committee for Teachers (SNCT) for negotiations between local authorities, the Scottish Government and teacher trade unions			
IECCP2	Inclusive Education, Culture and Corporate Policy	<p><u>Virtual school</u></p> <p>Inverclyde has no 'unknowns' in terms of positive school destinations</p> <p>The tracking of progress for a few pupils can be difficult</p>	<p>Establish a 'virtual school' for pupils who have proved more challenging to track in terms of progress and outcomes</p> <p>These pupils will be regularly tracked and monitored through the additional support needs monitoring forum.</p>	<p>Create a 'virtual school' which will be managed by a 'virtual team' at the centre</p> <p>This requires identification of pupils in out of authority placements</p> <p>Improved tracking and transition planning</p> <p>Better support provided for pupils identified</p>	<p>'Virtual school' established</p> <p>Better outcomes for specific group of pupils</p> <p>Better positive post school destinations</p> <p>Sustained positive destinations</p>
IECCP3	Inclusive Education, Culture and Corporate Policy/ Educational psychology services	<p><u>School Health and Alcohol Reduction Project (SHAHRP)</u></p> <p>The 3 year School Health and Alcohol Harm Reduction Research has just been completed. The research is aimed at finding out the impact of an educational package for secondary pupils which aims to tackle alcohol misuse amongst young people.</p> <p>External evaluation by the University of Liverpool</p>	<p>Increase understanding of the impact of alcohol misuse across S2/3 pupils</p> <p>Fewer pupils involved in alcohol misuse</p>	<p>The implementation of a teaching and training pack with young people through guidance and personal and social education teachers with the S2 cohort. First part of the research to be completed by 2015.</p> <p>Timescale: complete</p>	<p>Reduced negative incidents of young people involved with alcohol</p> <p>Greater awareness across young people of how to reduce harm caused by alcohol misuse</p> <p>Positive evaluation of the Project by schools</p>

Ref no	Area of Directorate activity	Where are we now? (2015 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
		The first phase of the research is complete and is in the process of write-up			
IECCP3	Inclusive Education/ Educational psychology services	<p><u>Communication-friendly schools</u></p> <p>A single campus is being constructed that will house St Stephen's High School and Port Glasgow High School</p> <p>An array of different communication approaches are at present used across these schools to meet the needs of learners</p> <p>A cross agency (the Health and Social Care Partnership, architects, Education employees) Communication Friendly Working Group has been established to assist in this process</p>	<p>Signage in and around the new campus will accommodate the communication needs of all learners</p> <p>Learners and adults in the new campus will have access to good quality information relating to the diversity of need across the campus</p> <p>All children and young people will be appropriately prepared for transition to the new campus</p> <p>Cross campus events will be a regular occurrence and these will also involve the local community</p>	The Communication Friendly Working Group has conducted a needs analysis of the developments required to take the aims identified forward. It has analysed the findings and used this exercise to formulate an action plan.	<p>Signage will be in place across the campus that meets the communication needs of all learners</p> <p>Staff and young people will have access to good quality information about the array of additional support needs across the campus</p> <p>Children and young people will have taken part in a transition exercise, which will be monitored by the Communication Friendly Working Group</p> <p>School staff will report to the Communication Friendly Working Group regarding cross campus events and community involvement</p>
IECCP9	Libraries, Museum and Archives	<p><u>Retain Museum accreditation</u></p> <p>The McLean Museum is accredited under the Arts Council England/Museum Galleries Scotland Scheme</p>	Maintain accredited status under the Scheme	Fulfil the requirements of the ACE/MGS Scheme in the areas of organisational health; collections; and users and their experiences	<p>Create and use appropriate procedural frameworks and policies</p> <p>Take action to enable the Museum to meet the required standard</p> <p>Make a successful application to</p>

Ref no	Area of Directorate activity	Where are we now? (2015 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
					MGS for accreditation renewal Museum is accredited under the scheme - in July 2015, the Museum retained its four star attraction status which is Visit Scotland's quality mark.
IECCP12	Libraries, Museum and Archives	<u>Museum services for young people (16-24 years)</u> The Museum does not currently engage well with the 16-24 age group	Work in partnership with the National Museum of Scotland (NMS) on a project for this age group entitled <i>Scotland Creates</i> with theme <i>A Sense of Place</i>	Liaise with the NMS Project Manager and Steering Group to create an exhibition/events programme	Presentation of exhibition/events to reach at least 100 young people aged 16-24 along with work placements for 4 young people and publicity for project via social media
SIC1	Safer and Inclusive Communities	<u>Health protection/food safety</u> The Food Standards Agency (FSA) has issued guidance on cross-contamination which the Council has a duty to roll out to businesses to protect the health of residents and safeguard the Council against the risk from failure to do so	All businesses where there is a risk to food safety arising from cross-contamination will have processes and procedures in place to eliminate or adequately control the risk in line with the guidance	Fully implement the FSA's cross-contamination guidance across businesses in line with the programme detailed in the Official Feed and Food Service Plan	All premises subject to the guidance will have received inspections focussed on cross-contamination in accordance the timetable set out in the enforcement policy
SIC2	Safer and Inclusive Communities Health Protection/Community Safety and Wellbeing Environmental Health and Trading Standards	<u>Environmental health/trading standards (EH/TS)</u> Current performance measures in EH/TS are inadequate to enable the service to adequately benchmark the quality and value for money of EH/TS services against those provided by comparable	We will be able to benchmark the services against those provided by both neighbouring and more comparable Scottish authorities to ensure that the services are performing as well as they can within the financial and structural circumstances they operate under	Working with APSE and other Scottish EH/TS services to develop a more meaningful basket of key performance indicators (KPIs) for these services to allow meaningful benchmarking Initial KPIs will be agreed to allow us to measure the	Performance and value can be measured accurately both against all Scottish LAs but more specifically against those LAs most accurately resembling Inverclyde

Ref no	Area of Directorate activity	Where are we now? (2015 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
		Scottish authorities		effectiveness and value for money of the service against all other Scottish local authorities (LAs)	
SIC3	<p>Safer and Inclusive Communities</p> <p>Health Protection</p> <p>Environment and Safety</p>	<p><u>Health and safety</u></p> <p>The constantly changing national policy on the enforcement of the Health and Safety at Work Act 1974, together with a decline in consistent engagement from the Health and Safety Executive, has led to a situation where enforcement priorities have become reactive rather than based upon a consistent agreed policy</p>	<p>The enforcement priorities of Inverclyde Council should be clear and understandable to local employers and to those likely to be affected by their actions, both employees and others</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> <p>Annual review to ensure it remains consistent with national policy</p> <p>Timescale: ongoing 2014/15</p>	<p>Health and safety at work strategy and enforcement policy approved and in place</p> <p>Strategy implemented and staff confident in its delivery</p>
SIC4	<p>Safer and Inclusive Communities</p> <p>Health Protection/Community Safety and Wellbeing</p> <p>Community Safety/Community Wardens Service/Problem Solving Unit/ASIST/CCTV update</p>	<p><u>Anti-social behaviour</u></p> <p>Changing patterns of anti-social behaviour and the success of the services put in place since 2005, and in particular in the last year to 18 months, has led to the need for the alignment of services with the changing needs of the community</p>	<p>Anti-social behaviour and community safety services are aligned with current needs and are able to quickly react to changing circumstances</p> <p>Match resources to community needs</p>	<p>A full review of anti-social behaviour and community safety services to be carried out</p> <p>The review will cover strategy and partnership working; a reassessment of priorities; and any reconfiguration of services required</p> <p>The majority of the recommendations of the review will be implemented in 2014/15, if approved</p>	<p>Review completed and recommendations implemented</p> <p>Improved community feedback in relation to feeling safe in local neighbourhoods</p>

Ref no	Area of Directorate activity	Where are we now? (2015 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
SIC5	<p>Safer and Inclusive Communities</p> <p>Health Protection</p> <p>Active Schools and Sports Development</p>	<p><u>Community sports hub</u></p> <p>Currently establishing the first community sports hub at Parklea</p> <p>Initial consultation just begun on a second hub</p>	<p>A minimum of 3 Community Sports Hubs will be established and fully operational in Inverclyde</p>	<p>First hub fully operational</p> <p>Second Hub fully operational</p> <p>Third hub fully operational</p>	<p>Community sports hubs developed and in use</p> <p>More residents using community sports hubs</p>
SIC6	<p>Safer and Inclusive Communities</p> <p>Health Protection</p> <p>Active Schools and Sports Development</p>	<p><u>Sports framework</u></p> <p>Currently in the process of developing a sports framework for Inverclyde with partners</p>	<p>Sports framework will be drafted, consulted on and finalised</p> <p>Group established to monitor implementation</p>	<p>Draft for consultation</p> <p>Final plan reported to committee and launched</p> <p>Annual review of implementation</p>	<p>Annual report of sports framework made to committee</p>
SIC10	<p>Safer and Inclusive Communities</p> <p>Community Safety and Wellbeing</p> <p>Environment and enforcement</p>	<p><u>Parking management and enforcement</u></p> <p>The removal of traffic wardens by Police Scotland has led to significant parking issues in Greenock town centre in particular</p> <p>Temporary funding has been put in place to address the problem in the short term</p>	<p>Parking is decriminalised and enforcement transferred to the Safer and Inclusive Communities Service</p>	<p>Transfer of enforcement following decriminalisation with fully trained team in place</p>	<p>Parking offences in the town centres are significantly reduced</p> <p>Positive impact on local retail economy</p>
SIC11	<p>Safer and Inclusive Communities</p> <p>CLD</p>	<p><u>Health and wellbeing of young people</u></p> <p>IYouthzone facility is providing a range of health and wellbeing activities and improving outcomes for</p>	<p>Similar facilities available for young people in Port Glasgow and Gourrock</p> <p>Improved outcomes for young people across Inverclyde</p>	<p>Identify suitable premises</p> <p>Develop funding package for refurbishment and running costs</p> <p>Establish new facility with a</p>	<p>Premises identified</p> <p>Funding bid developed</p> <p>The IYouthzone in Port Glasgow opened in March 2015.</p>

Ref no	Area of Directorate activity	Where are we now? (2015 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
		young people in the centre of Greenock. Large numbers of young people are travelling from Port Glasgow to use facility.		range of programmes to meet needs of the young people of Port Glasgow	
ODHRC2	OD and HR	<u>Recruitment portal</u> Portal available and in use across the Council	Recruitment portal to be upgraded On/Grasp software	Training/e-learning/development of new recruitment Handbook for Managers Move to Talent Link by January 2014 - Luminesse changing technology centrally	Improved portal functionality recording, selection and reporting including statistical analysis for equality purposes.
ODHRC8	Corporate Communications	<u>Social media</u> Limited use of social media in Education and Libraries and by Corporate Communications	Use of social media as a co-ordinated means of communication and customer contact across the organisation	Creation of social media guidelines for use across the Council and schools	Launch of social media guidelines across the Council
ODHRC10	Corporate Communications	<u>Press and media</u> Support committees and pre-agenda meetings Respond to press and media enquires Provide 24/7 emergency press and media cover	Review media relations protocol	Write draft media relations protocol and issue to CMT and senior Elected Members Carry out media training events for key Council staff	Media toolkit agreed and issued to key Council staff Media training events delivered to key Council staff
ODHRC11	Corporate Communications	<u>InView</u> InView delivered twice per year and published online	Design and layout reviewed Frequency of publication reviewed	Reader survey to be created to assess readership views of InView	InView design and layout updated in line with the readership survey results

Ref no	Area of Directorate activity	Where are we now? (2015 position)	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?
ODHR C13	Corporate Communications	<u>Public Information Notices (PINs) portal</u> Public notices published online	Council public notices published online	Redevelopment of the Council website and PINs published on the portal	Improvement service training arranged for key Council employees and public notices published online through the national PINs portal

6. Education, Communities and Organisational Development Performance Information

Key performance measures	Performance				Target 2014/15	Lower limit/ alarm	2014/15 Rank/national average
	2011/12	2012/13	2013/14	2014/15			
<p>Community Wardens:</p> <ul style="list-style-type: none"> high priority calls - % responded to within 30 minutes (SPI 063aK) medium priority calls - % responded to within 60 minutes (SPI 063bK) <p>source: Uniform database; Inverclyde Performs</p>	97.2	95.97	96.45	95.9	95	90	not applicable
<p>Corporate absence rate¹: sickness absence rate in days for all employees (SPI 009bS)</p> <p>sources: Local Government Benchmarking Framework (LGBF) Annual Return; Inverclyde Performs</p>	10.9	10.7	11.9	11.1	9	6	
<p>% of Performance appraisals completed (KPI 04)</p> <p>source: Inverclyde Performs</p>	70	37	79	83	75	65	
<p>Equal opportunities: % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers) (CORP 3b)</p>	47.6	47	49.3	50.6	54.3	47	

¹ the target for this indicator was changed in April 2014 from a % sickness absence to number of days lost

Key performance measures	Performance				Target 2014/15	Lower limit/ alarm	2014/15 Rank/national average
	2011/12	2012/13	2013/14	2014/15			
sources: LGBF Annual Return; Inverclyde Performs							
Number of library visits per 1,000 population (SPI 038aS) source: SPYDUS Libraries Management System; Inverclyde Performs	4,178	4,462	4,873	5,003	4,182	4,000	
Number of library issues per 1,000 population (SPI 038bK) source: SPYDUS Libraries Management System; Inverclyde Performs	2,936	2,702	2,759	2,474	2,897	2,752	
Computer facilities in libraries: number of users per 1,000 population (SPI 039K) source: Netloan Booking System; Inverclyde Performs	85	94	119	158	130	110	
Number of adult learners in Inverclyde libraries (SPI 040K) source: Inverclyde Performs	1,213	1,277	2,442	2,819	2,564	2,436	
Number of visits to/usages of council-funded or part funded museums per 1,000 population (SPI 037aS) source: Libraries and Museums Records; Inverclyde Performs	715	721	808	908	811	736	


Key performance measures	Performance				Target 2014/15	Lower limit/ alarm	2014/15 Rank/national average
	2011/12	2012/13	2013/14	2014/15			
% of employees that understand how their work contributes to the Council's aims (SPI 012K) source: Employee Survey	50 (2010 figure)	83 (2012 figure)	not available	next survey due Autumn 2015	88	83	not currently benchmarked
% of schools meeting the Scottish Government's targets for levels of quality PE per week: <ul style="list-style-type: none"> • primary - 3 periods • secondary - X periods (KPI 15) source: Inverclyde Performs	67	75	80	90	80		
% of Children walking or cycling to school (KPI 16) source: Inverclyde Performs	43.4 (2011 figure)	41 (2012 figure)	40 (2013 figure)		42 (2014 target)	39.9	
Number of adult learners achieving core skills qualifications (KPI 17) source: Inverclyde Performs	169	266	196	281	206	196	
Number of adult learners improving their literacies (KPI 18) source: Inverclyde Performs	555	557	562	562	590	561	

Key performance measures	Performance				Target 2014/15	Lower limit/ alarm	2014/15 Rank/national average
	2011/12	2012/13	2013/14	2014/15			
Number of tutors trained in the delivery of literacy and numeracy (across a range of accredited development and training Scottish Credit and Qualifications Framework [SCQF] levels 6-10) (KPI 19) source: Inverclyde Performs	19	16	23	18			
Number of tutors trained in the delivery of literacy and numeracy (across a range of non-accredited development and training) (KPI 20) source: Inverclyde Performs	25	31	32	35			
Rate of teenage pregnancy (under 16 years old) in Inverclyde (KPI 23) source: http://www.isdscotland.org	6.2 (2009/11)	4.6 (2010/12)	5.3 (2011/13)				
Number of young pregnant women/young mothers supported to remain in education/training/employment (KPI 24) source: Inverclyde Performs	new indicator for 2013/14		2	1	100% of young pregnant women/ young mothers	n/a	
% of Schools/early years establishments receiving positive inspection reports (SPI 051K) source: http://www.hmie.gov.uk/	100	100	100	100	100	95	

Key performance measures	Performance				Target 2014/15	Lower limit/ alarm	2014/15 Rank/national average
	2011/12	2012/13	2013/14	2014/15			
Attainment - S4:							
<ul style="list-style-type: none"> % of pupils reaching SCQF Level 3 in English and mathematics by the end of S4 (SPI 052aiK) 	97	97	97	no longer available			no longer available
<ul style="list-style-type: none"> % of pupils achieving 5 passes at SCQF Level 3 by the end of S4 (SPI 052biK) 	95	97	93	90.2	98	90	no longer available
<ul style="list-style-type: none"> % of pupils achieving 5 passes at SCQF Level 5 by the end of S4 (SPI 052ciK) 	33	35	36	37.8	38	30	available Feb 2016
source:							
Attainment - S5:							
<ul style="list-style-type: none"> % of pupils achieving one pass at SCQF Level 6 by the end of S5 (SPI 052diK) 	48	45	49	52.1	48		available Feb 2016
<ul style="list-style-type: none"> % of pupils achieving 3 passes at SCQF Level 6 by the end of S5 (SPI 052giK) 	26	25	26	30	26		available Feb 2016
<ul style="list-style-type: none"> % of pupils achieving 5 passes at SCQF Level 6 by the end of S5 (SPI 052fiK) 	13	10	12	11.8	12		available Feb 2016

Key performance measures	Performance				Target 2014/15	Lower limit/ alarm	2014/15 Rank/national average
	2011/12	2012/13	2013/14	2014/15			
source:							
Attainment - S6: <ul style="list-style-type: none"> • % of pupils achieving 3 passes at SCQF Level 6 by the end of S6 (SPI 052giK) • % of pupils achieving 5 passes at SCQF Level 6 by the end of S6 (SPI 052hiK) • % of pupils achieving one pass at SCQF Level 7 by the end of S6 	37	38	36.5	38.1	39		available Feb 2016
source:							
Attainment - looked after children: <ul style="list-style-type: none"> • % who achieved at least one qualification at SCQF Level 3 or better in the current diet of examinations (SPI 054aK) • % who achieved SCQF Level 3 or better in English or mathematics by the end of S4 (SPI 054bK) 	59.2	61.9	93	88.6	66.9		available Feb 2016
source:							

Key performance measures	Performance				Target 2014/15	Lower limit/ alarm	2014/15 Rank/national average
	2011/12	2012/13	2013/14	2014/15			
% Attendance rates:							
<ul style="list-style-type: none"> primary schools (SPI 050aiK) 	96	95	95	94.6	95	90	
<ul style="list-style-type: none"> secondary schools (SPI 050biK) 	93	92	92	91	92		
<ul style="list-style-type: none"> additional support needs schools (SPI 050ciK) 	94	93	92	91.6			
<ul style="list-style-type: none"> looked after children 							
source: Inverclyde Performs							
Exclusion rate per 1,000 pupils:							
<ul style="list-style-type: none"> primary 	5.5	5.3	3.5	1.3	no targets set		
<ul style="list-style-type: none"> secondary 	43.3	40.5	35.4	22.6			
<ul style="list-style-type: none"> additional support needs 	80.7	19.5	51.3	68.7			
<ul style="list-style-type: none"> looked after children – primary 	53.6	66.2	52.4	60.6			
<ul style="list-style-type: none"> looked after children – secondary 	262.1	405.9		232.3			
<ul style="list-style-type: none"> looked after children - additional support needs (KPI 48) 	409.1	76.9		352.9			
<ul style="list-style-type: none"> non-looked after children - 		3.8					

Key performance measures	Performance				Target 2014/15	Lower limit/ alarm	2014/15 Rank/national average
	2011/12	2012/13	2013/14	2014/15			
primary <ul style="list-style-type: none"> • non-looked after children - secondary • non-looked after children - additional support needs source: Inverclyde Performs		32.2					
School Leaver Destination Results: % of schools leavers into positive and sustained destinations (includes non-mainstream young people) source:  Destinations of Leavers from Scottish Schools	94.8	94.9	94	96	not applicable as a new national indicator is currently being developed		

7. Appendix 2: Risk register

Corporate Directorate Improvement Plan: Education, Communities and Organisational Development			Risk Status as at 31/7/15 for 2015/2016 Activity						
Risk category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)									
Improvement action	Risk no	Risk category	*Description of risk concern	Impact rating (A)	L'hood rating (B)	Quartile	Risk score (A*B)	Who is responsible? (name or title)	Additional controls/mitigating actions and time frames with end dates
CA2 Corporate Equalities Group	1	R/LR	<i>Improvement action is not supported at an operational level resulting in non-compliance with legislation. Factors of this risk include: lack of support/buy-in from Services; failure to provide adequate level of guidance and support to Directorates</i>	3	2	2	6.0	R. Binks	<p>The Corporate Equalities Group will continue to provide guidance and support to Directorates</p> <p>The Equalities Officer vacancy will be filled to progress the Council's commitment to equalities consistently across Services to ensure better outcomes</p> <p>Representation on the Corporate Equalities Group will be increased to include a wider range of people with protected characteristics</p>
CA3 Competitiveness	2	F/OC	<i>There is no corporate definition of competitiveness and therefore Services may be carrying out benchmarking and market testing in an inconsistent manner</i>	3	3	2	9.0	A. Edwards	<p>Self-evaluation guidance will be enhanced regarding competitiveness and challenge. This will include the definition of competitiveness and the process to be followed by Services.</p>

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Risk category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)

Improvement action	Risk no	Risk category	*Description of risk concern	Impact rating (A)	L'hood rating (B)	Quartile	Risk score (A*B)	Who is responsible? (name or title)	Additional controls/mitigating actions and time frames with end dates
CA13 Performance indicators	3	LR/R	<i>Fail to fully integrate the LGBF indicators into the performance management framework resulting in adverse external criticism. Factors of this risk include: lack of support/buy in from Services; baseline figures are not consistent across all relevant indicators; do not take account of benchmarking or best practice with other local authorities; indicators are not evidenced by robust management information.</i>	3	3	1	9.0	A. Edwards	Indicators will be input to Inverclyde Performs and Services will be requested to contribute to the development of the approach to reporting and benchmarking of the indicators Issues will be escalated as appropriate to CMT
CA14 HR21 Self Service	4	F/OC	<i>Fail to roll out HR21 to as many Services as reasonably practicable resulting in inconsistent processes and/or duplicate information sets being used to manage corporate HR information. Factors of this risk include; adequate resources are not available to project manage the roll out; Services do not engage in the exercise; inefficiencies are not identified and removed.</i>	2	3	3	6.0	S. McNab	Project plan will be put in place to manage requirements and ensure resources are in place including financial and people. This will require a training plan for staff. Engagement will require to take place with corporate communications and key Services

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Improvement action	Risk no	Risk category	*Description of risk concern	Impact rating (A)	L'hood rating (B)	Quartile	Risk score (A*B)	Who is responsible? (name or title)	Additional controls/mitigating actions and time frames with end dates
CD1 Increase PE provision in primary schools	5	F	<i>Insufficient people or financial resources resulting in target of 100% across all schools not being achieved. Factors of this risk include: PE plan is not implemented; unable to recruit PE co-ordinator; additional costs are not obtainable.</i>	3	2	2	6.0	R. Binks/ M. McNab	PE Co-ordinator recruited in March 2013. Funding for the post made available from SportsScotland/Education Scotland PE plan has been developed and implementation of the plan will be monitored on an ongoing basis
SIC10 Housing investment	6	F/R	<i>Fail to manage the impact of an ongoing reduction in housing investment support resulting in new build and refurbishment programmes being delayed or not able to be implemented. Factors of this risk include: project management is not effective; funding proposals are not developed or are not adequate; lack of buy in from registered social landlords.</i>	3	2	2	6.0	J. Arthur	SLP Project has a completion date of 31 March 2015 Contributions in kind (IC) and new, innovative funding proposals (registered social landlords) will be developed Regular project team meetings will be held and monitored by HSD. Issues will be escalated on a timely basis.

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Improvement action	Risk no	Risk category	*Description of risk concern	Impact rating (A)	L'hood rating (B)	Quartile	Risk score (A*B)	Who is responsible? (name or title)	Additional controls/mitigating actions and time frames with end dates
ED14 Looked after and accommodated children (LAAC)	7	R/OC	<i>Failure to implement policies and procedures impacts on the ability to achieve targets of reducing number of exclusions and improved attainment for LAAC. Factors of this risk include: schools are not appropriately engaged; lack of buy in from parents/carers/pupils.</i>	3	3	1	9.0	R. Binks/ A. Edwards	The Positive Relationships and Positive Behaviour Policy has been rolled-out. Engagement will require to take place with parents/carers/pupils, as appropriate.
CA8 Single Outcome Agreement	8	R/OC	<i>Lack of buy in from key partners for aspects of the strategic or business or service plan which would threaten the achievement of key Service objectives.</i>	3	4	1	12.0	A. Edwards	Additional legislation, buy-in via programmes such as funding sharing etc to embed the Nurturing Inverclyde approach. Identify new partners and identify and assess alternative delivery models with the view of moving towards a co-production model.

Risk category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)

Improvement action	Risk no	Risk category	*Description of risk concern	Impact rating (A)	L'hood rating (B)	Quartile	Risk score (A*B)	Who is responsible? (name or title)	Additional controls/mitigating actions and time frames with end dates
ED1 Developing leadership in teachers	9	OC	<i>Insufficient capacity threatens the Service's ability to meet customer demands. Inability to attract or retain appropriately skilled people threatens the Service's ability to deliver core services. Factors of this risk relate to general staff capacity, additional support needs implications /minimum staffing levels important, HR implications – for example, no time for training as management cannot be released from duties for training as they are often having to teach due to ongoing supply teacher issues.</i>	3.5	4.5	1	15.8	R. Binks	<p>Seek recognition of understanding of Education Service needs with HR, for example, HR to learn about service needs and operational demands/constraints. Look into setting up a service level agreement. It would be useful for the Service to have clarification of roles for HR and the Service, who does what and when.</p> <p>A dedicated resource of education-trained HR staff with continuous professional development for HR staff on certain issues e.g. teaching staff terms and conditions, meet the team, named person contacts, dedicated per specialism.</p> <p>Change focus of heads of establishments meetings so questions can be asked or tabled prior to meeting with response from HR.</p>

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Improvement action	Risk no	Risk category	*Description of risk concern	Impact rating (A)	L'hood rating (B)	Quartile	Risk score (A*B)	Who is responsible? (name or title)	Additional controls/mitigating actions and time frames with end dates
SIC2 Environmental health/trading standards	10	L/R/OC	<i>There is a risk associated with the level of service provision with the trading standards team currently operating at a minimum statutory level.</i>	2.5	4	3	10.0	J. Arthur	The Safer and Inclusive Communities Service will continue to work with APSE to improve benchmarking in this area. All statutory responsibilities covered.
ODHRC5 Workforce development plan	11	OC	<i>There is a risk associated with increasing workload which places ever increasing demands on multiple service resources where there are overlapping workloads. There has not been assessment/prioritisation done prior to cuts/re-organisation and therefore no assessment has been carried out of the possible effects of cuts in one resource have on relationship with others. This risk is ongoing with ever decreasing workforce. Corporate health and safety training will no longer be provided by the Health and Safety (H&S) Team. H&S advisors embedded within the Services will be centralised.</i>	4	5	1	20.0	S. McNab	Key projects have been identified as part of the Service contribution to the Directorate Plan. Progress is monitored via team meetings, DMT meetings and reported on to the Policy and Resources Committee. H&S are changing the way they work due to the decreased staffing level. A report has been presented to the Corporate H&S Committee outlining the key areas of H&S where there will be service reduction.

**Corporate Directorate Improvement
Plan: Education, Communities and
Organisational Development**

**Risk Status as at 31/7/15 for
2015/2016 Activity**

Risk category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)

Improvement action	Risk no	Risk category	*Description of risk concern	Impact rating (A)	L'hood rating (B)	Quartile	Risk score (A*B)	Who is responsible? (name or title)	Additional controls/mitigating actions and time frames with end dates
ODHRC5 Workforce development plan	12	L/R/OC	<i>There is a risk that our current job evaluation process increasingly falls foul of equality legislation and that, over time, the diligent approach to job evaluation becomes compromised by a loss of focus and influence of external factor, for example, Scottish Social Services Council registration. In addition, the existing scheme is being reviewed by COSLA and any changes will need to be considered and time taken to understand it before implementation.</i>	3.5	3	1	10.5	S. McNab	Review of the on-line job evaluation process with a view to replacing with the computer-based system before the COSLA review, due to equality issues
ODHRC6 Policy development	13	L/R/OC	<i>There is a risk associated with changes to the way H&D is delivered in the Council. This affects revisions to policy, guidance, training and advice because of lack of resources. The reduction in staff by one in 2014 reduced the general capability, specifically reactive capability.</i>	3.5	4	1	14.0	S. McNab	A plan to review policies has been developed. Development and review of policies is on track. Violence and Lone Working and Managing Contractors Policies have been ratified. The use of guidance in place of formal policy is being used where necessary to ensure that information is available in the interim.

8. Appendix 3: Budget Work Plan 2015/17

As part of the budget-setting process for 2017/18, the Council plans to carry out a number of service reviews. The ECOD Directorate is involved in the following reviews:

<u>Area</u>	<u>Action</u>	<u>Who by</u>	<u>Lead officer</u>	<u>CMT report timescale</u>	<u>MBWG report timescale</u>	<u>Committee report timescale</u>	
Pressures							
a.	CCTV	Options report (including cessation of service) to the CMT/Members' Budget Working Group (MBWG)	J. Arthur	Service Manager	Sept 2015	Oct 2015	Nov 2015
Savings							
a.	Additional support needs service review	Review to be reported to the Education and Communities Committee and potential savings/output impacts identified	A. Edwards	A. Edwards	Oct 2015	Nov 2015	Jan 2016
b.	Young persons' swimming	Report to the Education and Communities Committee looking at options for delivery taking into account current P6 and free swimming budgets	J. Arthur	Active Schools Manager/ Inverclyde Leisure	Sept 2015	Oct 2015	Nov 2015
c.	Community facilities service review	Inverclyde-wide review of the future provision of community facilities	J. Arthur	Inverclyde Leisure	Sept 2015	Oct 2015	Nov 2015

<u>Area</u>	<u>Action</u>	<u>Who by</u>	<u>Lead officer</u>	<u>CMT report timescale</u>	<u>MBWG report timescale</u>	<u>Committee report timescale</u>	
d.	Business support in schools	Review to be carried out with a view to achieving a saving from a review of all areas of business support in schools	R. Binks	R. Binks	Oct 2015	Nov 2015	Jan 2016
e.	Redesign of school and public libraries	Report to the Education and Communities Committee on overall impact and benefits	A. Edwards	Acting Libraries, Museum and Archives Manager	Oct 2015	Nov 2015	Dec 2015
f.	Waivers' policy	Review first 12 months of operation and report to Committee	J. Arthur	Service Manager	June 2015	Aug 2015	Sept 2015
g.	Whinhill Golf Course	Report following discussions with Whinhill Golf Club on ways to reduce the Council subsidy including income from a driving range. Report to the Education and Communities Committee	J. Arthur	J. Arthur	Dec 2015	Dec 15	Jan 2016
Capital							
a.	School Estates Management Plan (SEMP)	Acceleration proposals for the primary school programme to be reported to Committee via the CMT. Link to SEMP proposed saving.	R. Binks	R. Binks	Sep 2015	Oct 2015	Oct 2015
b.	Birkmyre Park	Options report to the CMT taking	J. Arthur	J. Arthur	Aug 2015	Sept 2015	Oct 2015

<u>Area</u>		<u>Action</u>	<u>Who by</u>	<u>Lead officer</u>	<u>CMT report timescale</u>	<u>MBWG report timescale</u>	<u>Committee report timescale</u>
	drainage	into account extra £150,000 allocated as part of the 2015/17 budget					
c.	Watt Complex	Options paper to go to the CMT and Committee regarding making the best use of remaining funding	A. Edwards	A. Edwards	Sept 2015	Sept 2015	Oct 2015
Policy developments							
a.	Credit union accounts for secondary school pupils	Detailed report required on how this could be implemented and the impact on credit unions	R. Binks	L. Varrie	Nov 2015	Nov 2015	Dec 2015
b.	Bike Trail - Gourrock Park	Further report to go to the Education and Communities Committee	J. Arthur	M. McNab	Aug 2015	Sept 2015	Oct 2015
Other issues							
a.	School transport	Report with costed options to the Education and Communities Committee	A. Edwards	A. Edwards	April 2015	June 2015 for update Aug 2015 for report	Sept 2015

Report To: Policy & Resources Committee **Date:** 22 September 2015

Report By: Corporate Director Environment, Regeneration & Resources **Report No:** LP/135/15

Contact Officer: Rona McGhee **Contact No:** 01475 712113

Subject: Environment, Regeneration & Resources Corporate Directorate Improvement Plan 2013/2016 – Annual Review

1.0 PURPOSE

- 1.1 The purpose of this report is to seek Committee approval for those aspects of the Environment, Regeneration & Resources Corporate Directorate Improvement Plan which fall within the remit of the Policy & Resources Committee.

2.0 SUMMARY

- 2.1 The Environment, Regeneration & Resources Corporate Directorate Improvement Plan was approved by the Policy & Resources Committee on 21 May 2013. Part of the process is to provide an annual refresh to Committee as well as providing updates on progress to every second meeting of the Committee. This is the final year of the 3 year improvement plan.
- 2.2 The refreshed Corporate Directorate Improvement Plan (CDIP) is attached as Appendix 1.
- 2.3 Updates against the refreshed Corporate Directorate Improvement Plan will be presented to every second meeting of the Committee as previously agreed.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee approve the refreshed Environment, Regeneration & Resources Corporate Directorate Improvement Plan 2013/2016.

Aubrey Fawcett
Corporate Director Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 The Council adopted a new approach to Corporate Directorate Improvement Planning to take effect from April 2013. Part of the process, in addition to producing a 3-year Corporate Directorate Improvement Plan, was that an annual review of the CDIP be carried out and reported to Committee.
- 4.2 In addition, it was agreed that an update on progress against actions and performance would be provided to service committees every second cycle.

5.0 CURRENT POSITION

- 5.1 The refreshed Corporate Directorate Improvement Plan is attached as Appendix 1.
- 5.2 The Environment & Regeneration Committee at the meeting held on 3 September 2015 approved those aspects of the Environment, Regeneration & Resources Corporate Directorate Improvement Plan 2013/2016 which fall within its remit
- 5.3 Once the revised CDIP has been approved then, as previously agreed, updates will be presented to the Policy & Resources Committee every second cycle.

6.0 IMPLICATIONS

Finance

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

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

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

Human Resources

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

Equalities

- 6.4 There are no equalities implications specifically arising from this report.

Repopulation

- 6.5 The Environment, Regeneration & Resources Directorate is integral to the Council's approach to slowing down depopulation and reversing this trend. The actions contained within the attached Corporate Directorate Improvement Plan will play a major role in delivering this Council commitment.

7.0 CONSULTATIONS

- 7.1 The revised Corporate Directorate Improvement Plan has been considered and approved by the Corporate Management Team.

8.0 BACKGROUND PAPERS

- 8.1 None.

Environment Regeneration & Resources Corporate Directorate Improvement Plan

2013-16



Inverclyde
council

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

Arabic

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

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

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

Hindi

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

Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

Polish

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

Punjabi

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

Urdu

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

Corporate Director Environment Regeneration & Resources.

Municipal Buildings Greenock PA14 ILY

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1. Introduction

- 1.1 On behalf of the Environment Regeneration and Resources Directorate, we are delighted to present our Directorate Improvement Plan for 2013 -16. The Directorate Improvement Plan is an integral part of the Council's strategic planning and performance management framework. It assists in shaping the strategic direction and key programmes, actions and improvements which the Environment, Regeneration and Resources Directorate will deliver in the period up to 2013-16.
- 1.2 Over the coming years, the Directorate will face challenges in delivering the Inverclyde Alliance's vision for Inverclyde, none more so than addressing the continued significant downturn in local and global economies and the decline in local population. The Directorate will also assist in the organisational transformation of Inverclyde Council. In this regard the Directorate will help deliver a future where:
- Inverclyde is seen as an area of outstanding success with significant physical, economic, cultural and social attributes
 - The 'gap', in terms of learning, attainment and prosperity, between other more successful areas and those currently in need, has significantly narrowed
 - We have confident and cohesive communities where people are actively engaged in the regeneration of their areas
- 1.3 In particular we will support major Initiatives including:-
- Roll out various initiatives aimed at stabilising the local population
 - Our physical assets and resources are efficiently and effectively managed
 - Our governance and administrative arrangements are appropriate for a 21st century customer facing organisation
 - We continue to implement the Flood Prevention Plan
 - We will continue to implement the Roads Asset Management Plan
 - Our recycling performance meets the Scottish Government recycling targets
 - We are implementing changes introduced through the Welfare Reform Act
 - Implementation of the School Estate Strategy continues, the new Port Glasgow Community Campus and refurbished St Columba's High School and Mearns Centre all opened in 2013 and refurbishment of Ardgowan Primary School commenced in April 2014. Design work is ongoing for refurbishment of St John's and Kilmacolm Primary Schools and a new replacement school for St Patricks Primary School.
 - Implementation of the Office Rationalisation programme with work completed in Wallace Place, former Central Library and Port Glasgow Offices refurbishment in 2014. Port Glasgow Office opened in May 2014, former Central Library Offices in October 2014 and Wallace Place Library offices in January 2015.
 - Development of the Depot Rationalisation programme continues.

- 1.4. We will lead and support significant regeneration and area renewal initiatives with external partner organisations namely, Riverside Inverclyde, and other organisations in the Inverclyde Alliance. We will also work alongside other Directorates and Partners to drive forward the delivery of Inverclyde's Community Plan, the Single Outcome Agreement and the Council's Corporate Statement. We will continue to manage the changes introduced by the Welfare Reform agenda supporting the Registered Landlords and community during the transition. We will continue to deliver further efficiencies and protect front line services.
- 1.5. This is a three year plan, which will support the delivery of the Corporate Statement [Getting It Right For Every Child, Citizen and Community](#). With the help of our partners we will review the plan on an annual basis to ensure the actions contained in it are still relevant to deliver the wellbeing indicators to support the vision – Safe, Health, Achieving, Nurtured, Active, Respected & Responsible and Included - SHANARRI.

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



Aubrey Fawcett Corporate Director, Environment Regeneration and Resources

2. Strategic Overview of the Directorate

- 2.1 The primary role of Environment, Regeneration and Resources Directorate is to bring together those services that support the regeneration of the area together with those that deal with the development and maintenance of the Council's physical assets and infrastructure to promote integrated working and enhance service delivery. To lead and deliver modernisation and continuous improvement across the organisation enabled through robust financial planning and management.
- 2.2. The Directorate is committed to delivering high quality professional and efficient services which are responsive to our customers' needs. To achieve a high standard of customer care and satisfaction through the effective delivery of our services and to deliver best value services to the Council and local stakeholders which provide positive outcomes for our customers. We will continue to listen and respond to our customers ensuring continuous improvement whilst maintaining and building upon strong working relationships with our customers and communities.
- 2.3. The Directorate was previously made up of 6 services however an approved management restructure, reduced this to 4 services from April 2015 with Legal and Democratic Services merging with Property Assets and with Facilities Management moving to the Environmental and Commercial Service and Finance and ICT Services merging into a single service.
- 2.4 The Directorate Management Structure below details the responsibilities within the current structure. More details of each Service remits and contact details can be found at the following links.

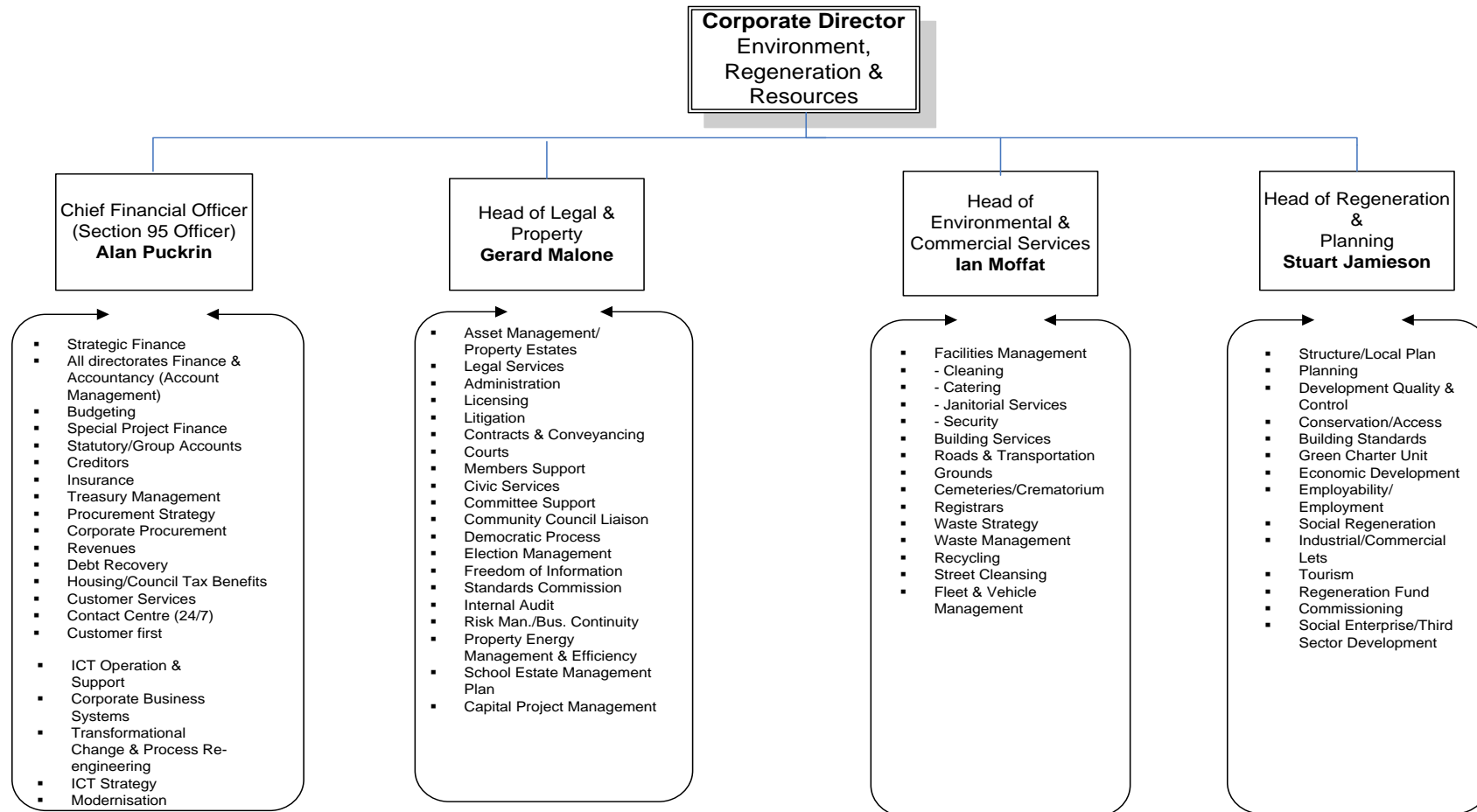
Finance Service

Legal and Property Services

Environmental and Commercial Services

Regeneration and Planning

Environment, Regeneration & Resources Management Structure



3. National and Local Context

National Context

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

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

Local Context

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

- Single Outcome Agreement.
- Corporate Statement 2013-17
- Equality agenda.
- Public Sector Improvement Framework Actions
- Play Area Strategy.

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

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

- The ongoing redevelopment of Inverclyde in partnership with Riverside Inverclyde and Registered Social Landlords.
- Direction of the Channel Shift project within Customer Services in line with the needs of the community
- The operational governance arrangements for how the Council interacts with its major service providers.
- The completion and ongoing implementation of the Council's Asset Management Plan.
- The Central Gourock, East Central Greenock and Port Glasgow Development projects
- Completion of the Strategic Leisure Sites strategy
- Improved linkages between social, cultural, economic and physical regeneration in Inverclyde.
- The implementation of the Risk Management Strategy

4. Customer Focus

- 4.1 The customer base of the Directorate is varied and wide. It includes all Inverclyde citizens, businesses, third and public sector partners, children and their parents as well as Registered Social Landlords (RSLs) In addition, the Directorate also provides support to colleagues within the Council through the functions of Finance, ICT, Procurement, Legal and Property Services.
- 4.2 Customer engagement takes place through a number of formal and informal routes. In some areas such as the preparation and production of the Local Development Plan there is a statutory obligation to consult with developers and consultants as well as other public sector and third sectors organisations. This is done through correspondence and meetings.
- 4.3. There are regular meetings with the business community to promote business support products and employability opportunities, presentations delivered to local architects and surveyors on changes to planning and building legislation. Procurement engagement at meet the buyer events. There was extensive consultation prior to and during the implementation of the parking strategy. Face to face engagement with Community Councils and school children to inform the planning of play areas. For all major schools projects extensive consultation takes place with staff, parents and pupils. Waste Collection has been consulting with local residents in advance and their views taken on board when designing new services such as food waste and glass collection services. There are a number of planned presentations and information sessions in respect of the overall waste strategy and regular feedback is encouraged and acted on.
- 4.4. Regular presentations and meetings take place with RSLs and third sector organisations to ensure that they are updated on changes to legislation affecting citizens on benefits and council tax reduction, this is particularly important as the changes introduced by the Welfare Reform Act 2012 are implemented. Every two years there is a citizens panel which provides feedback on service across the whole Directorate. The Customer Service Strategy has also highlighted plans to conduct surveys and questionnaires to provide feedback from the community.
- 4.5 The 2 year budget process 2015/17 included community consultation, the feedback from this process was very positive. This will engagement with the community will continue for the 2016/18 budget process and will commence late Autumn 2015 for the budget to be approved in February 2016.

5. Equality

- 5.1 The Environment, Regeneration and Resources Directorate is committed to ensuring equality of opportunity in everything that it does. The Head of Education chairs the Corporate Equality Group, which takes the lead in ensuring the Council meets its duties under the Single Equality Act 2010.
- 5.2 Services carry out Equality Impact Assessment on any new or significantly changing policies and strategies as well as on budget savings. EIAs completed or planned by the Directorate include:
- Inverclyde Core Paths Plan (completed)
 - Inverclyde Economic Regeneration Strategy (completed)
 - Inverclyde Local Development Plan:
Main Issues Report (MIR) and post MIR (completed)
 - Inverclyde Local Development Plan:
Proposed Plan (completed)
 - Customer Service Strategy (completed)
 - DHP & Scottish Welfare Fund (completed)
 - Digital Access Strategy
 - 2015/17 Budget Proposals (completed)

6. Environmental Sustainability

- 6.1 Environmental Sustainability is a key consideration across the Directorate both internally and externally. Through the Carbon Management team the Directorate is educating employees on the importance of recycling office waste, importance of turning off monitors and heating when not in the office. There is a sustainability assessment carried out by procurement for all goods and services over £50,000.
- 6.2 Considerable efforts within the Environmental and Commercial Services are contributing to the Council's and Scotland's sustainability strategies through a number of service areas such as recycling and waste reduction initiatives, newer, cleaner less polluting vehicles, lower energy street lighting and reduced impact road and pavement repairs.
- 6.3 ICT have introduced a number of initiatives to reduce the Council's energy consumption and therefore reduce our Carbon footprint including energy efficient PCs and servers along with Night Watchman which is an automatic scheduled shutdown. Planned work in the data centre includes reducing the number of servers with energy efficient lighting and fewer and more energy efficient air conditioning unit.
- 6.4 Property Services works towards improving the sustainability of the Council's Property Estate in a number of ways including improving the energy efficiency and water use in buildings, incorporating energy generation in projects, specifying timber from sustainable sources and making waste reduction plans compulsory for Council building contracts

7. Risk Management

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

Risk is focused around four key areas:-

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

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

8. Competitiveness

Directorate Competitiveness Statement

- 8.1 As part of its requirement to demonstrate Best Value the Environment, Regeneration & Resources Directorate requires to set out its approach to the Competitiveness agenda as part of the Corporate Directorate Improvement Plan.
- 8.2 Competitiveness is a complex area and is not simply an issue of delivering services for the least cost. Benchmarking of both cost, quality and performance will however play a key part in the on going assessment carried out by Services which make up the Environment Regeneration & Resources Directorate. In addition market testing is carried out within Environment & Commercial Services
- 8.3. The Solace/Improvement Service benchmarking information will also inform areas where the Directorate will focus attention to carry out further detailed internal analysis in addition to learning from higher performing Councils.
- 8.4 There are six Solace Indicators within the Directorate which are in the 4th quartile, it is intended that during the period of this plan to improve recording and reporting data and examine if there are ways to improve performance. These will be monitored and reviewed through the performance indicators at appendix 1, or as a specific action in the directorate plan.
- 8.5. A number of Services already participate in well established benchmarking groups such as:
 - a) ICT Services – SOCITIM
 - b) Environmental & Commercial Services – APSE, SCOTS
 - c) Finance Services – CIPFA, Treasury Management Forum, PCA
 - d) Regeneration and Planning, SLAED and LABSS
- 8.6 In addition, all Services within the Directorate participate in the Council's Performance Management Framework and report performance via KPI's, SPI's and participate in other informal benchmarking relationships with other Councils.
- 8.7 As a result of the continued pressure on Council budgets then the services within the Environment, Regeneration & Resources Directorate are delivering services at a high level of performance with less funding in real terms than previous years and this trend will continue over the next 3 year period. This clearly demonstrates improved value for money in service delivery and officers are committed to continue to drive out efficiencies when the opportunities arise.

9. Corporate Improvement Groups

- 9.1 The Corporate Director of Environment, Regeneration and Resources is responsible for chairing two Corporate Improvement Groups (CIG): the Asset Management CIG and the Modernisation CIG.
- 9.2 The Assets Management Corporate Improvement Group is responsible for the overall management of physical assets such as Properties, Roads and open spaces as well as the ICT infrastructure. It oversees three major strategic plans, the Property Asset Management Plan, the School Estate Asset Management Plan and the Roads Asset Management Plan. These Asset Plans identify the major capital investment works the Council requires to make in order to achieve its objectives and the Assets CIG monitors progress on the Capital programme, both in terms of physical progress and financial management, monitoring both the overall cost and the spend profile. The Asset CIG has a sub Group, the Capital and Asset Management Sub Group, which monitors the expenditure on the Capital Programme.
- 9.3. The Modernisation Corporate Improvement Group oversees a range of modernisation work programmes at a strategic level to ensure all dependencies between the work programmes are coordinated effectively. This programme of work currently includes the implementation of the Council's new EDRMS, agile working and implementation of the Council's Digital Access Strategy.
- 9.4. The Modernisation CIG also oversees the moves associated with Office Rationalisation Programme, as this is closely linked with agile working and the introduction of the new EDRMS.

10. Directorate Resource Statement

Resource Statement

Environment, Regeneration & Resources

<u>Service</u>	<u>2013/14</u>		<u>2014/15</u>		<u>2015/16</u>	
	<u>Net Expenditure</u> <u>£000's</u>	<u>FTE</u>	<u>Net Expenditure</u> <u>£000's</u>	<u>FTE</u>	<u>Net Expenditure</u> <u>£000's</u>	<u>FTE</u>
Director	159	1	159	1	159	1
Regeneration & Planning	4,817	43.59	4,691	43.59	4,274	40.59
Property & Facilities Management	3,656	352.64	3,316	342.04	3,159	330.44
Environmental & Commercial Services	14,328	342.24	14,107	340.24	13,760	331.24
Environment & Regeneration Committee Total	22960	739.47	22273	726.87	21352	703.27
Finance	10,088	129.52	11,604	127.52	11,647	125.92
ICT	2,145	38	2,176	38	2,019	36
Legal & Democratic Services	1,716	33.08	1,709	33.08	1,580	29.08
Policy & Resources Committee Total	13949	200.6	15489	198.6	15246	191
Environment, Regeneration & Resources Directorate Total	36909	940.07	37762	925.47	36598	894.27

11. Self Evaluation and Improvement Plan

- 11.1 The following Improvement Plan for the Directorate covers the 3 year period of this plan and has been developed based on robust self evaluation using both formal (such as external audit) and informal self evaluation techniques (such as service self assessment). A self evaluation toolkit containing a range of self evaluation toolkits has been developed and is being rolled out across all services and so that self evaluation becomes further embedded in our service planning and delivery on an ongoing basis. Actions from this will form part of the 2016/18 Corporate Directorate Improvement Plan

Directorate Improvement Plan

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	Timescale
ERR 02	Finance Related Systems	No finance system within SWIFT and reliance on outdated systems.	Implementation of SWIFT Finance module.	Several successful modules rolled out in 13/14 with the remainder to be implemented during 14/15	Project plan, key milestones.	Angela Edmiston	Project has slipped due to lack of resource. Dedicated part time resource commencing September 2015. Target is to be operating SWIFT financials by March 16.
ERR 03	Develop a Digital Access Strategy	High proportion of contact is face to face	Greater on line and telephone contacts speeding up service delivery and making efficiencies.	By working with ICT and Corporate Communications to ensure that effective systems and processes are in place to facilitate channel shift. This will be a rolling programme over the next 3 years. Progress will be tracked through the Customer Service Strategy Action Plan.	Increased achievement of efficiencies through a reduction in direct customer traffic to the Council and more resolution through lower cost channels	Allan McDonald	<p>Upgrade of the CRM system 31 Aug 15</p> <p>Develop prioritised list of projects which utilise the CRM associated upgrades 30 Sept 2015</p> <p>Build the capability within the system, test and implement the system migrate to enable use of different communication channels</p> <p>August 2015</p>

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 04	Development of the Customer Service Centre	The CSC currently delivers a range of services but requires to be expanded to offer a more holistic approach to customer service in Inverclyde	Expand the range of customer service enquiries at first point of contact.	Migration of appropriate services into the Customer Service Centre for front facing and telephony contact with customers. Progress will be tracked through the Customer Service Action Plan	Increased number of Council Services customer service issues handled by the CSC with efficiencies achieved as a result of more streamlined processes.	Fiona Borthwick	Establish CSC Hub in Port Glasgow 31 May 14 Services expanded & revised strategy approved. September 2015
ERR 05	Manage the Welfare Reform Agenda	Significant changes commencing April 2013 requiring joint working within the Council and other parties.	Introduce and deliver the Council Tax Reduction Scheme, the Scottish Welfare Fund and the changes to Housing Benefit legislation from April 2013 and manage the impact of the move to Universal Credit	Oversight from the Project Board with regular reports to Committee on key milestones.	<ul style="list-style-type: none"> Stay within budgets Actions on milestone chart being achieved within timescales. Develop local support services delivery model with DWP 	Alan Puckrin/Fiona Borthwick	Implement DHP/SWF April 2014 Universal credit implemented October 2015 Manage transfer to SFIS the impact March 2016

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 07	Data Protection	Developing a suite of documents to harmonise the Council's approach to data protection	Council's approach to data protection fully developed	Develop <ul style="list-style-type: none"> • Training • Policies • Procedures 	All employees and members having awareness raised by 2014	Head of Legal & Property Services	<ul style="list-style-type: none"> • Continued programme of seminars and training for Council services in 2014/15. • Provision of training to all Heads of Service through Extended Corporate Management team – summer 2014. • Improved service awareness- 2014/15 • Strengthen links with Information Governance Group 2014/15
ERR 9	Community Council Liaison	Service has recently taken over Community Council Liaison role – out of date processes and procedures and gaps in knowledge.	Updated and established processes and procedures in place to reflect best practice.	Develop a suite of guidance materials for use by the service and Community Councils by 31 July 2013.	Improved support and assistance to Community Councils. Feedback from Community Councils.	Head of Legal & Property Services	<p>Internal consultation on guidance in form of "Handbook" completed for CMT approval in April 2014 Thereafter, to be circulated to all Community Councils and published on the Council website June 2014</p> <p>Provide training and support for the Community Council Elections May 16</p>

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 10	RIPSA	Recommendations re improvements to be made at 2011 inspection by Surveillance Commissioner	Implement recommendations before April 2014	Carry out actions required to meet recommendations. Report to Council on February 2014	Commissioners report - to be issued following next Inspection in Spring 2014	Head of Legal & Property Services	Inspection completed Commissioner's approval received March 2014. Action Plan finalised at P&R Committee. Improved oversight of authorisations through implementation of comprehensive review and feedback process. Bi- annual training for Authorising Officers by LPS. Annual report to CMT on yearly progress March 2015.
ERR 11	Risk Management	A risk management strategy has been developed for the Council and has been included within a number of key policies and procedures.	Implement and embed risk management in key business/ management processes.	Develop a Risk Management action plan by 31 August 2013 Action plan fully implemented by 31 March 2015.	Regular reporting to Audit Committee on Action Plan progress.	A Priestman	Risk Management action plan 31 August 13 Fully implemented 31 March 15

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 12	Property Assets Management	Council occupies a considerable number of buildings, many of which are older inefficient properties	Reduce the number of buildings, refurbish and improve the efficiency of use of those remaining. Asset Management Plan includes the refurbishment of Greenock municipal buildings, Central Library Offices, Wallace Place and creation of new Port Glasgow Office and the closure of Cathcart house, West Stewart Street Office, Newark House, Strone office and others.	Asset Management Plan agreed, implemented and ongoing with funding in place. Projected completion by October 2014 except GMB District Court Offices	Budget reductions for property expenditure including utility bills.	G Malone G Fisher	Port Glasgow Hub Office due to open May 2014 Wallace Place Office/Library due to open October 2014 Central Library CHCP Office due to open July 2014 GMB District Court Offices due to open October 2015
ERR 13	PAFM - School Estate Management Plan	Plan is now in ninth year of implementation with most major projects complete or on site	Plan complete with all schools replaced or fully modernised	Complete current projects and complete Primary school Refurbishment Programme	All properties rated A or B for Condition and suitability	E Montgomery	Port Glasgow Community campus due to opened December 2013 Ardgowan Primary School to open April 2015 St Johns Primary School to open August 2015 Kilmacolm Primary School to open August 2016. St Patricks Primary School to open October 2016.

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 14	Open Spaces	<p>Developing an asset plan for land and open spaces within the remit of Grounds Services</p> <p>Works have commenced on Into 3rd year of 10 year play area strategy.</p> <p>Cemetery Development Plan at feasibility stage.</p>	Fully developed Land asset plan to include open spaces cemeteries strategies and play area provisioning	<p>Continue phased play area development</p> <p>Identify Cemeteries implement next phase of investment in 2014/15.</p> <p>Ongoing site by site condition assessments to inform budget setting priorities.</p>	Asset strategy agreed to include play areas , cemeteries, parks and open spaces	Ian Moffat	<p>Draft AMP May 2014</p> <p>Open Space AMP to be approved December 2015.</p> <p>Feasibility Study underway for the potential expansion of Knocknairshill Cemetery</p>
ERR 15	Roads Network	Priority works have been identified in respect of the maintenance Roads Asset Management Plan (RAMP) developed.	Maintain and improve the quality of the roads network infrastructure	Proposed programme of Projects to be undertaken in 2014/16 using RAMP/Capital Funding reported to Committee – Outline RAMP programme for 2014 has been detailed covering specific and cost of Carriageways, footways, lighting structures fees and staffing costs along with Core funding for traffic measures and details on Cycling walking and safer streets.	Completion of works as identified and reported in the Environmental Capital Programme and regular Committee updates on progress	Ian Moffat	RAMP progress is monitored six weekly by the RAMP board and Corporate Improvement Group (CIG).

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 16	Economic Development	Tourism opportunities	All available tourism opportunities are maximised	Utilisation of current tourism action plan	Measurement of specific targets and steam statistics	Head of Regeneration & Planning	Ongoing next review March 16
ERR 17	Planning Policy	Implementation of the Carbon Management Plan 2012-2017	Reductions in carbon dioxide emissions		<p>15% reduction in carbon dioxide emissions from energy & transport by 2012-13 from a baseline of 2007-08 via:</p> <p>15% reduction in carbon dioxide emissions from energy use in buildings;</p> <p>5% reduction in carbon dioxide emissions from fleet transport;</p> <p>5% reduction in carbon dioxide emissions from staff business travel;</p> <p>3% reduction in carbon dioxide emissions from street lighting.</p>	Head of Regeneration & Planning	Report presented to March 14 Committee with follow up report annually

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	
ERR 20	Software Asset Management	Internal Audit has identified a number of weaknesses in our SAM	Be confident that all software deployed on the network is fully licensed and all asset records are accurate.	Working with services and suppliers and services to ensure compliance	Audit actions completed in a timely manner	Allan McDonald	Audit actions complete. Staff will only install software where clear evidence exists of licences being available. Domain Security settings prevent installation of system files by users in local or networked drives
ERR 21	Riverside Inverclyde	Single Operating Plan in place	Complete review of the delivery of regeneration services	Ongoing monitoring and review against RI milestones	Annual report and successful delivery of the projects Complete review.	Aubrey Fawcett	Single operating plan approved March 2014 Annual review and report to Committee Feb 16
ERR 22	Repopulation initiatives, stabilise population	Action plan in place	Stabilise population within Inverclyde	Action Plan being implemented	Review and monitor performance against targets.	A Fawcett	Metrics/Targets approved Feb 14 Bi-meeting update of progress to P&R Committee

APPENDIX 1 – Performance Indicator Template

Key Performance Measures	Performance			Target 2015/16	Upper Limit	Lower Limit*	Rank / National Average
	2012/13 2	2013/14	2014/15				
Creditor Payments	96.03%	96.1%	96.5%	96.8%	97%	96%	2nd
Council Tax Collection in Year	94.18% 95.58%	94.51% 95.71%	94.8%	94.8%	95%	94.5%	27th
Benefits Processing - New Claims - Change of Circumstances	23 days 6 days	22 days 5 days	33 days 4 days	25 days 4 days			
Property Maintenance Client Satisfaction Surveys	85%	85%	85%	85%			
Property Maintenance Service Response Times	90%	94%	92.8%	90%			

Key Performance Measures	Performance			Target 2015/16	Upper Limit	Lower Limit*	Rank / National Average
	2012/13	2013/14	2014/15				
Facilities Management Free Meal Uptake			t				
Primary	76%	77%	78%	80%			
Secondary	66%	67%	77%	78%			
Special	97%	90%	98%	79%			
Facilities Management Paid Meal Uptake							Note - Special School paid indicator removed from 14/15 as all special school meals now free
Primary	42%	43%	42%	42%			
Secondary	43%	43%	65%	68%			
Special	43%	43%					
Variance between Accepted Tender and agreed Final Account	5.64%	6.97%	1.26%	5%			

Key Performance Measures	Performance			Target 2015/16	Upper Limit	Lower Limit*	Rank / National Average
	2012/13	2013/14	2014/15				
Waste Management – Refuse Recycling	49.3%	50%	50%	50%	55%	45%	
LEAMS Cleanliness standards	71	70	93.7%	94%	95%	93%	19 th 2014/15 Nat. Avg. 93.9%
Traffic Lights - Faults repaired within 48 Hours	94%	98%	92.8%	98%			
Street Lights – Faults repaired within 7 days	98%	95%	88.01%	95%			
Street Lights – Lighting columns beyond expected service life	29.5%	29%	38.6%	35%			

Key Performance Measures	Performance			Target 2015/16	Upper Limit	Lower Limit*	Rank / National Average
	2012/13	2013/14	2014/15				
Percentage of 'A' Class roads that should be considered for maintenance treatment	32.7%	37.8%	33.94%	30%			29%/R26
Percentage of 'B' Class roads that should be considered for maintenance treatment	44.3%	43.4%	37.99%	36%			36.1%/R26
Percentage of 'C' Class roads that should be considered for maintenance treatment	47.4%	49.1%	46.93% <i>T</i>	45%			37.5%/R27
Percentage of 'Unclassified' roads that should be considered for maintenance treatment	51.1%	50.77%	47.94%	46%			39.3%/R27
Potholes: response to make safe/repair within target timescales category 1 to 3	30%	34%	77.3%	80%			

Key Performance Measures	Performance			Target 2015/16	Upper Limit	Lower Limit*	Rank / National Average
	2012/13	2013/14	2014/15				
Reduced number of people on key benefits as a result of Inverclyde Employability and Inclusion Programme.	10, 450	10, 200	10180 (16.2%- a reduction of 3% since baseline in 2012)	10100	10050	10300	
Number of MA Places	47	50	40	17	17	17	
Number of GRFW Places (Note from April 2013, GRFW will no longer exist in current format)	30	40	45	40	36	40	
% of Property Enquiries fulfilled within 28 days	100%	100%	100%	100%			
Number of Business/Property Assists		128	137	140	135	145	

Key Performance Measures	Performance			Target 2015/16	Upper Limit	Lower Limit*	Rank / National Average
	2012/13	2013/14	2014/15				
Percentage of all planning applications decided in under 2 months		80%	89%	91%	89%	92%	
Percentage of householder planning applications decided in under 2 months		90%	97%	97%	95%	97%	
Percentage of building warrants assessed within 20 working days of registration		100%	99%	99%	98%	100%	
Incident Resolution Times	92.46%	94.99%	89.93%	85%	87%	83%	
Service Request Resolution Times	93.13%	94.19%	91.34%	85%	87%	83%	
Network Availability	99.94%	99.8%	99.98%	95%	99%	93%	
Key Applications Availability	100%	99.95%	99.94%	95%	99%	93%	

Solace Benchmarking 3rd & 4th Quartile Indicators

Indicators	LA Quartile	Comment
The cost per dwelling of collecting Council Tax	3rd	Service has reviewed all cost areas and cannot make further reductions without impacting on income collection. Council Tax collection levels continue to improve.
Income due from Council Tax received by the end of the year	4th	<p>This is reviewed on a regular basis as one of the key performance indicators above.</p> <p>Council performance is within 0.5% of the national average. No further action is proposed.</p>
Cost of parks and open spaces per 1000 population	4th	This is part of a savings review introduced in the 13/16 budget. In addition the service will review their performance in conjunction with the other better performing local authorities to establish areas for improvement and best practice.

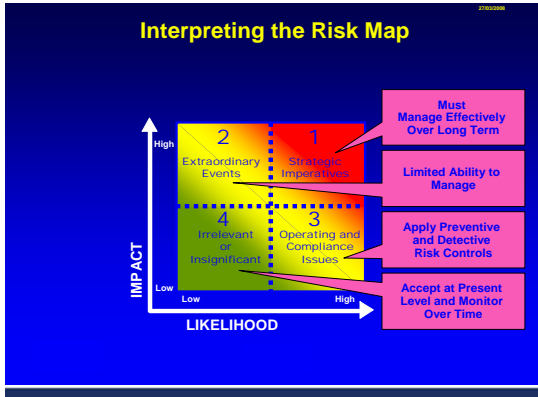
Indicators	LA Quartile	Comment
Adults satisfied with parks and open spaces	3rd	Service is taking steps to engage more with community groups and further investment is planned for parks and open spaces. This is also part of ERR14 on the Directorate Improvement plan
Net cost of street cleaning per 1000 population	3rd	This is part of a savings review introduced in the 13/16 budget. In addition the service will review their performance in conjunction with the other better performing local authorities to establish areas for improvement and best practice
Overall Cleanliness Index	3rd	There has been increased investment of additional litter bins, recycling and dog bins as well as engagement with community groups and participation in campaigns such as Keep Scotland Beautiful. This is also tracked one of the key performance indicators above

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

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

Corporate/Directorate Plan: Environment, Regeneration and Resources									
Risk Status as at 1/3/13 for 2013/2015 Activity									
Risk Category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)									
Improvement Action	Risk No	Risk Category	*Description of RISK Concern	IMPACT Rating (A)	L'HOOD Rating (B)	Quartile	Risk Score (A*B)	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates
ERR01 Improve financial support to Services whilst reducing workforce.	1	OC	Improvement actions are not supported at a strategic level resulting in non-delivery of actions. Factors of this risk include: Lack of support/buy in from Services; Management Information is not sufficiently focussed and understandable.	3	2	2	6.0	CFO	CDIP has been approved by Committee. Regular monitoring of action implementation will be undertaken by DMT and updates provided to Committee. Areas of concern will be escalated as appropriate.
ERR04 Development of the Customer Service Centre.	2	F/R/OC	Fail to expand the range of customer service enquiries at first point of contact resulting in service improvements not being delivered in a timely manner or at all. Factors of this risk include: Financial resources are not in place or are not adequate; project planning is not undertaken or is not adequate; lack of buy in/support from services involved.	4	2	2	8.0	CFO	Programme management procedures will be implemented. Project plans will be developed and implemented. Relevant staff from services will form part of the projects.
ERR07 Fully develop Council's approach to Data Protection.	3	LR/R	Fail to develop the Council's approach to data protection resulting in potential breaches of the Act and potential for regulatory censure and/or fines. Factors of this risk include: Training programme is not developed and disseminated to all staff; Policies and procedures are not developed and disseminated to all staff; lack of support at a strategic level on the importance of data protection compliance.	3	3	1	9.0	Head of Legal and Democratic Services	A training programme is being developed and will be rolled out to all staff during 2013/14. Policies and procedures have been developed in relation to DPA and these are published on ICON. Regular updates are provided to Chief Officers for dissemination to staff within their Services.
ERR16 Achieve £200,000 savings in utility costs.	4	F/R	Fail to manage utilities consumption in all areas resulting in savings not been fully achieved. Factors of this risk include: utilities consumption measures are not implemented across all areas; lack of buy in or support from services.	2	3	3	6.0	Head of Property Assets and Facilities Management	A multi service energy management Group has been established. A key objective of this group is to regularly promote and implement the necessary utilities consumption measures.
ERR23 Implementation of the Flood Action Plan.	5	F/R	Fail to implement the flood action plan resulting in prioritised issues not being addressed. Factors of this risk include: Insufficient resources available to deliver on schemes to solve issues; inability to get matched funding from SG.	4	2	2	8.0	Head of Environmental and Commercial Services	Prioritised works have been identified and solutions to deliver on these will be progressed in house or through third parties during 2013. This forms part of the Capital Programme and regular committee reports are prepared showing progress. Continue to develop schemes and seek matched funding from Scottish Government.
ERR33 Implementation of the Carbon Management Plan 2012-2017	6	F/R	Fail to implement the carbon management plan resulting in the target reductions not being achieved. Factors of this risk include: Inconsistent practices being carried out across services; do not promote carbon management initiatives across the Council; inadequate resources available within services to deliver initiatives.	3	2	2	6.0	Head of Regeneration and Planning	Carbon management initiatives have been prioritised and targets have been set. A working group has been set up which includes key services involved in the promotion and roll out of the initiatives. It is planned that regular progress reports will be provided to Committee on achievement of the plan.
ERR 39 Implementation of Web Site Strategy	7	R/OC	Fail to implement new web site strategy resulting in out of date web site; lack of expected functionality for service users; other improvement actions not being delivered as required eg full on-line payment capability.	4	3	1	12.0	Head of ICT/Corporate Communications Manager	Project plan will be put in place to may requirements and ensure resources are in place including financial and people. This will require a training plan for staff. Engagement will require to take place with suppliers, corporate communications and key services.

Key: see diagram



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

Risk Key:

Financial: Losing resources or incurring liabilities.

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

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

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

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

Report To: Policy and Resources Committee **Date:** 22 September 2015
Report By: Corporate Director, Environment, Regeneration and Resources **Report No:** PR/141/15/GB
Contact Officer: George Barbour, Corporate Communications Manager **Contact No:** 712385

Subject: Budget Consultation and Communications Plan

1.0 PURPOSE

- 1.1 The purpose of this report is to present to the Policy and Resources Committee proposals regarding consultation and communications on the Council's budget.

2.0 SUMMARY

- 2.1 The council budget consultation and communications plan sets out proposals to consult with residents, community organisations and a range of other stakeholders to inform the budget process.
- 2.2 The consultation will aim to deliver a consistent approach to branding and messaging, and combine utilising existing mechanisms with those used successfully deployed by the Council in the budget consultation launched in December 2014.
- 2.3 Appendix 1 contains a budget time line that outlines:
- The key internal stages involved in developing and setting the budget
 - The proposed consultation methods that will be used to consult with the public.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee approves:
- The consultation objectives, audiences, key mechanisms and timescales outlined in this report.
 - The detailed timescales for undertaking the consultation contained within Appendix 1.

Aubrey Fawcett
Corporate Director Environment, Regeneration and Resources

4.0 BACKGROUND

4.1 The Council delivered a successful budget consultation and engagement process which launched in December 2014. The mechanisms deployed included the use of an innovative budget simulator tool and a range of public and other stakeholder meetings.

5.0 PROPOSALS

5.1 Appendix 1 sets out the consultation and communications timeline for the 2017/18 budget consultation. 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 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 determining the council's priority based budget.
- To seek feedback on the services Inverclyde Council needs to protect or reduce.

5.3 The key audiences for the council's budget consultation and communications plan are:

- Community
- Council staff and trade unions
- Politicians (internal and external)
- Public sector partners, voluntary sector and community organisations
- Business sector/Industry stakeholders

5.4 Appendix 1 highlights the timescales and key milestones for the council's budget consultation. Below are listed the key communication and consultation mechanisms:

- Online budget simulator
- Consistent branding of all consultation and communications activity using the message: 'Your Council, Your Say';
- Five community consultation events in communities across Inverclyde. The meetings would retain the format from 2014 and the only proposed change is the location for Port Glasgow to be the Town Hall as a more central location.
- Inverclyde HSCP Advisory Network - consultation forum for patients, service users and carers
- Business breakfast event with representatives of the business community;
- Four page feature published in InView newspaper and distributed to every household in Inverclyde.
- All member briefings
- Updates from the Chief Executive to Council employees and ICON updates.
- Presentation to Inverclyde Alliance board.
- Staff cascade and briefings;
- 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.
- Topic focused focus groups to be set up (the topics may be dependent on the actual proposed budget savings).
- Additional consultation for parent council chairs focussed on education savings proposals.

6.0 IMPLICATIONS

6.1 Finance

A budget of £10,000 has been agreed by the Council's Policy and Resources Committee

6.2 Human Resources

N/A

6.3 Legal

N/A

6.4 Equalities

Additional support is provided at budget public meetings including sign language and hearing loop. Council material including InView newspaper can be made available in other languages on request.

Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

NO -

6.5 Repopulation

N/A

7.0 CONSULTATION

7.1 N/A

8.0 BACKGROUND PAPERS

8.1 N/A

Appendix 1

Budget Consultation Timeline

Date	Mechanism/stage
3 August 2015	Members Budget Working Group
14 September 2015	Members Budget Working Group
22 September 2015	Policy & Resources Committee – budget update
5 October 2015	Members Budget Working Group
Date TBC	Presentation to Inverclyde Alliance Board
w/b 2 November 2015	All member budget consultation briefing held prior to launch of consultation. Briefings to employees/teams potentially affected by proposed budget savings Chief Executive update emailed to employees, published on ICON
9 November 2015	Members Budget Working Group
17 November 2015	Policy & Resources Committee – budget savings proposals agreed
w/b 23 November 2015	Consultation launched: -Budget simulator opened -Press release issued -Social media and online promotion begins -Dedicated website pages launched at www.inverclyde.gov.uk/yoursay Heads of service/service managers to meet with groups/organisations potentially affected by proposed budget savings (dependent on scale and nature of proposed savings). Chief Executive update emailed to employees, published on ICON Briefings to employees/teams potentially affected by proposed budget savings
w/b 30 November 2015	Public meeting - Greenock (Notre Dame High School) Public meeting – Gourrock (Gamble Hall) Public meeting - Port Glasgow (Port Glasgow Town Hall) Public meeting - Wemyss Bay/Inverkip (Wemyss Bay Primary School) Public meeting – Kilmacolm (Cargill Centre) Parent Council budget consultation meeting held (dependent on scale and nature of proposed school savings) Inverclyde HSCP Advisory Network - consultation forum for patients, service users and carers Business breakfast event with representatives of the business community (Beacon Arts Centre) InView newspaper (winter edition) published and distributed to every home in Inverclyde and published online. One-to-one briefings offered to external politicians (MP and MSPs)
7 December 2015	Members Budget Working Group Chief Executive update emailed to employees, published on ICON Press release issued highlighting half way point in budget consultation
Monday 11 January 2016	Consultation closes -Budget simulator closed -Press release issued -Social media and online promotion ends
w/b 11 January 2016	Analysis of budget consultation feedback
2 February 2015	Policy & Resources Committee – budget update
Date to be confirmed – the day before budget papers are published	Briefings to employees/teams affected by proposed budget savings
18 February 2016	All member budget briefing held prior to budget meeting in February. Inverclyde Council - budget decision Briefings to employees/teams affected by budget savings Chief Executive briefing emailed to employees, published on ICON Press release issued
w/b 22 February 2016	InView budget supplement sent/emailed to all who took part in the consultation
w/b 7/14 March 2016	InView newspaper (Spring edition) delivered to households and published online.

Colour key:

	Political liaison/Council meeting
	Community liaison/public meetings
	Business community
	External communication/Budget simulator
	Staff/internal communications

Report To: Policy & Resource Committee **Date:** 22nd September 2015
Report By: Chief Financial Officer **Report No:** FIN/69/15/AP/CM
Contact Officer: Alan Puckrin **Contact No:** 01475 712223
Subject: 2016/17 Saving – Long Term Empty Council Tax

1.0 PURPOSE

- 1.1 The purpose of this report is to seek Committee agreement to amend the Council's Council Tax Policy in relation to the Long Term Empty (LTE) properties in order to deliver an approved saving from 2016/17.

2.0 SUMMARY

- 2.1 The Council has discretion to charge up to 200% Council Tax for certain properties which meet the criteria of LTE (empty for more than 12 months). The current Council Policy is to charge 90% , this being approved on 15 November 2011.
- 2.2 As part of the 2015/17 budget a proposal was put forward to raise an extra £50,000 by increasing the charge. This could be achieved by either a blanket increase of approximately 10% or a larger but more targeted increase. The latter approach is in line with Government Guidance. More details on this are included in the Government's letter in Appendix 1. At the time RSLs raised concerns over the impact an increase would have on their finances.
- 2.3 There are currently 458 properties in receipt of LTE discount with a further 206 properties classed as second homes. As the Scottish Government have issued new guidance on what constitutes a second home for council tax discount purposes, a number of the second homes will require to be re-classified as LTE properties and consequently will also be eligible for the increased charge.
- 2.4 A recent survey via the IRRV found that 17 Scottish Councils have implemented the discretionary increase with 15 of the Councils charging 200% council tax for LTE properties; 1 Council opted for a 150% charge with the final Council implementing a phased increase depending on the length of time a property was empty. Nine of the other Councils who responded, including Renfrewshire and East Renfrewshire, stated that they would not be applying an increase at this time.
- 2.5 Based on information from other Councils and pending detailed analysis it is believed an increase to 130% charge for LTE properties impacting on approximately 230 properties will raise the sum required. This is net of the cost of an extra Senior Clerical Assistant post for the Revenues Team to deal with the increase in administration associated with tracking, billing and collecting the extra sums involved.
- 2.6 The proposed Council Tax Policy has been drafted in consultation with Safer Communities and is attached as Appendix 2.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee consider the issues highlighted and approve the amended Council Tax charging policy in respect of LTE properties to become effective from 1st April 2016.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 From April 2013 the Council had discretion to vary Council Tax levels for Long Term Empty (LTE) properties between 50-90% on the basis that any income raised between 51-90% was used for Affordable Housing. The Council agreed to charge 90% for any LTE property.
- 4.2 A LTE property is defined as one which has been unoccupied for more than 12 months and within Inverclyde there are approximately 458 LTE properties, a sizeable minority of which are owned by RSLs.
- 4.3 In addition there are a further 206 properties classed as second homes. As the Scottish Government have issued new guidance on what constitutes a second home for council tax discount purposes, a number of the second homes will require to be re-classified as LTE properties and consequently will also be eligible for the increased charge.

5.0 SAVINGS PROPOSAL & CURRENT POSITION

- 5.1 As part of the 2015/17 budget Finance Services advanced a saving to raise an extra £50,000 in LTE charges by taking advantage of legislation which increased the amount of Council Tax chargeable on LTE properties to up to 200%. The saving was accepted by members with an implementation date of April 2016.
- 5.2 Prior to the saving being delivered the Policy & Resources Committee is required to approve an amended policy. It should be noted that any increase in Council Tax charge above 90% can be retained within the General Fund as unearmarked funding.
- 5.3 Whilst progressing the saving proposal the Scottish Government has reissued Guidance (Appendix 1) highlighting Mandatory and Discretionary exemptions. As can be seen there is a high level of flexibility but also subjectivity which, if approved would be expected to generate a significant level of challenge, debate and bureaucracy for both Finance Service and Safer & Inclusive Communities. As a result the provision of extra resources for the Council Tax team has been factored into the proposed charging level.
- 5.4 A recent survey via the IRRV found that 17 Scottish Councils have implemented the discretionary increase with 15 of the Councils charging 200% Council Tax for LTE properties, 1 Council opted for a 150% charge with the final Council implementing a phased increase depending on the length of time a property was empty. Nine of the other Councils who responded, including Renfrewshire and East Renfrewshire, stated that they would not be applying an increase at this time.
- 5.5 Based on information from other Councils and pending detailed analysis it is believed an increase to 130% charge for LTE properties impacting on approximately 230 properties will raise the sum required. This is net of the cost of an extra Senior Clerical Assistant post for the Revenues Team to deal with the increase in administration associated with tracking, billing and collecting the extra sums involved.
- 5.6 The proposed Policy is attached as Appendix 2 and has been jointly prepared by Revenues and Safer Communities.

6.0 OTHER ISSUES

- 6.1 During the review of the saving options it has been discovered that the Council has been over achieving the amount of LTE Council Tax income since the new policy was introduced in 2013/14. The amount of the over recovery has been approximately £80-90,000 / year higher than the £72,000 originally estimated.

- 6.2 As highlighted above, the income raised up to the 90% charge should be allocated towards Affordable Housing but this has not happened with this excess. At present £72,000 of the LTE income is funding £1million prudential borrowing in relation to the Clune Park area project.
- 6.3 The shortfall in allocation to Affordable Housing will be rectified from 2015/16 and this is containable within the overall Council Tax budget based on the 2014/15 out turn. This will provide the Affordable Housing budget with increased resources to meet the extra work associated with the change in policy plus ongoing work in Lower Port Glasgow.

7.0 IMPLICATIONS

7.1 Financial Implications

One-Off Costs

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

Recurring Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report £000	Other Comments
Council Tax Income	LTE	2015/16	(80)	Increase budget to reflect current income levels
Safer Communities	Scheme of Assistance	2015/16	80	Increase in SoA budget
Council Tax Income	LTE	2016/17	(71)	Extra Income from Change in Policy
Revenues	Employee Costs	2016/17	21	Extra Resource to administer scheme

- 7.2 Legal Implications – There are no legal implications arising from this report
- 7.3 HR Implications - As outlined in the report.
- 7.4 Equalities - There are no equalities issues arising from this report
- 7.5 Repopulation – The intention of the Policy is to bring houses back into occupation as soon as possible but much depends on the market and how the owners/landlords react to increases in charges.

8.0 CONSULTATIONS

The Head of Safer & Inclusive Communities comments as follows: The proposal to increase to the LTE Council Tax charge will encourage owners to return their properties to housing use. The additional funding from the over recovery of LTE Council Tax earmarked for Affordable Housing will be used in an initiative to support owners and RSLs to return LTE homes to the affordable housing stock. This initiative will be the subject of a future report to the Education & Communities Committee. It is also proposed to make permanent a staff resource currently dealing with the issues around

the Clune Park Regeneration Plan to support owners to maintain their homes to prevent any similar situation in line with recent changes to Council policy.

9.0 BACKGROUND PAPERS

9.1 None

Minister for Housing and Welfare
Margaret Burgess MSP

Minister for Local Government and Community Empowerment
Marco Biagi MSP



Directors of Finance of Scottish Local
Authorities



31 March 2015

SUPPLEMENTARY GUIDANCE ON LOCAL AUTHORITY DISCRETION TO:

- **REDUCE COUNCIL TAX DISCOUNT ON SECOND AND LONG-TERM UNOCCUPIED HOMES; AND**
- **APPLY AN INCREASE TO LONG-TERM UNOCCUPIED HOMES**

Introduction

1. This note provides clarification on local authorities ability to exercise flexibility in applying a council tax increase on long-term empty homes.

2. On 1 April 2013 the powers contained in the Local Government Finance (Unoccupied Properties etc.) (Scotland) Act 2012 and related regulations (Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013; Council Tax (Administration and Enforcement) (Scotland) Amendment Regulations 2012 and Council Tax (exempt Dwellings) (Scotland) Amendment Order 2012) became active. This legislation allows local authorities to charge increased council tax on certain homes that have been empty for 1 year or more.

Purpose of the legislation

3. The power is intended as an additional tool to help local authorities encourage owners to bring empty properties back into use, both to increase the supply of housing for those who need homes and to reduce the blight on communities caused by houses being left empty and allowed to fall into disrepair.

4. We issued guidance to councils on 21 May 2013 (<http://www.scotland.gov.uk/Topics/Government/local-government/17999/counciltax/Secondhomes/guidanceSecondhomes>) and indicated that it would be kept under review. Based on feedback received to date, we are issuing additional guidance in relation to the allowable flexibility available to authorities in charging the increase to exempt properties to not unfairly penalise owners who are justified in leaving their dwelling unoccupied or where there are reasons why the dwelling could not be lived in, sold or let.

Mandatory exemption from the increase

5. The legislation includes provision for a mandatory exemption from the increase for those owners who are actively trying to bring their property back into use for sale or rent, this exemption from the increase applies for 2 years since the date that the property became vacant.

Discretionary exemptions from the increase

6. Regulation 4 of the “Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013” includes provision for local authorities to apply additional exemption from the levy, or to charge a reduced level of increase, in addition to the mandatory exemption from the increase for those properties being marketed. This flexibility is referred to in paragraph 6.3 of the 21 May 2013 guidance and can be applied on a case by case basis. It could include charging different rates according to: the area the dwelling is in; the length of time that the dwelling has been unoccupied and such other types or characteristics of dwelling, or circumstances relating to why they are unoccupied, as a local authority considers appropriate.

7. The legislation provides adequate flexibility to ensure that individual owners are not unfairly penalised. The circumstances of individual owners should be taken into account when applying the increase. This flexibility was included so that local authorities can modify provision by not charging a council tax increase, charging a reduced level of increase or offering a higher level of discount, though this is subject to the limits in the Regulations and exemptions from council tax. This allows a local authority to avoid charging a council tax increase (or charge a lower level of council tax than for other unoccupied dwellings) where it considers there are reasons why the owner is justified in leaving the dwelling unoccupied and/or reasons why the dwelling could not be lived in, sold or let.

8. This level of flexibility could be used in a wide range of scenarios and it would not be possible for Scottish Government to provide an exhaustive list. However, based on feedback to date, the following circumstances would merit flexibility in terms of not charging the council tax increase where the property has been empty for over a year and:

- The owner is finishing renovations prior to moving in/selling/letting and can demonstrate that these works are progressing.
- A long-term second home where the owner was unable to meet the 25 day occupancy criteria in the previous 12 months due to personal circumstances but where a history of 25 day occupancy can be shown in previous years.
- A property that is taking a long time to sell/let in a stagnant market despite being priced appropriately.
- Any other circumstances where the owner has agreed with an Empty Homes Officer to take positive steps to re-occupy their property and it is in the view of the Empty Homes Officer that a time-limited council tax increase “holiday” would encourage the property to be brought back into use sooner.

9. Scottish Government officials are happy to discuss application of the increase, including full or partial exemptions. E-mails can be directed to [Council Tax Empty Homes@scotland.gsi.gov.uk](mailto:Council_Tax_Empty_Homes@scotland.gsi.gov.uk).

10. The Scottish Empty Homes Partnership (funded by Scottish Government and hosted by Shelter Scotland) is happy to provide advice on engaging with empty home owners http://scotland.shelter.org.uk/housing_policy/empty_homes and there a Scottish Empty Homes community on the Knowledge Hub includes a forum on applying the powers.

MARGARET BURGESS MSP

MARCO BIAGI MSP

**Inverclyde Council - Finance
Revenues and Customer Services**

Council Tax

Council Tax Levy

on

Long Term Empty Properties

Date produced/reviewed: August 2015
Prepared by: Liz Brown
Approved by:

Inverclyde Council - Finance Revenues and Customer Services

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Inverclyde Council - Finance

Revenues and Customer Services

1.0 Introduction

This document details Inverclyde Council's Policy on a Council Tax Levy on Long Term Empty (LTE) properties.

2.0 Background

2.1 The Council Tax (Variation for Unoccupied Dwellings) (Scotland) Regulations 2013 provides local authorities with a discretionary power to remove the empty property discount or set an extra council tax levy of up to 100% on certain properties which have been empty for 1 year or more. Previously, local authorities were only able to vary the level of discounts, with a minimum discount of 10% for empty and second homes.

2.2 The provision only applies to long-term unoccupied properties. Properties which are second homes will continue to be entitled to a discount which authorities may set at between 10% and 50%.

2.3 This greater flexibility is intended as an additional tool to help local authorities encourage owners to bring empty properties back into use, both to increase the supply of housing for those who need homes and to reduce the blight on communities caused by houses being left empty and allowed to fall into disrepair. The council tax increase could be used as part of a wider approach to tackle long-term empty homes including support and guidance to owners and provision of loans or grants if available.

2.4 For eligible unoccupied properties, local authorities can set a discount of between 50% and 0% or an increase of up to 100%. The provision also gives local authorities discretion to vary the council tax charged for different circumstances, and to apply discounts or increases in all or part of their areas. This can be done by using postcode boundaries, council wards or data zones. This could include charging different rates for a variety of different reasons as a local authority considers appropriate, and is intended to recognise that different pressures and factors will affect different areas.

3.0 Unoccupied Dwellings

3.1 The council tax increase can be applied to homes which have been unoccupied for 1 year or more. An unoccupied dwelling is any dwelling which is not someone's sole or main residence, but does not fall within the definition of a second home. An unoccupied dwelling may be either furnished or unfurnished but is either not lived in at all or is lived in for less than 25 days in any twelve month period.

Inverclyde Council - Finance Revenues and Customer Services

3.2 Under this policy the council tax increase to be applied from 1st April 2016 is set at an extra level of 30% of the annual council tax charge for the property. No increase applies to water and sewerage charges.

4.0 Second Homes

4.1 The council tax increase will not apply to second-homes. In general, second-homes are maintained well and are occupied for periods of the year when their owners contribute to the local economy.

4.2 Under the new legislation, a second home is defined as being furnished and lived in for at least 25 days in any twelve month period, but not as someone's sole or main residence. This aims to ensure that only homes which are likely to be reasonably well maintained and which the owner is likely to visit regularly (and therefore make some contribution to the local economy) can qualify as a second home.

4.3 The Council will not be able to levy an extra council tax charge for second homes but will, as was previously the case, have flexibility to set a discount level of between 10-50%. From 1st April 2005 the second home discount set by Inverclyde Council was 10%; there is no amendment to this discount.

4.4 It will be for owners to prove that their property is a genuine second home and need to provide evidence to substantiate their claim. Evidence provided may be in the form of utility bills, TV license and anything else deemed appropriate. Visiting officers may be utilised to follow up on individual properties.

5.0 Exclusions from the Increase

5.1 Existing Mandatory Discounts and Exemptions

The new flexibility will not affect an owner's eligibility to claim council tax exemptions under the Council Tax (Exempt Dwellings) (Scotland) Order 1997.

As long as an owner is eligible for an exemption, they would not be charged any council tax, regardless of how long the dwelling has been unoccupied. However, where a dwelling becomes no longer eligible for the exemption, but remains unoccupied, it will become eligible for the council tax increase after the property has been empty for 1 year.

Properties classed as holiday homes or occupied as job related dwellings will continue to receive 50% discount.

5.2 Homes actively being marketed for sale or rent

Inverclyde Council - Finance Revenues and Customer Services

Homes being marketed for sale or let will be exempt from the council tax increase until they have been unoccupied for 2 years, these homes will continue to attract a discount of 10%. New build properties can also qualify for this exemption from the increase. This exemption is conditional on the home being genuinely marketed for sale or let at a realistic market price. In considering whether a home is genuinely being marketed for sale or let, the Council can have regard to any unduly restrictive conditions being attached to the sale or let as well as the sales price/ rent level. In coming to their decision on whether or not the property is being genuinely marketed for sale or let, the Council can request and take into account evidence including:

Home Report - If the property is being marketed for sale, does it have a valid home report? Most houses for sale in Scotland require a home report which also includes a valuation of the property. If the home report valuation is significantly below the advertised price, it may be that the owner is not making a genuine attempt to sell their property.

Marketing - Is the owner's marketing efforts providing adequate exposure to the market? Is the property being actively marketed by an agent and/or property sale/letting website?

5.3. Additional flexibility to vary discount/increase

The new legislation also gives local authorities discretion to vary the council tax charged for different cases. This could include charging different rates according to, for example, the area the dwelling is in; the length of time that the dwelling has been unoccupied and other circumstances as a local authority considers appropriate.

This additional flexibility is included so that local authorities can modify provision by

- not charging a council tax increase,
- charging a reduced level of increase,
- offering a higher level of discount.

This allows a local authority to avoid charging a council tax increase, or to charge a lower level of council tax than for other unoccupied dwellings, where it considers there are reasons why the owner is justified in leaving the dwelling unoccupied and/or reasons why the dwelling could not be lived in, sold or let.

For all cases, the maximum discount of 50% and a maximum increase of 100% as set in the legislation must not be exceeded. Under the legislation, local authorities are prevented from using their discretion to vary council tax charges in a way that gives more favourable treatment to unoccupied social rented dwellings just because they are owned by a social landlord.

Inverclyde Council - Finance Revenues and Customer Services

It is important that all owners take steps to bring unoccupied homes back into use as soon as possible, rather than leaving them empty.

6.0 Information Requests

6.1 The Council Tax (Administration and Enforcement) (Scotland) Amendment Regulations 2012 require the Council to take reasonable steps to ascertain whether a taxpayer is entitled to a discount or liable to an increased amount before calculating the council tax liability, with the default position being that there is no variation unless a reason for variation is identified. The Council is also required to ensure that the taxpayer is notified of assumptions made and of their responsibilities to advise of changes in their circumstances or of an erroneous assumption.

6.2 The regulations also place an obligation on specific persons to provide information which is sought by the Council for the purposes of ascertaining whether a discount or increase in council tax liability applies as a result of non-occupation of the dwelling.

7.0 LTE Property Levy

7.1 The Council Tax Levy on Long Term Empty properties within Inverclyde will come into effect on 1st April 2016.

7.2 The Levy will be set at 30% of the Council Tax due on the property; there is no levy on the water and sewerage charge.

7.3 The Levy applies to all parts of the Council area, there is no variation at ward or post code level.

7.4 In order to ascertain whether a vacant property is eligible for the council tax levy, a review form will be issued once a property has been unoccupied for 12 months.

7.5 Once the review form is returned a decision will be made on whether the property is entitled to a discount or should be subject to an increased amount.

7.6 Any additional information or evidence required will be requested from the owner.

7.7 Visiting officers may also be utilised to follow up on individual properties.

7.8 Once the review form has been processed the owner will be notified in writing of the decision. They will also be advised of their right to appeal any decision and also of

Inverclyde Council - Finance Revenues and Customer Services

their responsibility to advise of any change in circumstances or of any erroneous assumptions by the Council.

8.0 Appeals

8.1 As the legislation allows the Council discretion in exceptional circumstances, the Revenues and Customer Services Manager will consider any appeal received and decide whether there are valid reasons why the owner is justified in leaving the dwelling unoccupied and/or reasons why the dwelling could not be lived in, sold or let.

8.2 Where it is accepted that exceptional circumstances exist, the levy can be delayed for up to six months.

8.3 If, following the appeal to the Revenues and Customer Services Manager, the customer remains dissatisfied with the decision they have a further right of appeal to the Valuation Appeal Committee. Any appeals to the Valuation Appeal Committee must be within four months of the date of their original appeal.

INVERCLYDE COUNCIL EQUALITY IMPACT ASSESSMENT TEMPLATE

Budget Savings 2014

Essential Information
Name of Officer(s) completing this form: Liz Brown
Designation (s): Team Leader
Service/Directorate Finance/ ERR
Date of Impact Assessment: 17 th October 2014

Aims and Objectives
1. Do the budget savings affect people? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
2. If, Yes, how have they been involved in the process? (e.g. consultation, stakeholders, council working groups) Scottish Government carried out a consultation exercise prior to the introduction of the legislation that enables a variation in the council tax charge for long term empty properties. No additional consultations carried out by IC
3. What is the reason(s) for your budget savings? Increased income due to change in level of council tax charged on certain long term empty properties.

INVERCLYDE COUNCIL EQUALITY IMPACT ASSESSMENT TEMPLATE

<p>4. What evidence do you have to help identify any potential impacts of the budget savings? (Evidence could include: consultations, surveys, focus groups, interviews, projects, user feedback, complaints, officer knowledge and experience, equalities monitoring data, publications, research, reports, local, national groups.)</p>	
Evidence	Details
Consultation	Scottish Government consultation on proposed legislation carried out in January 2012
Research	<p>Liaised with several other LAs on the impact of the increased charges in their area.</p> <p>Reports obtained from council tax system identifying potentially impacted properties.</p>
Officer's knowledge and experience (inc feedback from frontline staff).	
Equalities monitoring data.	Equalities Impact Assessment carried out by Scottish Government as part of their consultation exercise, this concluded that the legislation would not be expected to lead to negative impacts on any particular group.
User feedback(inc complaints)	
Stakeholders	
Other	

INVERCLYDE COUNCIL EQUALITY IMPACT ASSESSMENT TEMPLATE

5. Impact

What does the information tell you about the potential impact of these budget savings on the following equality groups?

Equality Target Group	Positive Impact +	Neutral Impact =	Negative Impact -	Cross cutting theme
Race		x		
Disability		x		
Gender (male, female, transgender)		x		
Religion and Belief		x		
Age		x		
Lesbian, Gay and bi-sexual		x		
Other groups to consider				

6. From the Equality Target Groups you have highlighted above describe the positive and negative impacts and the groups affected.

Positive impacts (describe groups affected)	Negative impacts (describe groups affected)
--	--

INVERCLYDE COUNCIL EQUALITY IMPACT ASSESSMENT TEMPLATE

<p>If you do not have any potential negative impacts go to Question 8 and summarise the results of your assessment.</p>	

7. If you have identified any negative impacts use the matrix below to identify the level of the negative impact and the number of people potentially affected by the negative impact.

Number of People <u>HIGH</u>	<p>Your policy is likely to be unlawfully discriminatory.</p> <p>Refer to the EIA Guidance on how to modify your policy.</p>	<p>Your policy is likely to be directly discriminatory</p> <p>You must reject or substantially modify your policy</p>
	<u>LOW</u>	<p>Consider ways in which you can minimise or remove any low level negative impact that affects a small number of people.</p>
	<u>LOW</u>	<u>HIGH</u>
	<u>Level of Negative Impact</u>	

INVERCLYDE COUNCIL EQUALITY IMPACT ASSESSMENT TEMPLATE

8. Summarise the results of the Equality Impact Assessment. Include any action which has been taken as a result of the Equality Impact Assessment. Please note if you have changed, modified or consulted on your budget savings.

No impacts have been identified relating to protected groups therefore no changes are required

9. How will the implementation of the budget savings be monitored?

Management Reports

10. How will the results of monitoring be used to develop a future budget savings exercise?

Monitoring results will be evaluated to assess the effectiveness of the exercise in achieving the budgeted increased income

11. When is the budget due to be reviewed?

12. Please use the space below to detail any other matters arising from the Equality Impact Assessment process.

INVERCLYDE COUNCIL EQUALITY IMPACT ASSESSMENT TEMPLATE

The impact assessment should now be authorised by the officers.

Policy Title	:Long Term Empty Properties Council Tax Increase
Name of Person (s) who completed the Assessment	Name: Liz Brown Position: Principal Revenues Officer Date: 17 th October 2014
Authorised by:	Name: Position: Date:

Thank you for your assistance with the completion of this task.

INVERCLYDE COUNCIL EQUALITY IMPACT ASSESSMENT TEMPLATE

Useful Links

Resource	Webpage
Equality and Human Rights Commission	www.equalityhumanrights.com
Scottish Commission for Human Rights	www.scottishhumanrights.com
Census statistics	http://www.scrol.gov.uk/scrol/common/home.jsp
Images of Disability	www.imagesofdisability.gov.uk
The Equalities Review	www.theequalitiesreview.org.uk
The Equality Bill	www.equalities.gov.uk/equalitybill
Scotland's Commissioner for Children & Young People	www.sccyporg.uk
Women and Equality Unit	www.womenandequalityunit.gov.uk
Scottish Index of Multiple Deprivation	www.scotland.gov.uk/Topics/Statistics/SIMD/Overview
Scottish Household Survey	www.scotland.gov.uk/Topics/Statistics/16002
High Level Summary of Equality Statistics: Key Trends for Scotland 2006	http://www.scotland.gov.uk/Publications/2006/11/20102424/0
Stonewall Scotland	http://www.stonewallscotland.org.uk/scotland/default.asp
LGBT Youth Scotland	www.lgbtyouth.org.uk
Scottish Parliament briefings on equality	http://www.scottish.parliament.uk/business/research/subject/equal.htm

INVERCLYDE COUNCIL EQUALITY IMPACT ASSESSMENT TEMPLATE

Glossary of Terms

Direct Discrimination: treating a person less favourably than another on the grounds of race, disability, gender, sexual orientation, religious/political belief or age.

In direct discrimination: the application of a 'provision, criterion or practice' that puts people from different backgrounds at a particular disadvantage and cannot be shown to be a proportionate means of achieving a legitimate aim.

The term '**positive action**' refers to a variety of measures designed to counteract the effects of past discrimination and to help eliminate stereotyping of any kind. Under this broad definition positive action may include initiatives such as the introduction of non-discriminatory selection procedures, training programmes or policies aimed at preventing any harassment.

Positive discrimination This is where members of a particular group are given preference over others for no other reason than their belonging to that group. Positive discrimination is **unlawful**.

Acknowledgements

Inverclyde Council's Equality Impact Assessment has been informed by:

- Scottish Governments Equality Impact Toolkit
- Argyll and Bute Council Equality Impact Assessment Toolkit
- UK Equality Review

Report To:	Policy and Resources Committee	Date:	22 September 2015
Report By:	Angela Edwards, Head of Inclusive Education, Culture and Corporate Policy	Report No:	PR/139/15/AE/KB
Contact Officer:	Karen Barclay, Corporate Policy Officer	Contact No:	01475 712065
Subject:	Results from the Citizens' Panel Spring 2015 Survey		

1.0 PURPOSE

1.1 The purpose of this report is to inform the Committee of the headline results from the Spring 2015 Citizens' Panel Survey and advise how Council Services will use the Panel's responses to review and improve service delivery.

2.0 SUMMARY

2.1 The Survey focused on the following topics:

- child protection
- alcohol
- mental health and stigma
- Inverclyde Council's website
- satisfaction with Council Services.

2.2 Throughout the report, commentaries on the results, shown in italics, are included from the appropriate Council Service.

2.3 A number of significant points emerged from the Spring 2015 Survey:

- 72% of respondents said they were very or fairly confident that services in Inverclyde will protect children and young people and help them if they are at risk of harm;
- more than a quarter (26%) of respondents said alcohol is not an issue in their neighbourhood;
- 40% of Panel members said they know someone who has a mental health issue;
- 70% of respondents said it was easy or quite easy to find what they were looking for on the Council's website; and
- satisfaction with Council Services is generally high, with the majority of Services exhibiting a satisfaction rating in excess of 80%.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- a. notes the main findings from the Spring 2015 Citizens' Panel Survey; and

- b. takes account of the results when reviewing and improving service delivery, as appropriate.

Angela Edwards, Head of Inclusive Education, Culture and Corporate Policy

4.0 BACKGROUND

4.1 The Citizens' Panel was established in 2007 to enable the Council to regularly consult with Inverclyde residents on a wide range of issues and to obtain feedback to improve and develop services to meet the needs of local people. The Panel comprises 1,000 local residents, with membership refreshed annually by one third.

4.2 The return rate of 64% for the Spring 2015 Survey is broadly in line with previous questionnaires.

5.0 SURVEY TOPICS, FINDINGS AND SERVICE COMMENTARIES

5.1 Child protection

Sixty-seven per cent of respondents said that, if they had concerns regarding the safety of a child or young person, they would report those concerns to a police officer. This is followed by 47% who would report concerns to a social worker and 17% who would contact a teacher. Smaller numbers of respondents said they would approach a health visitor (11%), a doctor (9%) and some other person (4%).

Just over half (55%) of Panel members said that nothing would prevent them reporting concerns they may have about a child or young person. However, the main issues that *would* prevent people from reporting a concern are 'not having enough evidence or information' (24%), 'fear of getting it wrong' (19%) and 'concerns about confidentiality being maintained' (11%).

Almost three quarters (72%) of respondents said they were very or fairly confident that the relevant services in Inverclyde will protect children and young people and help them if they are at risk of harm. A small number (8%) were not confident or not at all confident that services in Inverclyde will protect children and young people and help them if they are at risk of harm.

When asked if they thought the necessary action would be taken if they contacted an agency with a concern, 74% said they were very or fairly confident that the necessary action would be taken. Only 2% said they were not at all confident the necessary action would be taken.

Panel members were then asked to consider how important they felt a variety of factors were in protecting children and young people from abuse and neglect. The factors that the greatest number of respondents stated were very important were 'professionals sharing information with each other' (88%) and 'professionals working together to support children and families' (79%). Panel members also thought that 'professionals providing extra support to families where a child is at risk' (78%) was an important factor. The same number (78%) saw the importance of 'listening to children and young people and taking their views into account when making decisions which affect them'.

The final question in the child protection section asked if Panel members were aware of the Council's work to support looked after children who are at risk. Of the 42% respondents who said they were aware of this work, 67% thought young people in Inverclyde were very well looked after, with a further 18% stating they were fairly well looked after. A very small number (4%) thought that young people in Inverclyde were not well looked after.

Child protection - Service commentary

The Inverclyde Child Protection Committee was pleased to have the opportunity to include questions in the Citizens' Panel Spring 2015 Survey.

The findings reflect an ongoing high level of public confidence in the response of services to protect children. This is particularly encouraging given the number of recent press reports on enquiries into child abuse and exploitation in other areas of the United Kingdom where the service response has been severely criticised.

The Child Protection Committee has considered the findings of the Citizens' Panel Survey, alongside the results from Surveys undertaken in 2011 and 2013, and these findings will inform developments in service provision and public awareness activity.

5.2 Alcohol

The first question in this section of the Survey asked Panel members if alcohol was an issue in their neighbourhood: more than a quarter (26%) said alcohol is not an issue at all in their area, a third (33%) said it was a minor issue and 27% said it was a major issue.

Just under half (45%) of respondents said alcohol does not cause any problems in their neighbourhood. However, where consumption of alcohol does cause problems in people's areas, the main issues are an 'increase in incidents of anti-social behaviour' (36%), 'problems associated with underage drinking' (23%) and an 'increase in drinking in public places' (17%).

When Panel members were asked who they felt has responsibility to tackle alcohol problems, the majority of people (63%) said it is individuals themselves. This was followed by 'local government - Inverclyde Council' (35%) and 'national government' (28%). Additionally, just over a quarter (26%) of respondents thought the alcohol industry should have responsibility to tackle alcohol problems; 23% of Panel members also said that 'communities' should be involved. The NHS is the organisation that people were least likely to feel has responsibility to tackle problems associated with alcohol (19%).

The final question in the alcohol section of the Survey asked what action Panel members thought should be taken to tackle alcohol problems. More than half (57%) of respondents said there needs to be a change in attitudes towards alcohol in the west of Scotland. The same number of Panel members (57%) said education in schools should be used as a way of tackling alcohol problems while 50% thought the issue of underage drinking should be looked at. Other ways Panel members thought alcohol problems should be tackled are by a reduction in the availability of cheap alcohol (40%) and the introduction of minimum pricing for alcohol (16%).

Alcohol - Service commentary

The Citizens' Panel Survey findings highlight areas of concern to which there is an identified need for action. In particular, Panel members' responses provide important information on the wider community impact of alcohol misuse, together with a community perspective about how we should address and prevent problematic alcohol use.

The Inverclyde Alcohol and Drug Partnership's (ADP) Strategy and Delivery Plan focuses on working in partnership to address the issues highlighted by the Survey responses. Inverclyde has adopted a treatment and whole population approach to alcohol misuse issues. Partners work to address individuals' alcohol misuse issues through health and social care services and community recovery services. The ADP partners deliver prevention strategies within the context of meeting wider community needs associated with the impact of alcohol misuse.

Reducing anti-social behaviour, problems associated with underage drinking and drinking in public places are already key actions in the ADP's Delivery Plan and the Inverclyde Community Safety Strategy.

The Inverclyde programme 'Changing Attitudes towards Alcohol' provides a comprehensive programme of awareness and education across the community and in all primary and secondary schools and forms part of community work with young people. Additionally, alcohol awareness work with young people through the Health and Wellbeing Survey and the follow-on '#Clyde Conversations' event provided opportunities to shape services and support in a way that meets the needs of our young people. Staff from the Healthier Inverclyde Project 'Drink Safe Inverclyde' (DSI) deliver a comprehensive alcohol awareness training programme in the local area which is available to all employers and community groups; DSI staff also attend community events and local community groups to raise awareness of choices about alcohol consumption.

5.3 Mental health and stigma

When Panel members were asked if they knew someone who has a mental health issue, 40% said that they did. Just over a third (36%) of people who know someone who has a mental health issue said the person had experienced stigma and discrimination because of their mental illness.

Of the respondents who know someone who has a mental health issue, 36% said that they have experience of supporting someone who has been subjected to stigma and discrimination around mental illness.

Panel members were then asked if they had heard of the national 'See Me' campaign which aims to end mental health discrimination; 34% said they had heard of the initiative. Of the people who had seen the campaign, more than a third (38%) thought it had been very or fairly effective while 15% said it was not effective or not at all effective.

The majority of respondents (92%) said they were not aware of other campaigns or initiatives that aim to tackle mental health stigma.

The next part of the Survey asked Panel members to describe the stigma and discrimination they were aware of, together with what action could be taken to tackle the issues. Respondents provided full and comprehensive responses to these questions which give the Council a useful insight into the extent of the subjects.

Mental health and stigma - Service commentary

A core action in the Inverclyde Health and Social Care Partnership's mental health improvement plan - 'Making Wellbeing Matter in Inverclyde' - is the re-establishment of the Inverclyde Anti-Stigma Partnership (IASP).

To establish background information on the magnitude of the problems of stigma associated with mental illness, Citizens' Panel members were asked a series of questions to elicit their views. An overwhelming response was received from Panel members. Once the responses have been further analysed, they will contribute to the future planning of, and inform the direction of travel for, the IASP. This locally gathered data will also support other sources of research on this important topic.

5.4 Inverclyde Council's website

The first question in this section of the Survey asked Panel members if they had ever visited the Council's website. Just over half (56%) said they had visited our website and 44% said they had not.

When asked about the frequency of their visits to the website, the majority of people (60%) said they had visited it 'just once or twice' while just over a quarter (26%) said they visited it every month. A smaller number (13%) looked at the website every week while a very small number of respondents (1%) looked at it every day.

Panel members were then asked about their reasons for looking at the Council's website. The reasons people gave were many and varied; examples include school holiday dates; recycling information; job searching; cemetery information; to request repairs to, for example, faulty street lights; Council Tax; general update information; and using on-line library accounts.

When asked to describe their experience of using the Council's website, 70% said it was easy or quite easy to find what they were looking for. A fifth of respondents (20%) said it took some time to find what they were looking for, while 10% said it was difficult to find what they were looking for.

The final question in this section of the Survey asked what features or facilities Panel members would like to see on the Council's website. A large number of topics were suggested including: a breakdown of Elected Members' expenses and when and where they attend Council-related business; a 'live chat system' to get answers (to questions) there and then; more links to other websites; details of local cultural activities; more local information; names and contacts in Council Services; easier ways to update details on-line, for example, to pay Council Tax and report roads defects and street lighting faults; and a better search facility.

Inverclyde Council's website - Service commentary

The Council re-launched its website in May 2015 and many of the observations highlighted by the Citizens' Panel fed into the project.

The new website's design puts the citizen or customer first by introducing large graphical links to get to the desired top tasks very quickly. A major requirement for the site was to make it a platform for more transactional, self-service type requests and these elements will be introduced over the next few months. Additionally, the previous website's cumbersome navigational structure has been replaced by a vastly improved search facility in the style of a 'Google' search; this option was specifically requested by Panel members.

The Council has formed an internal web team which meets regularly to oversee the continuing evolution and quality of the website's content. Encouragingly, since the website's re-launch, we have seen a 40% rise in repeat site visits.

5.5 Satisfaction with Council Services

The final section of the Survey asked Panel members how satisfied they were with seven Council Services: the McLean Museum and Art Gallery; refuse collection; parks and open spaces in Inverclyde; local schools; leisure services, for example, swimming pools, local gyms, etc; libraries in Inverclyde; and social care or social work services. Panel members were asked to respond to this question only if they had used the Council Services in the last year.

The following table outlines the 2012 responses of Panel members to this question, together with their responses in 2015:

Council Service	% who were satisfied or very satisfied		Difference
	Autumn 2012 %	Spring 2015 %	
The McLean Museum and Art Gallery	87	87	performance maintained
Refuse collection	79	84	+ 5%
Parks and open spaces in Inverclyde	70	82	+ 12%
Local schools	76	81	+ 5%
Leisure services	83	81	- 2%
Libraries in Inverclyde	87	81	- 6%
Social care or social work services	74	64	- 10%.

Satisfaction with Council Services - Service commentary

The Council is acutely aware of the importance of providing high quality services to local residents and visitors to the area, particularly with the aim of retaining and enhancing Inverclyde's population. It is therefore pleasing to note that Panel members' satisfaction with Council Services is generally high and has, in the main, improved between 2012 when the question was last asked and 2015.

The majority of Services attracted a satisfaction rating of more than 80%. The biggest increase (12%) in satisfaction was with parks and open spaces. This may reflect the Council's development of its Play Area Strategy which aims to ensure that Inverclyde's children, wherever they live, have a play area nearby.

The decrease in satisfaction with leisure services was very small (2%) while social care or social work services attracted the lowest satisfaction rating in both years. The scores for both these services may reflect the fact that respondents had not used them in the last year and therefore responded to the question accordingly.

Lastly, satisfaction with libraries fell slightly (6%) between 2012 and 2015. One reason may be the Central Library's move to smaller premises in January 2015; any possible impact on satisfaction levels will be closely monitored.

6.0 IMPLICATIONS

6.1 Financial implications - one-off costs:

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

Financial implications - annually recurring costs/(savings):

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

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

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

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

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

7.0 CONSULTATION

7.1 The appropriate Council Services were consulted on the development of the Spring 2015 Citizens' Panel questionnaire and the results have been disseminated to ensure that cognisance is taken of the Panel's responses when improvements to service delivery are considered.

8.0 CONCLUSION

8.1 The results of the Citizens' Panel Spring 2015 questionnaire are presented for the Committee's consideration, with the recommendation that they are taken into account when reviewing service delivery, as appropriate.

9.0 BACKGROUND PAPERS

9.1 None.

Report To:	Policy and Resources Committee	Date:	22nd September 2015
Report By:	Chief Financial Officer	Report No:	FIN/79/15/AP/BH
Contact Officer:	Brendan Hurrell	Contact No:	01475 712654
Subject:	Procurement Strategy 2015/18		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek Committee approval of the new Procurement Strategy and resultant Action Plan for the period 2015/18.

2.0 SUMMARY

- 2.1 A key requirement in the development of Procurement is that the Council requires to develop an ongoing Procurement Strategy. Previous versions of the Procurement Strategy have been approved by Committee and the actions have been monitored for progress.
- 2.2 The proposed Strategy for 2015/18 replaces the current strategy. The attached document is split into discrete sections and where appropriate, actions against each of the sections have been identified.
- 2.3 Since the first Procurement Strategy was put in place in 2010, Procurement has improved and this has been evidenced by increasing Procurement Capability Assessment scores each year. Previous strategies have concentrated on getting the structure, training and governance of Procurement in place. This Strategy aims to improve on that by engaging in more Service specific enhancements whilst also attempting to improve synergy between Procurement and Economic Regeneration.
- 2.4 Once approved, the Strategy will be rolled out within the Council and placed on the Council website. Progress on the actions will be reviewed by the Procurement Board at regular meetings with updates coming to Committee every second cycle.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee review and approve the attached Procurement Strategy 2015-18 and the associated Action Plan.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 A key requirement in the development of Procurement is that the Council requires to develop an ongoing Procurement Strategy. Previous versions of the Procurement Strategy have been approved by Committee and the actions within have been monitored for progress

5.0 PROPOSALS

- 5.1 The proposed strategy replaces the current strategy. The attached document is split into discrete sections and where appropriate, actions against each of the sections have been identified
- 5.2 Since the first Procurement Strategy was put in place in 2010, Procurement has improved and this has been evidenced by increasing Procurement Capability Assessment scores each year. Previous strategies have concentrated on getting the structure, training and governance of Procurement in place. This strategy aims to improve on that by engaging in more Service specific enhancements whilst also attempting to improve synergy between Procurement and Economic Regeneration.
- 5.3 The Strategy has been developed on a service basis identifying the specific issues as well as common issues across the Council.
- 5.4 Each section has been signed off by the relevant service and the Procurement Board.

6.0 IMPLICATIONS

Finance

- 6.1 Procurement has delivered recurring savings of over £1.4 million since 2011. To achieve further efficiencies requires concentration on the make up of contracts and strategies to maximise local benefit.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

- 6.2 There are no matters of a legal nature arising from this report.

Human Resources

- 6.3 There are no matters of a HR nature arising from this report.

Equalities

6.4 Has an Equality Impact Assessment been carried out?

Yes See attached appendix

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

Repopulation

6.5 A Procurement Strategy which supports local opportunities will have a positive impact on the Council's Repopulation agenda

7.0 CONSULTATIONS

7.1 The Corporate Management Team have endorsed the attached strategy.

8.0 LIST OF BACKGROUND PAPERS

8.1 None

Procurement Strategy

Inverclyde

council



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1. Introduction

- 1.1. Inverclyde Council's initial Procurement Strategy was produced in 2010 to cover the period 2010- 2014. The Council invested heavily in developing the staff and capabilities of the Corporate Procurement Team to support the delivery of this strategy. During this period the Procurement Team has successfully supported the Council to modernise its approach to procurement and achieve substantial benefits in the cost and quality of the goods and service purchased. Increasingly it has also been able to achieve a range of Community Benefits through its contracting activities by working with colleagues from Economic Development, Property and partners.
- 1.2. The Procurement Team recognises how the role of procurement within the public sector is changing. These changes create an opportunity to review the Council's approach to procurement and determine how an innovative and forward thinking procurement function can best support the Council and its Services to deliver these objectives going forward.

2. The Strategic Context

- 2.1. This strategy has been developed in the context of an unprecedented period of financial constraint on council budgets. Savings are currently being delivered and will take the Council to the end of 2016/17, but with further budget reductions being required in subsequent years, further service transformation and new ways of working will be essential.
- 2.2. The Procurement Team, like all corporate support functions, will play its part in delivering efficiencies within its own operations during 2015/16 and beyond. More importantly however, the Procurement Team must look at what it can do to ensure it is providing the professional procurement advice that customers need to support the transformational changes and efficiencies they plan to make within front line services.
- 2.3. A consequence of the success of the Council's focus on embedding best procurement practice over the last five years is that an increasing proportion of the Council's addressable spend has been subject to one or more rounds of rigorous competitive tendering. This has reduced the opportunities for procurement to deliver substantial annual savings from contract retendering activity. The Procurement Team will continue to seek savings opportunities in areas of non-compliant spend and through better contract management, but opportunities may also exist for the expertise and capability within the Procurement Team to add value in other areas of strategic importance for the Council.

3. Strategic Procurement Review

- 3.1. The Council has a strong focus on delivering community benefits through procurement and further building on the success achieved to date in this area. The UK Government's welfare reform programme and continuing impact of the recession in the Inverclyde area create a special impetus to develop procurement innovations that can help promote the adoption of the living wage by suppliers, create job opportunities for young people and encourage more local businesses to participate in the Council's supply chain.

- 3.2. While much of the strategic context outline above is challenging, there are also a number of significant new developments emerging within the Inverclyde area which offer significant opportunities for procurement to be creatively engaged to support their successful implementation and the delivery of wider community benefits. This includes the ground breaking £1.3bn City Deal programme of infrastructure investment across the Clyde Valley, with Inverclyde delivering 3 significant projects with a value of £28m. Moreover, the ongoing integrations between Health and Social Care and the creation of the Health and Social Care Partnership creates new opportunities for synergy and collaborative commissioning.
- 3.3. The Scottish Government continues to promote a national strategy of procurement reform to drive continual improvement in procurement practice across the public sector in Scotland. This is supported by a mix of policy initiatives and legislative changes including the planned introduction of a new national procurement assessment framework, The Procurement Reform (Scotland) Bill and The Social Care (Self-directed Support) (Scotland) Act 2013. In addition to these Scottish legislative changes, public sector procurement also has to take account of the changes contained within the 2014 EU Directive.
- 3.4. The continued drive for reform at a national level will create further opportunities for the Council to continue to innovate and lead in its approach to procurement.

4. **Our Tactical Operational Plans for 2015/18**

- 4.2. **Procurement Team Staffing** - The Council restructured its Procurement function in 2010 with a core Procurement Team complemented by Designated Procurement Officers for each Service area.
- 4.3. Ongoing negotiations and improved contract management with suppliers ensure that our contracts remain best value, we achieve Community Benefits through appropriate contracts and, that we achieve the Council's objectives with regards to Corporate and Social Responsibility (CSR).
- 4.4. The Procurement Team has secured a training budget for the last three years which has allowed investment in training staff and development on an ongoing basis. All permanent staff have been encouraged to obtain the Chartered Institute of Purchasing & Supply (CIPS) Qualifications and are now all fully qualified. Although retention of procurement staff has been relatively high, the market for procurement specialists is dominated by our larger neighbouring authorities. It is therefore important to develop our own staff and to that end the Procurement Team have been given the opportunity to develop a Procurement Modern Apprentice and more recently have created a Procurement Development Officer post aimed at attracting a graduate. For all officers, ongoing training is provided in areas such as updates to EU Legislation and Procurement Directives. A Procurement specific competency framework has been created and is used to set Individual Training and Development Plans and contributes to setting Goals and Objectives for the team.
- 4.5. **Service Focus**- The Procurement Team works closely with Council Services and seeks to tailor operations to suit each Service's procurement needs. We will continue

to look for ways of strengthening our engagement with Services throughout the year to support the delivery of their priority outcomes.

- 4.6. **Collaboration and Shared Services** - The Council participates in contracts put in place nationally by the Commercial Crown Service, in Scotland by Scotland Excel and Scottish Procurement and locally by actively participating and leading on collaborative contracts.
- 4.7. Local collaboration with neighbouring Councils is always considered when a contract strategy is put in place and often implemented. The Council is currently working closely with Renfrewshire Council with a view to collaborate on Roads contracts as well as Social Care.
- 4.8. The Council has worked closely with its Clyde Valley partners in securing the City Deal and will be supporting the procurement of several of the key infrastructure projects within this ground breaking initiative.
- 4.9. The Council is committed to collaborative procurement and actively takes part in many National and Sectoral contracts. We will continue to look for collaborative procurement opportunities where these will support the delivery of benefits for the Council and its communities.
- 4.10. The Council has standardised its procurement documentation. In partnership with colleagues from Legal Services, the Contract Standing Orders (CSO's) were reviewed during 2013 to reflect changes to the law and best practice. The CSO's will be subject to ongoing review as the procurement landscape changes and in particular when the new EU legislation and directives have been issued during 2014. The Council has implemented a consistent approach to contract and supplier management. A review of the current suppliers managed will be undertaken during 2015 with a view to relevance and appropriateness based on high value, high complexity and/ or high risk contracts. The process will be embedded to drive best value within existing contracts.
- 4.11. The Procurement Team are working closely with the Council's Economic Development and with Riverside Inverclyde to identify areas where procurement support is required. The Team regularly take part in supplier development events to encourage local suppliers, and advertise all contract opportunities above £25,000 for goods and services and £50,000 for works, on the Council website and the Public Contracts Scotland Portal. Contracts below this threshold are issued via the same website as a quick quote and the Procurement Team will propose (where possible) to include 50% of the companies selected with an Inverclyde post code in this process to support local business.

5. **Processes and Systems**

- 5.1. In July 2014, Scottish Procurement advised that the EU Directive for Electronic Invoicing in Public Procurement came into force on 26 May 2014 and is to be

implemented into national law by amendment to the Scottish Regulations (Public Contracts (Scotland) Regulations 2012) no later than 27 November 2018.

- 5.2. Support and guidance is being developed for contracting authorities, suppliers and others affected by the Directive. The guidance will be designed to help compliance with the new legislation.
- 5.3. The Council has a Strategy and Enablement Plan which aims to ensure all purchasing is carried out using approved systems and processes. The Council uses e-tendering which offers clients and their consultants a simple, secure, standard, efficient and cost effective way to managing tenders online. This is complemented with purchase to pay systems which allow the Council to requisition, order, and pay for goods, services and works.
- 5.4. Further improvements implemented in relation to P2P include:
 - Further rollout of a purchasing card which has improved rebates and management information.
 - An ICT systems review is being conducted with results and recommendations to be deployed into a revised ICT Strategy.
 - FMS authorisation levels have been reviewed and embedded in the system across the Council.

6. Procurement Action Plan

A range of activities have been identified which will allow the Council to achieve the objectives and outcomes set out in the previous section. These are divided into the following three areas, more detail on which can be found in the following tables:

- a) Strategy, Policy and Advice
- b) People and Organisation
- c) Processes & Systems

a) Strategy, Policy and Advice

In light of the significant changes being driven by the reduction in the Council's budget, the Procurement Team will be working with Council Services during the year to undertake a strategic review of procurement within the Council and identify how it can add most value to support delivery of the Council's strategic priorities.

We will continue to act as the procurement centre of expertise for the Council and develop clear procurement policies, providing guidelines to employees on how to purchase goods, services and works. We will also continue to ensure compliance with relevant legislation and integration with Council policies and processes.

Issue	Action	Target Date	Who By
Procurement Strategy 2015/18	The Procurement Team will work with the Council Services to build a deep understanding of the strategic challenges and opportunities and to identify how procurement can best support the delivery of Council strategic priorities. The conclusions and agreed changes in the Council's approach to procurement resulting from this review process will form the basis of a new Procurement Strategy for 2015/18.	New Strategy approved by September 2015	Procurement Board/ CMT and Committee
Individual contract strategies being prepared for spend above £50k.	All spend above will have a contract strategy agreed prior to advertising.	Ongoing	Services/ Procurement Team
Community Benefits With a view to increasing community benefits achieved through contracts tendered by the Procurement Team Committee approved the recommendations to, where possible, implement a total of 5% evaluation	Procurement Team will review further areas and spend levels and report back to the Committee with proposals.	Update/Review report to Committee due by January 2016	Procurement Manager/ Head of Service Regeneration and Planning

weighting for community benefits within construction and infrastructure procurements over £1m.			
Local employment The Living wage The Council are committed to encouraging payment of the Living Wage to all employees working for or servicing the Council. This is promoted through all tender exercises conducted by the Procurement Team	Procurement Team will review the use of the procurement approach to the Living Wage with partners and other Local Authorities and adopt further changes if necessary	Report due to Committee before end of 2015 on new Procurement Regulations	Procurement Manager and HOS Legal and Property Services
Standing Orders – Contract Standing Orders are revised	Revise in line with new EU legislation and Directives when fully implemented.	New CSOs to be in place by end of 2015.	Head of Service Legal and Property Services
Document Standardisation	Documentation to be kept up to date according to legislation and lessons learned.	Ongoing and review to 2018	Procurement Manager and Services at DPO meeting every 6 weeks
Supplier Management Refresh Supplier management/ Governance for the top high value and/or high risk suppliers in each service.	A review of the supply base is underway in 2015 to consider the contracts currently being managed from a high value, high complexity and/or high risk perspective. The aim is to establish if Procurement Team is managing the correct contracts and how this process interacts with Governance of external organisations.	December 2015	Procurement Manager/ Procurement Board

<p>Sustainability Refresh and consolidate Sustainability policy and action plan.</p> <p>The Council has a Corporate Sustainability Policy (CSR), with recommendations to incorporate CSR in all strategies; where relevant. This has not been fully rolled out and is not consistent.</p> <p>Policy requires to be refreshed and consolidated</p>	<p>Sustainability policy and action plan to be embedded. Sustainability is built into the procurement process. Implementation of the Sustainability Policy will ensure consideration at contract strategy stage.</p> <p>CSR and Sustainability rolled out and included as a consideration at a contract strategy stage; where relevant. Introduction and implementation initiatives such as:</p> <ul style="list-style-type: none"> • Ongoing Supplier events for SME's to cover areas of concern and help educate on how to become a supplier to the Council. • 50% of suppliers selected in the quick quote process will be local (where possible). • Policy for dealing with Supported Business <p>Encourage main contractors to engage with local suppliers and SME's.</p>	<p>June 2016</p>	<p>Procurement Manager/ Procurement Board/ Committee</p>
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b) People and Organisation

Effective implementation of the strategy is dependent on having staff with the right skills and experience in place and on a close working relationships with the Procurement Team

Issue	Action	Target Date	Who By
<p><u>Training</u> The Procurement Team have secured a training budget year over the last 3 years to ensure staff are professionally trained and staff are encouraged to achieve certification with the Chartered Institute of Purchasing and Supply (CIPS).</p>	<p>During the period 2015/18 it is intended to continue providing professional training for Procurement Team staff. Procurement Team focuses on training staff within Services and providing training and information to suppliers and third sector partners.</p> <ul style="list-style-type: none"> • Roll out e-learning course and ensure all officers involved in procurement have passed. • Ensure All Procurement staff have undertaken training in the latest updates to the Procurement reform bill and EU legislation. 	<p>March 2017</p>	<p>Procurement Team and Designated Procurement Officers</p>
<p><u>Engagement with Services</u> The Procurement Team has developed effective working relationships with Services. However, this could be further developed with more formal communication and regular meetings.</p>	<p>Strengthen the ongoing operational engagement between the Procurement Team and Service management teams to ensure Procurement Team fully understands service priorities and challenges and is best able to highlight areas where procurement innovation can help support the delivery of Service objectives in the short to medium term</p>	<p>Review at Procurement Board June 2016 And ongoing review to end of 2018</p>	<p>Procurement Team and Designated Procurement Officers/ Procurement Board</p>
<p><u>Compliance</u> New EU Procurement Directive came into force in April 2014 The New Regulations are expected to be in place by the end of 2015.</p>	<p>Ensure all updates are implemented where not already in place by the completion date e.g.</p> <ul style="list-style-type: none"> • Agree revisions required to the procurement strategy on an annual basis. 	<p>Dec 2015</p>	<p>Procurement Team and Designated Procurement Officers/ Procurement Board</p>

	<ul style="list-style-type: none"> • Continue to promote e-tendering for all tenders. • Continue to consider lot structure within tenders to ensure quality and opportunity for SMEs. • Implement new rules for Part B services. • Increase market research at strategy stage. • Consider how to incorporate new rules within tendering and evaluation. 		
<p><u>Collaboration</u> The Council makes use of many of the contracts put in place by the centres of expertise. These are mainly Scotland Excel, Scottish Government and the Crown Commercial Service (CCS).</p> <p>The Council is now actively working with Scottish Future Trust (SFT) Hub initiative and should ensure all communication and joint work leads to a successful conclusion.</p> <p>The Council is part of the City Deal project</p>	<ul style="list-style-type: none"> • Ensure the best possible pricing is being obtained from frameworks • Communication, collaboration and sharing of best practice with other Local Authorities. • Continue to work with the (SFT) Hub West Scotland to ensure successful conclusion of two Primary schools. • Regular meetings are held with City Deal partners and Local Authorities 	Review at quarterly Procurement Board and report to Committee	Procurement Manager/ Procurement Board
<p><u>Serious organised crime accessing public funds through public procurement</u></p>	Work with Police Scotland, Scottish Government and partner public bodies to ensure that measures are in place to avoid serious organised	Review tender Workplan every 6 months	Head of Service Legal and Property Services

	<p>crime getting access to public funds.</p> <p>Share tender workplan with Police Scotland</p>		
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c) Process & Systems, P2P, Benefits Tracking, E-Procurement

This element of the strategy is essential if the Council is to achieve the efficiencies identified. If we do not have detailed processes and systems, which are adhered to, savings achieved through the tender process will not materialise.

Issue	Action	Target Date	Who By
<u>Purchase Cards</u>	<ul style="list-style-type: none"> • Increase the rebate on purchase cards by increasing the volume of spend • more use of Pcards instead of non-matched payments 	December 2016	Procurement Team/ Services/ Creditors
<u>Electronic Invoicing</u> Legal requirement to have electronic invoicing in place by 2019	Ensure e-invoicing is in place by 2019 by working with Scottish Government and Finance System supplier.	December 2018	Procurement Team/ Services/ Creditors
<u>E-Procurement eTendering</u>	Ensure Public Contracts Scotland – tender system known as pcs-t, is fully rolled out to all services	August 2017	Procurement Team/ Legal/ Designated Procurement Officers

7. Procurement Strategy by function

7.1. The following sections explore the key spends by Service area.

Procurement Spend is a greater proportion of the overall budget in some Service areas more than others. For example Environmental and Commercial Service, Property and Community Care have a large portion of budget allocated towards spend with external suppliers. For this reason the strategy by function concentrates on the Services that spend a greater proportion of their budget with external suppliers. There may be some areas that have a contract that is designated as being higher risk but lower in spend and these have been included in the narrative due to their strategic importance to the Council.

7.2. Common Issues Structural and Cultural Change

Procurement has been under the management of the Chief Financial Officer since 2010. As such, the structure of the team and activity within this area is well established.

The structure of the Procurement Team is reviewed on a regular basis to ensure it meets Service demands. A planned programme of training has been in place for the Procurement Team to ensure they have the necessary skills and knowledge for the role.

There is senior management support of the Procurement function and this is evidenced through Procurement Team representation at the meetings of the Senior Management Team and regular meetings with Heads of Services via the Procurement Board.

Contract and Supplier Management

Supplier relationship management is a comprehensive approach to managing the Council's interactions with the organisations that supply the goods, works and services it uses. The goal of supplier relationship management is to streamline and make more effective the processes and contracts between the Council and its suppliers. The key actions required are:

- progress with the agreed ownership of the contract and supplier management process;
- deliver the standardised contract and supplier management processes with key suppliers;
- identify and implement efficiencies within existing contracts; and
- implement and monitor achievement of community benefits.

A review of the Contract and Supplier Management Strategy is being undertaken taking cognisance of the suppliers currently being managed. Following this review, the Procurement Team will ensure the correct suppliers, representative of the majority of spend, are managed.

The opportunity to rationalise and deliver savings through the 2nd and 3rd tier supply chains will also be targeted and contractors will be measured on their approach to their 2nd and 3rd tier supply chains, e.g. ability to pay subcontractors quickly. The success of the overall partnering approach will be closely monitored and together with any lessons learned, will be applied to future contracts and framework agreements.

Consideration is given during the development of contract strategies to maximise opportunities for SMEs and third sector organisations whilst exploiting opportunities that may arise from aggregation of spend. This approach will include consideration of proportionality in terms of minimum financial criteria, indemnity levels and the requirement for bonds etc. Consideration is also given to lotting contracts and framework agreements based on value band, the encouragement of consortium bids and reserved contracts.

As part of the SME engagement process, the views / input of SME's are sought during the market research phase of strategy development. Further, it is intended that Supplier Awareness events will be held at the point of tendering any new, high value or high risk contracts and framework agreements.

When tendering any high value arrangements, tenderers are asked to submit proposals on supply chain development including how they will engage with and create opportunities for SMEs.

7.3. **8.12 New EU Directive on Electronic Invoicing in Public Procurement**

In July 2014, Scottish Procurement advised that the EU Directive for Electronic Invoicing in Public Procurement came into force on 26 May 2014 and is to be implemented into national law by amendment to the Scottish Regulations (Public Contracts (Scotland) Regulations 2012) no later than 27 November 2018.

The Directive requires contracting authorities to be able to receive eInvoices and make payment electronically for all contracts regulated under the EU Procurement Directives. However, while the acceptance of eInvoices by all contracting authorities is mandatory, the exchange of invoices in other formats will still be allowed if both the contracting authority and supplier agree. Support and guidance is being developed for contracting authorities, suppliers and others affected by the Directive. The guidance will be designed to help compliance with the new legislation.

To date, the Scottish Government eInvoicing Team (SGeIT) has 'on-boarded' 15 Category national and 41 sectoral suppliers who have indicated their willingness to issue eInvoices.

The SGeIT are in the process of identifying the level of 'readiness' of over 25 buying organisations who have already indicated their interest in receiving eInvoices.

The Procurement Team will work with the Scottish Government and Service colleagues to ensure that the Council is ready to implement the full suite of mandatory directives by 2018.

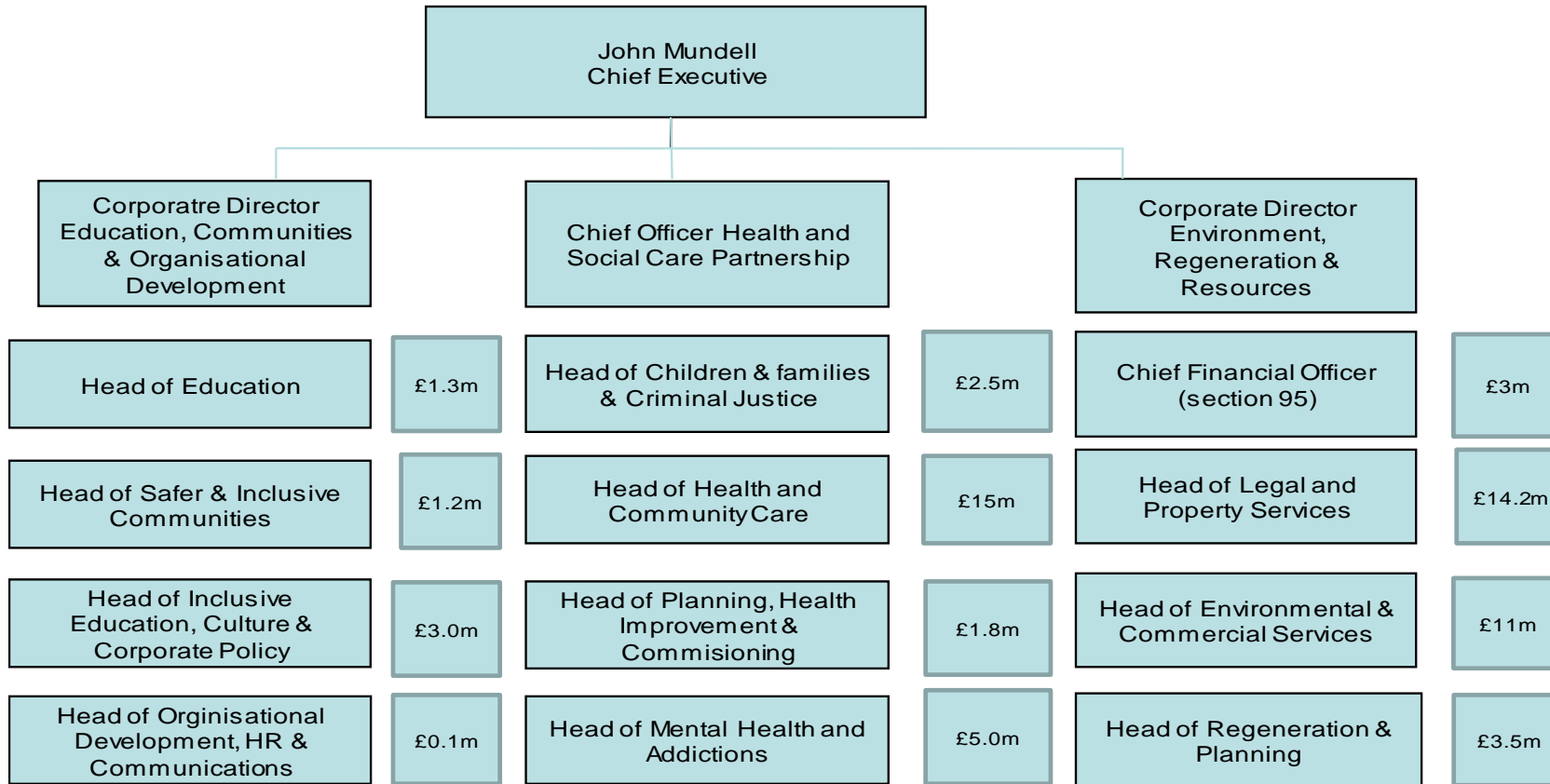
7.4. **The key summary of common issues are as follows -**

- Implementation of key strategic framework agreements and ensuring core spend goes through these;
- Ensure all spend is compliant;
- Continue to work with service to prioritise work plan to enable effective resource planning;
- Review, develop and implement the supplier management process for all key contracts and suppliers as outline in the section above;

- Negotiate additional savings and community benefits from existing contracts with key suppliers;
- Continue to create opportunities for SME's whilst exploiting opportunities available through aggregation of spend;
- Continue to support the work of the Supplier Development Programme.
- Continue to provide training and awareness sessions for those service staff actively involved in the tendering process;
- Review and develop an approach which ensures value for money for the renewal of contracts
- Review existing contracts for further improvements prior to renewal or re-tender.
- Continued utilisation of a contract renewal plan to feed into work plan for future years;
- Utilisation of Public Contracts Scotland – Tenders e-tender system, where appropriate, in accordance with the Council's Contract Standing Orders. This will in turn support the development of a contracts register; and ensure that the Council supports CAT A and B contracts from both a technical and commercial perspective to maximise the benefits.
- Work towards the requirement for e-invoicing by 2018
- Ensure that performance and opportunities across contracted spend is optimised, driving value from existing contractual arrangements;
- Develop greater engagement with our supply based and partners with the aim of promoting best practice, continuous improvement, delivering innovation, increased collaborative working and consideration of shared service opportunities;
- Greater engagement with potential partnerships with consideration to more collaborative working; shared services and outsourcing opportunities;
- And utilisation of the work plan and service wide review to ensure contract delivery timescales support best value.

7.5. The following Council structure chart is designed to illustrate where responsibility for the main procurement spend areas lie as follows –

Inverclyde Council Structure and Procurement spend responsibility



Summary Spend by Service area

The following sections summarise the procurement approach on the major contract spends over the short and long term by Service as identified in the chart above. Each Service with a total spend responsibility over £2.5M has been given a more extensive summary.

8. Finance, ICT and Corporate Spends

8.1 Scope / Key Spend Areas

Commodity area	Total Annual Spend
ICT Software	£900k
ICT Hardware	£218K
ICT Peripherals	£80K
ICT MFDs	£200K
ICT Broadband and Telephony	£455K
ICT Mobile phones	£75K
Printing (inc high vol)	£233K
Stationery	£160K
Debt Recovery	£100K
Insurance	£550K
Total	£3M

High Level Strategy

- 8.2 The Chief Financial Officer has responsibility for Procurement and therefore has responsibility for the goods and services of a Corporate nature that are common to all other services. Moreover, the Chief Financial Officer has recently taken over the management of ICT and already has responsibility for Revenues and Benefits and Customer Services.
- 8.3 The Procurement Team reports to the Chief Financial Officer and supports these Services in their common objectives to maximise the benefits of procurement to improve service delivery and value. The Procurement Team will continue to work with the Service to develop a forward plan of procurement activity which takes cognisance of the lessons learned and opportunities arising from first generation contracts and framework agreements that have been established.
- 8.4 The Procurement Team will continue to work with the Service to prioritise their procurement requirements in line with budget and to ensure compliance with EU regulations and best practice. Procurement timescales are often driven by operational requirements rather than the time it takes to carry out an effective end to end procurement process. The Procurement Team and colleagues from the Finance Service will undertake a service wide review of recurring contracts to ensure robust market testing informs decisions to renew these contracts and provide a detailed plan of contracts for renewal each year.
- 8.5 The Procurement Team and the Finance Management Team will ensure early engagement with procuring officers to ensure sufficient time for the procurement

process is included within operational programmes. This approach will ensure the most effective procurement approach is adopted and value for money is achieved

8.6 Insurance and Debt Recovery - Procured individually by Inverclyde Council rather than national contracts, though Scotland Excel are looking at possible collaborative contracts for both. Efficiencies have already been embedded within the previous procurement exercises for these contracts. For example, the Insurance tender was advertised with a specification based on the Councils decrease in building assets and an increase in the excess payable in light of this being more cost effective versus the risk of likelihood of some events. The Debt recovery tender focussed on the more cost effective elements of debt that would lead to income rather than older debts. These changes led to some efficiencies and the Service will look at further changes that could be introduced to minimise cost increases and or introduce possible savings in future. The Insurance contract ends in September 2016 with 2 possible annual extensions and the Debt Recovery contract is now reviewed annually before 1 year extensions are agreed which can run until the Autumn of 2017.

8.7 Software - Procured using UK National Frameworks. There are moves to create more local Scottish Frameworks using the services of the Scottish Government procurement team or Scotland Excel, however, the timescales for delivery will be in the longer rather than shorter term. That being the case, it is likely that the current strategy of extending relationships with current software suppliers on their products will continue. This strategy avoids the requirement for another Capital outlay at the start of a new software contract and allows the intended benefits of the system to be utilised. This means that the market is not tested for new product on a regular basis; however, there have been no instances, where the market has been tested, of a new product being more cost effective in terms of the whole life costs (including internal costs) over the lifetime of a new agreement. A business case is required in each instance that the client, ICT, Finance and procurement are happy with before such an agreement is put in place. This has been the standard practice in other instances of this in the recent past and CMT and the relevant committee have been appraised and approved in each instance. The suppliers of these contracts will need to be managed in order that longer term agreements reduce in cost due to the benefit to the supplier.

8.8 ICT Broadband & Telephony / Mobile Phones - The Council's existing wide area network contract with Virgin Media commenced in June 2006. The original contract duration was 5 years with options to extend for 3 additional years. The Council made the decision, in February 2015, to join SWAN contract. The Scottish Wide Area Network (SWAN) Programme will deliver a single public service network available for use by any public sector organisation within Scotland. Initially, SWAN will deliver core network infrastructure and connectivity services. i.e. The basic network infrastructure and local circuits required to connect users to the Council's network. The SWAN contract was awarded in early 2014 and following this, ICT engaged with NHS National Services Scotland (as contract managers) and Capita to initiate discussions on the Council's migration to SWAN. Ultimately, savings will be generated across a range of council services by the nationwide sharing opportunities that will be offered across the SWAN infrastructure.

As the Council is going through an intensive period of modernisation, the demand for the equipment to support that change is increasing. In the past there has been a reliance on officers to be contacted using mobile phones. As technology changes towards the tablet market the blend between mobile phones and laptops may converge

into a single device solution and this will see a decrease in the demand for mobile phones. For now, the Council will manage the contract for mobile phones using the available national frameworks and take advantage of the associated economies of scale and rates.

8.9 ICT Hardware, Peripherals and MFDs - ICT have been managing the PC and laptop hardware refresh against the background of changing technology and decreasing budgets by increasing the lifespan of this hardware with end users. These products are purchased using National frameworks when there is a requirement and this is seen as the most cost effective route to market with the associated economies of scale. Peripheral ICT equipment or computer supplies as well as ink cartridges are also purchased on National Frameworks. This is again likely to continue though there is the opportunity to analyse and rationalise this spend by buying more cost effective products in bulk and reducing the number of desktop printers and making more use of the MFD fleet. The MFD fleet has been subjected to a recent mini competition which has resulted in a new contract where the number of machines is being rationalised and the lower rates have led to significant savings. There are still too many standalone single desktop printers and these will be rationalised.

8.10 Printing and Stationery - Again all of these commodities are largely purchased using National contracts with the exception of the High volume printing and mailing contract. The nature of these Services is such that modern service solutions are likely to see a reduction in spend rather than a procurement solution providing savings though there are opportunities to analyse and rationalise spend on stationery.

9. Environmental and Commercial Services

9.1 Scope / Key Spend Areas

Commodity area	Total Annual Spend
Residual Waste	£2.3M
Waste Recycling	£150K
Organic Waste	£100K
Roadstone	£2M
Proprietary Treatments	£600K
Street Lighting Maintenance	£390K
Street Lighting Capital	£1.3M [£3.8M (2015/18)]
Hire of Surfacing Plant	£450K
Fleet Replacement	£1.6M [£4.9M (2015/18)]
Fleet Fuel	£630k
Fleet Maintenance Spares	£120k
Schools Catering contracts	£1M
Building Services	£120K
Total	£11M

High Level Strategy

- 9.2 The Head of Environmental and Commercial Services has responsibility for Roads, Waste Management, Facilities Management, Vehicles, Grounds Maintenance and Facilities Management.
- 9.3 The Procurement Team supports these Services in their common objectives to maximise the benefits of procurement to improve service delivery and value. The Procurement Team will continue to work with the Service to develop a forward plan of procurement activity which takes cognisance of the lessons learned and opportunities arising from first generation contracts and framework agreements that have been established.
- 9.4 The Procurement Team will continue to work with the Service to prioritise their procurement requirements in line with budget and to ensure compliance with EU regulations and best practice. Procurement timescales are often driven by operational requirements rather than the time it takes to carry out an effective end to end procurement process. The Procurement Team and colleagues from the Service will undertake a service wide review of recurring contracts to ensure robust market testing informs decisions to renew these contracts and provide a detailed plan of contracts for renewal each year.
- 9.5 The Procurement Team and the Services will ensure early engagement with procuring officers to ensure sufficient time for the procurement process is included within operational programmes. This approach will ensure the most effective procurement approach is adopted and value for money is achieved.
- 9.6 **Waste Management**
Scotland Excel has recently put in place a framework that covers both recyclate and residual waste. The Inverclyde Council contracts end in July 2016. The Scotland Excel framework has been developed to ensure flexibility in meeting these requirements and includes the following three service model options:

Model A: Where a council delivers material direct to a service provider's treatment facility.

Model B: Where material is bulked at an agreed reception point and transported to a treatment facility.

Model C: A treatment only option, where councils retain ownership of material post treatment for market sale.

"National Brokerage" type model, (not dissimilar to Model C as outlined above).

The Scotland Excel framework prices for these commodities are exclusive of transport costs and therefore a modelling exercise will be required to be completed to benchmark total costs including transport with the current contract costs. A mini competition would be likely to secure a reduction on these modelled costs but it remains to be seen if the shorter term 3 year maximum contract would be as attractive to suppliers as an open tendered long term contract which could be up to 5 years in length.

The maximum length of contract that could be awarded resulting from a mini competition against this framework is 3 years and it remains to be seen if this length of contract is desirable to partner suppliers who are seeking longer term contracts in order to return lower tendered rates. Prices are fixed for year 1 and linked to CPI thereafter.

The reliance on energy from waste had a large bearing on the current contract price sustainability and the resale of paper continues to impact the overall price that contractors can subsume versus their contracted rate with the Council. A longer term contract may be more beneficial though senior management and members may prefer budget certainty over a shorter period that is guaranteed via a 3 year contract using the Scotland Excel route to market. Officers would be asked to demonstrate with a great degree of certainty that a longer term standalone tender would be more beneficial than a shorter term 3 year contract using Scotland Excel.

Organic Waste processing has been procured using the Scotland Excel framework and a contract is in place until July 2016. The same route will be used for future iterations of this contract.

9.7 Roadstone

Again, Scotland Excel has a Framework in place and the Council is using this. In order to competition in the market, regular mini competitions are conducted that are better than the framework ceiling rates. This process will continue for the duration of the framework and as a sizeable proportion of the RAMP improvement funding, assist with achieving efficiencies to maximise the volume of work that can be done.

9.8 Proprietary Treatments

These treatments are used primarily on carriageways as a relatively low cost method of prolonging the life of the existing surfacing. A discrete contract is let on an annual basis, and it is proposed to continue this approach.

9.9 Hire of Surfacing Plant

There is an existing Council let framework contract for this commodity and which end September 2016. It is proposed to let a further framework contract using the experience obtained with the current contract to ensure that any new contract fully meets the need of the Service.

9.10 **Street Lighting Maintenance**

The Council uses the Crown Commercial services Contract and ran a mini-completion during 2014 for the current contract. The Council is currently running a further mini completion as the current contract terminates on 30 September 2015. The new contract reflects the ongoing investment in new lantern technologies and the likelihood for reduce maintenance activity, and will have a duration of 2 years with options to extend for up to a further 2 years.

9.11 **Street Lighting Capital**

The Council is in the process of engaging a Consultant via the existing Scotland Excel framework for Consultancy, in order to assist with the design of street lighting renewal schemes. There will be a works contract tendered early in 2016 for the bulk replacement of lanterns with white light and using low energy technologies, along with some targeted column replacement. This will be a discrete contract with an estimated duration of 21 months and value in the region of around £3m.

9.12 **Fleet**

Scotland Excel have three distinct frameworks in place for the procurement of Light Commercial Vehicles, Heavy Commercial Vehicles and Plant/Grounds Maintenance Equipment which the Council make use of. Regular mini-competitions are held within the framework to take advantage of current market conditions with the advantage of having the framework ceiling price in place. There is also a Scotland Excel framework in place for fleet spares which the Council uses. Fuel is procured using the Crown Commercial Services contract.

9.13 **Schools Catering contracts**

Scotland Excel have frameworks in place for these areas of spend. The intention is to continue to buy from these in future but rationalise the products used and work with suppliers to look for efficiencies in areas such as transportation and deliveries.

9.14 **Building Services**

Scotland Excel, have a number of building material Frameworks in place and the Council is using these as detailed below. In addition the service uses termed contracts put in place by Legal & Property for items such as, heating, floor coverings, blacksmith works, alarms & fire systems etc. The service will continue to use Excel frameworks going forward.

10. Regeneration and Planning

10.1 Scope / Key Spend Areas

Commodity area	Total Annual Spend
Fairer Scotland Fund	£2M
Riverside Inverclyde	£1.5M
Total	£3.5M

10.2 High Level Strategy

The Head of Regeneration and Planning has responsibility for Planning and Economic Development. The majority of Procurement Spend is in Economic Development and this Service also has a close strategic relationship with Procurement as explained in other parts of this strategy.

The Procurement Team supports these Services in their common objectives to maximise the benefits of procurement to improve service delivery and value. The Procurement Team will continue to work with the Service to develop a forward plan of procurement activity which takes cognisance of the lessons learned and opportunities arising from first generation contracts and framework agreements that have been established.

The Procurement Team will continue to work with the Service to prioritise their procurement requirements in line with budget and to ensure compliance with EU regulations and best practice. Procurement timescales are often driven by operational requirements rather than the time it takes to carry out an effective end to end procurement process. The Procurement Team and colleagues from the Service will undertake a service wide review of recurring contracts to ensure robust market testing informs decisions to renew these contracts and provide a detailed plan of contracts for renewal each year.

The Procurement Team and the Services will ensure early engagement with procuring officers to ensure sufficient time for the procurement process is included within operational programmes. This approach will ensure the most effective procurement approach is adopted and value for money is achieved.

10.3 Regeneration Fund

This funding is subject to regular tendering with a number of partners now delivering the associated services. These contracts are lotted to give SMEs a chance to bid and to separate the differing types of employability deliverables that are targeted via this spend. This approach is intended to continue and the suppliers and providers will be monitored via the Governance process were this is relevant.

10.4 Riverside Inverclyde

Though this is not a spend with a supplier and is not unlike the spend with Inverclyde Leisure, the relationship with our Urban Regeneration Company is key to the targets agreed as part of the partnership. There are many positive opportunities as well as synergies forming in the developing relationship between RI and the Economic Development Service and this is expected to continue with joint work on City Deal. The RI opportunities are advertised under separate cover.

11. Legal and Property Services

11.1 Scope / Key Spend Areas

Commodity area	Total Annual Spend
Capital Projects	£9M
Maintenance	£2M
Utilities	£3.1M
Postage	£92K
Total	£14.2M

11.2 High Level Strategy

The Head of Legal and Property Services has total responsibility for the Councils Legal compliance with procurement law. The Head of Service also has responsibility for all Property procurement including capital and maintenance as well as ongoing management of property assets. The Councils Internal Audit team also reside within this remit.

The Procurement Team supports these Services in their common objectives to maximise the benefits of procurement to improve service delivery and value. The Procurement Team does not tender construction contracts but this is carried out by the Service experts with assistance from the Procurement Team. This work takes up the vast bulk of all required procurement under the remit of Legal and Property Services. The capital programme in 15/16 will produce an expected spend of £8M though some payments from 14/15 will be made for projects in 15/16 that will skew this figure.

The Procurement Team will continue to work with the Service to prioritise their procurement requirements in line with budget and to ensure compliance with EU regulations and best practice. The Procurement Team and colleagues from the Service will undertake a service wide review of recurring contracts to ensure robust market testing informs decisions to renew these contracts and provide a detailed plan of contracts for renewal each year.

The Procurement Team and the Services will work together to ensure early engagement with client officers to ensure sufficient time for the procurement process is included within operational programmes. This approach will ensure the most effective procurement approach is adopted and value for money is achieved.

Capital Projects planned spend

Asset Management Plan - Offices	£493K
Asset Management Plan - Depots	£1.2M
Ardgowan PS Refurbishment	£119K
St Patricks PS Refurbishment	£2.4M
St Johns Primary	£791K

Kilmacolm Primary	£1.9M
Other	£2.1M
Other Projects < £250k	£97K

The above are all one off spends with some ongoing activity as part of a longer term project such as Offices and Depots. The spends in relation to St Patricks and Kilmacolm Primaries will be taken forward as procurement projects by the West Hub. The Spend on consultants to help facilitate these projects are now being carried out using the new Riverside Inverclyde and Scotland Excel contracts.

11.3 **Maintenance Contracts**

The Council has several ongoing maintenance contracts such as blacksmiths maintenance, roofing maintenance, flooring etc. These contracts are now being lotted to give smaller suppliers a chance to win business with the Council. This has resulted in more competition locally with these contracts with some good examples of supplier growth and there have been cost benefits as a result to the Council.

11.4 **Utilities**

The Procurement Team ensured that the Council took advantage of the economies of scale that were available via National and collaborative contracts. This has certainly been the case with Utilities where the reduction in prices has seen a number of budget savings that have contributed to the Procurement Workstream savings target. Further renewal of these Utilities contracts will hopefully see costs increases managed via further innovative solutions to those already in place such as forward purchasing of electricity and gas. The renewal date for Electricity is the 1st of April 2016 and Gas the same date in 2017. The Current contract for water is in an extension period and will be subject to change in the Autumn of 2015.

12. HSCP (Directorate)

The HSCP is dealt with in this document as one summary. The nature of the Services is such that they are integrated, e.g those receiving children's services then potentially become adult services clients. Therefore each strategy should not be dealt with in isolation and it is important that the narrative on services is understood to apply across the Directorate.

12.1 Scope / Key Spend Areas

Contract or spend area	Total Annual Spend
National Care Home Contract	£12.5M
Homecare	£2.5M
Supported Living	£5M
Learning Disability	£3.4M
Former Grants	£1.8M
Total	£25.2M

12.2 High Level Strategy

The Procurement Team supports these Services in their common objectives to maximise the benefits of procurement to improve service delivery and value. The Procurement Team will continue to work with the Services to develop a forward plan of procurement activity which takes cognisance of the lessons learned and opportunities arising from first generation contracts and framework agreements that have been established.

The Procurement Team will continue to work with the Services to prioritise their procurement and commissioning requirements in line with budget and to ensure compliance with EU regulations and best practice. Procurement timescales are often driven by operational requirements rather than the time it takes to carry out an effective end to end procurement process. The Procurement Team and colleagues from the Service will undertake a service wide review of recurring contracts to ensure robust market testing informs decisions to renew these contracts and provide a detailed plan of contracts for renewal each year.

The Procurement Team and the Services will ensure early engagement with procuring officers to ensure sufficient time for the procurement process is included within operational programmes. This approach will ensure the most effective procurement approach is adopted and value for money is achieved.

12.3 National Care Home Contract

COSLA currently undertake the negotiations with Scotlands 900 care homes to agree annual pricing structures that member Councils can use. Scotland Excel are now involved in this process and are willing to support COSLA in their annual negotiations as well as providing market knowledge, bench marking and an early warning of potential provider financial concerns.

COSLA has recently supported a process to enable low pay within the care home sector to be addressed and as a result it is likely that a shared cost uplift will be agreed with further funding coming from the Scottish Government and Local Authorities. Providers will also provide a portion of the increase in funding which will see a minimum pay ceiling closer to the Living Wage becoming mandatory.

The HSCP will monitor discussions between COSLA and Scotland Excel and provide input on the future of the National Care Home Contract in conjunction with colleagues from Procurement, Finance and Legal.

12.4 Homecare

The tender for Home Care services was advertised in November 2014. The tender process was concluded in March 2015 with successful providers informed following committee approval with a commencement date of 1 May 2015. There was an agreed implementation period of 3 months up to the end of July 2015. The phased implementation was agreed to enable the transition from the existing service providers to the new successful providers in the tender process. The Council is working with all new and existing providers for a smooth transition and as little disruption to service users as possible.

The tender contained 7 geographical lots and an additional Lot (8) that is intended to be used when hours are refused by the successful providers for lots 1 to 7. The contract was divided into smaller, local lots due to the transportation costs linked to geographical dispersion and to create competition amongst smaller suppliers who would otherwise have been unable to bid.

Across Inverclyde a total of 452 people receive home care service provided by third sector organisations. There was a total of 255 service users affected by the implementation of the new homecare contracts. All service users have received information about the introduction of the new providers explaining the reasons and benefits of the new contractual arrangements. A home visit has been carried out with each service user, in addition to written communication and contact with carers and family members.

With the introduction of Self Directed Support all service users had the opportunity to decide about the level of choice and control over how their support is planned and provided. Of the total service users 34% have chosen to remain with their current provider enabling people to take more control over arranging their care and the HSCP will organise payment on their behalf. A total of 294 service users now receive support from providers within the new contract with the Council continuing to organise their support. The purpose of the tender was to provide flexibility with 1 provider per lot of supply for each geographical lot. A tender for all of the available hours would have led to a limited number of bids from suitable providers and a potential for vastly increased costs as smaller providers did not have the capacity to contract.

The tender was put together with the knowledge that costs were likely to increase. National press coverage has highlighted the cost pressures involved in external Homecare provision. In order to incentivise providers to submit a sustainable offer, the tender was advertised on the basis of 65% of the current hours being provided in each lot guaranteed to the successful provider. Where a client chooses option 2 self-directed support the associated hours will be deducted from the total and the 65% guarantee will be measured against the balance of hours that are left.

The contracts and providers will continue to be monitored throughout the lifetime of the contract with a view to further improvements when this is due to be tendered in 2018.

12.5 Supported Living

Supported Living Services were tendered as part of a collaborative approach with Renfrewshire Council in 2011. The resultant contracts are in place until November 2017. Discussions are underway with Renfrewshire to refresh these contracts via another collaborative tender exercise.

A separate Supported Living contract has been agreed for former Ravenscraig clients. This was put to tender as a separate provision due to the requirement to provide the service from an RSL property and due to the requirement to manage the movement of clients from a former NHS service.

12.6 Learning Disability

The supports and services are provided directly by ICHCP or commissioned from the third sector (voluntary or not for profit organisations) or the private sector. In line with Self Directed Support legislation and the personalisation agenda future supports, will be person centred, maximise independence, be based on an enablement approach that will develop, maintain and enhance living skills. Opportunities to explore employability potential and achieve an outcome based approach to service delivery will also be key features. IHSCP Learning disability services will continue to develop existing social care supports and processes in parallel with NHS Greater Glasgow & Clyde Learning Disability re-design.

In 2011, 577 adults aged 16 and over were known to the local authority in Inverclyde. This equates to 8.8 people with learning disabilities per 1000 people in the local population.

New opportunities and challenges for Learning Disabilities in the shape of Self Directed Support, Personalisation, financial challenges and NHS Greater Glasgow Tier 3 & 4 Learning Disability re-design provides an opportunity to revisit existing models of support. The instigation of an integrated Community Health and Care Partnership has allowed us to scope learning disability community services across both health and social care.

By 2016, one in five people in Inverclyde will be over the age of 65 and according to the Health Needs Assessment Report "People with a Learning Disability in Scotland" (Scottish Executive, 2004) life expectancy of people with learning disabilities is set to rise and in future, "there will be more older persons with learning disabilities and more persons with the most severe learning disabilities in all age cohorts".

Due to the specialised needs or adult protection, vulnerable circumstances of some service users with a learning disability, care management and assessment services have placed Inverclyde residents out with the Local Authority boundaries. The current position of both Inverclyde CHCP and NHSGG&C is that these out of area placements where possible should be brought back to Inverclyde after careful assessment and consultation with the service user and families.

Review all high, medium and low cost care packages to ensure best value and those available resources meet current and future needs;

- Effectively support service users with multiple disabilities and complex needs;
- Provide Rehabilitation and Enablement ethos to learning disability service provision;
- Evaluate and implement a Transition Protocol between young people leaving school and accessing adult services across social care and health;
- Base future service provision on Self Directed Support legislation, Personalisation and reduction and withdrawing in 2015 of the Independent Living Fund;
- Continue to use consultation and engagement tools and forums with service users, carers and families;
- Work in collaboration with the third sector and other partners;
- Continue to recognise and develop supports for carers;
- Develop further opportunities for supported employment and develop partnerships with FE colleges;
- Maximise opportunities for health improvement and health screening initiatives presented by HSCP integrated working arrangements;
- Continue to monitor and review out of authority placements;
- Progress at local level the recommendations of Scottish Strategy for Autism;
- Use existing forums to ensure that independent practitioners within Health system, Dentists, Opticians and GP's recognise and respond to the needs of individuals with a learning disability; and
- Continue to develop short break /respite arrangements for individuals with a learning disability.

12.7 Former Grants

There has been an ongoing review of various former grant funded agreements with providers. The remit of the review is to determine the deliverables and activity. The review aims to -

- Identify where there are cases for legitimate grant funding and clarify/implement the required processes
- Identify where there are cases for grant funded programmes to move to contract on a negotiated provider or tender basis and deliver these
- Identify where there are opportunities to undertake collaborative cross-service thematic commissioning to replace grants via creation of thematic service specifications and tenders
- Determine opportunities for efficiencies to meet required savings levels.

- Aim to ensure there is a robust and auditable process in place for the allocation of all council funding by the HSCP, at whatever level and to whatever provider/organisation.
- Aim to ensure that where there are legitimate cases for grant funding these are clarified and are subject to the appropriate processes for allocation of funding and review of delivery.
- Aim to deliver 'low level' and community orientated supports via 3rd sector organisations in a thematic and collaborative way, cutting across service or budget silos in order to deliver better outcomes. The cross cutting commissioning themes agreed are:
 - Employability and Meaningful Activity

- Recovery and Support to live independently
- Early intervention, prevention and Re-ablement
- Support for families
- Inclusion and Empowerment

These actions should deliver efficiency savings where possible by reducing waste, eliminating payments over the required level and by adjusting the level at which we commission to bring in line with available budget.



13. Education, Communities and Organisational Development

Education, Safer & inclusive Communities, Culture & Corporate Policy Organisational Development, HR & Communications

13.1 The Education Directorate is dealt with in one summary as the values of contracts amount to less than £2.5m per Head of Service.

Scope / Key Spend Areas

Commodity area	Total Annual Spend
School Transport	£2.0M
Out of area School Placement	£600K
Speech Therapy	£200K
Home Energy Efficiency	£1M
Care and Repair	£200K
School Supplies Contracts	£1.3M
Occupational Health	£100k
Total	£5.6M

13.2 High Level Strategy

The 4 Heads of Service within Education have responsibility for Human Resources and Organisational Development, Schools, ASN and schools transport, Safer and Inclusive Communities.

The Procurement Team supports these Services in their common objectives to maximise the benefits of procurement to improve service delivery and value. The Procurement Team will continue to work with the Service to develop a forward plan of procurement activity which takes cognisance of the lessons learned and opportunities arising from first generation contracts and framework agreements that have been established.

The Procurement Team will continue to work with the Service to prioritise their procurement requirements in line with budget and to ensure compliance with EU regulations and best practice. Procurement timescales are often driven by operational requirements rather than the time it takes to carry out an effective end to end procurement process. The Procurement Team and colleagues from the Service will undertake a service wide review of recurring contracts to ensure robust market testing informs decisions to renew these contracts and provide a detailed plan of contracts for renewal each year.

The Procurement Team and the Services will ensure early engagement with procuring officers to ensure sufficient time for the procurement process is included within operational programmes. This approach will ensure the most effective procurement approach is adopted and value for money is achieved.

13.3 Schools Transport

The current Schools transport contracts are tendered on behalf of the Council by SPT. It is likely that this will continue with SPT having specific knowledge of transport tendering and school contracts in particular. Some efficiencies have been gained via change in the specification for school transport were it is now acceptable for older buses to be utilised by successful providers. That being said, further budget pressures bring this high spend area into focus and there may be a requirement to review the entitlement radius at some point in future. Alternative specifications for the delivery of school transport will require to be investigated.

13.4 Out of Area School Placements

The key aim of current policy within Children's Services is to ensure that children and young people in Inverclyde who are assessed as having Additional Support Needs (ASN) are able to live and learn in Inverclyde and not to be placed outwith the community to which they belong. In order to deliver on this key aim and make savings on future funding models, it will be essential, in the immediate future, to invest additionally in these key services. The authority has established two ASN specialist provisions on new sites.

We are already actively promoting the reconfiguration of placements and support within the authority by developing imaginative packages of support for individual children and consequently reducing the requirement of external placements. This is evidenced by the decline in the number of external placements being allocated. There is an opportunity to review services in order to improve outcomes for all young people. Key service improvements are being made to enhance services to a level which will justify children remaining in education placements in Inverclyde. There will be significantly less need to commission external provider services which already deliver this level of resource.

13.5 Home Energy Efficiency

Local councils, COSLA and the Scottish Government are working together to deal with fuel poverty, and to reduce greenhouse gas emissions in order to tackle the threat of climate change. The Scottish Government have confirmed further funding is available for the Home Energy Efficiency Programmes for Scotland: Area Based Scheme (HEEPS:ABS) in the Inverclyde Council area.

HEEPS:ABS aims to provide energy efficiency measures to a large number of Scottish households and to deliver emission savings and assist in reducing fuel poverty

Inverclyde Council tender for a Delivery Partner to deliver the Home Energy Efficiency Programmes for within the Inverclyde geographical area.

The current Contract was for a period of 1 year with an option to extend by a further 12 months. The initial allocation of the grant funding has now been spent and the Council have taken up the extension period. A Further contract will be tendered in 2016 subject to the award of further funding from the Scottish Government.

13.6 Care and Repair

Care and Repair services are currently provided by Cloch Housing Assoc. All payments are made to Cloch for this service with the Care and Repair 'arm' of Cloch being a separate entity. In previous years Cloch had been receiving funding from the Council for this Service without a tender having taken place. However, a decision to tender was taken by committee in February 2013 with the view that efficiencies could be made. The resultant contract has seen a reduction in the charge for this service without impacting on the quality or quantity of work delivered. The current contract ends in March 2016 and a review is ongoing with a view to attempting further enhancements via the next tender.

13.7 School Supplies Contracts

All Schools supplies contracts are put in place using via Scotland Excel. The economies of scale available and efficiencies from collaborative tendering already provide benefits that could not be achieved using a standalone approach. These contracts will be reviewed to ensure that the most cost effective products are being purchased.

13.8 Occupational Health

This contract is due for renewal in early 2016 and tender documentation is being prepared for release. This contract deals with occupational health for Council employees. There may be some changes to the specification in relation to upstreaming specific services that target support to employees who may be more likely to be off with long term sickness at the moment. This change may result in some costs being taken up with these enhanced services but this should lead to less long term sickness and prevent further occupational health spend.

Inverclyde Council Equality Analysis Toolkit

This toolkit aims to assist the process of carrying out analysis of the effects on equality of the policies, plans, strategies and programmes of Inverclyde Council. It sets out what services require to do in order to embed equality analysis into processes, and to ensure the Council meets its legislative requirements in regard to the Equality Act 2010.

This toolkit should be completed using the Equality Analysis Toolkit Guidance which provides further detail and information to assist in the process.

Policy Profile

1 Name of the policy, plan, strategy or programme	Procurement Strategy
2 Responsible organisations/Lead Service	Finance
3 Lead Officer	Brendan Hurrell
4 Partners/other services involved in the development of this policy	All Services
5 Is this policy:	New Reviewed/Revised X
6 What is the purpose of the policy? (include any new legislation which prompted the policy or changes to the policy)	This is a refreshed Strategy for Procurement aimed at addressing the workload and challenges the Council will face from a Procurement stand point.
7 What are the intended outcomes of the policy?	Create a workplan with agreed delivery dates for business as usual contract delivery and to tackle procurement reforms.
8 What is the period covered by the policy?	2015/18
9 Target geographical area	All Council locations
10 Which parts of the Equality Duty is the policy relevant to?	<input type="checkbox"/> Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 <input checked="" type="checkbox"/> Advance equality of opportunity between people from different groups <input type="checkbox"/> Foster good relations between people from different groups

Which of the protected characteristics will the policy have an impact upon? (see guidance for examples of key considerations under each characteristic)

Protected Characteristic	Positive Impact +	Neutral Impact =	Negative Impact -	Cross cutting theme
Age		X		
Disability		X		
Gender Reassignment		X		
Pregnancy and maternity		X		
Race		X		
Religion or Belief		X		
Sex		X		
Sexual Orientation		X		
Other groups to consider		X		

**What evidence do you have to help identify any potential impacts of the policy?
(Evidence could include: consultations, surveys, focus groups, interviews, projects, user feedback, complaints, officer knowledge and experience, equalities monitoring data, publications, research, reports, local, national groups.)**

Evidence	Details
Consultation/Engagement (including any carried out while developing the policy)	Consultations with HSCP, Environmental Services and Education.
Research	N/A
Officer's knowledge and experience (inc feedback from frontline staff).	N/A
Equalities monitoring data.	N/A
User feedback(inc complaints)	N/A
Stakeholders Other	All Services
What information gaps are there?	N/A

What are the actual or likely effects of the policy, in relation to the three aims of the equality duty and the protected groups? (list both positive and negative)

This strategy formalises existing practices and creates a workplan to react to new issues as they are expected to arise. No aspect of the new policy would disadvantage one or more Equality Characteristics. The policy supports the three aims of the equality duty and the protected groups via minimum specified standards in every tender exercise.

- The policy will not have a significant effect in terms of equality.
- It will not have a significant effect on how the Council operate in terms of equality.
- The policy does not relate to functions that previous engagement has identified as being important to particular protected groups.
- The policy will not affect protected groups differently.

What steps will you take in response to the findings of your analysis?

Continued use of minimum qualifying criteria in relation to the equalities duty.

How will you review the actual effect of the policy after it is implemented? (e.g. monitoring)

An equalities assessment will be carried out for every tender.

What is the timescale for implementation?

Immediate

How will you put the policy into practice and who will be responsible for delivering it? (e.g. other Council departments, partner agencies, communities of interest, equality target groups.)

The Policy will be published on Icon and services will be reminded of their obligations.

What resources are available for the implementation of this policy? Have these resources changed?

N/A

Name of Person (s) who completed the Assessment

Name: Brendan Hurrell

Position: Corporate Procurement Manager

Date: 24/8/15

Authorised by:

Name:

Position:

Date:

Report To:	Policy & Resources Committee	Date:	22nd September 2015
Report By:	Chief Financial Officer	Report No:	FIN/64/15/AP/LA
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Customer Services Strategy 2015/18		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek Committee approval for the 2015/18 Customer Services Strategy and the resultant Action Plan.

2.0 SUMMARY

- 2.1 Following the opening of the Customer Service Centre in the summer of 2012, the Policy & Resources Committee approved its first Customer Services Strategy in November 2012.
- 2.2 The Action Plan approved at that time has been almost fully delivered and a new Strategy has been prepared for the Committee's consideration.
- 2.3 The Strategy focuses on the services delivered from the Customer Service Centre, achievements arising from the initial Customer Services Strategy, the interaction between Customer Services and the Council's Digital Access Strategy and thereafter proposes an Action Plan which is shown at Appendix 3.
- 2.4 As was reported to the August Policy & Resources Committee, there is a significant volume of customer traffic coming through the Customer Service Centre both in terms of face to face interviews, telephone calls and a growing number of email enquiries. It is important that the Council continually supports the development of the Customer Service Centre operatives to ensure the best possible service is delivered.
- 2.5 It is proposed as part of the Action Plan that an annual report on performance in the Customer Service Centre will be presented to the Policy & Resources Committee.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee approve the 2015/18 Customer Services Strategy and approve the resultant Action Plan.
- 3.2 It is recommended that the Committee note that a report on Customer Service Centre performance and progression against the Action Plan will be presented on an annual basis after the summer recess commencing in September 2016.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Policy & Resources Committee approved its first Customer Services Strategy in November 2012 following the opening of the Customer Service Centre in Clyde Square.
- 4.2 The resultant Action Plan has now largely been delivered and as such a refreshed Customer Service Strategy has been prepared for Committee consideration.
- 4.3 In terms of providing access via Hubs in Port Glasgow and Gourock, a Port Glasgow Customer Service Hub manned by one employee operates from the Princess Street HSCP office. In Gourock access is on line via the branch library. The Services delivered via this route will increase during the next Strategy period particularly in relation to support for those applying for Welfare Benefits.
- 4.4 The Policy & Resources Committee in August received a report outlining recent performance in the Customer Service Centre and the Committee noted actions being taken to support the improvement of services delivered to the public.

5.0 CURRENT POSITION

- 5.1 The attached Strategy (Appendix 1) and Action Plan propose actions in relation to:
- a) Equipping Customer Services operatives to provide a high quality service to the public.
 - b) Ensuring performance is appropriately managed and reported.
 - c) Ensuring regular consultation with customers in order to improve services and specifically supporting the review of the Councils complaints process.
 - d) Continuing to develop the services delivered from the Customer Service Centre via the use of ICT and national initiatives.
 - e) Ensuring Customer Services play a key role in improving Digital Access to customers and especially those using ICT in relation to Welfare Reform.
- 5.2 It is proposed that the Policy & Resources Committee continue to monitor performance in relation to Customer Services and that an annual report on performance and progression of the Action Plan is presented to Committee immediately following the summer recess commencing in 2016.

6.0 IMPLICATIONS

Finance

Financial Implications:

- 6.1 There are no financial implications at this time arising from the delivery of the proposed Customer Services Strategy. Where proposals require investment then this would require to be considered by the Modernisation Corporate Improvement Group followed by, where appropriate, approval from the Policy & Resources Committee.

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

6.2 There are legal implications from this report.

Human Resources

6.3 There no direct implications arising from this report.

Equalities

6.4 There was a full equalities impact assessment carried out with the initial Strategy and as such an equalities impact assessment is not required at this time.

Repopulation

6.5 The provision of quality Customer Services to existing residents and potential residents plays an important part in the retention and attraction of people to Inverclyde.

7.0 CONSULTATIONS

7.1 The Strategy has been considered and approved by the Corporate Management Team.

8.0 LIST OF BACKGROUND PAPERS

8.1 None

Inverclyde council

Customer Services Strategy 2015- 2018



Getting it right for Every Child, Citizen and Community'

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1.0 Foreword

- 1.1 Inverclyde Council continues to be committed to delivering excellent Customer Service. The first Customer Service Strategy (CSS) was presented to the Policy and Resources Committee in November 2012. That Strategy has now been refreshed and advises on the current direction of travel for the Customer Service Centre (CSC) as well as reporting on the journey and achievements to date. As with the 2012-15 CSS this is an organic document that will develop and evolve. The CSS and how it works operationally is intrinsically linked with ICT, Corporate Communications and the Digital Access Strategy in our vision to “Get it right for every Child, Citizen and Community”. The Strategy outlines key areas that require development in order to meet customer demand and expectation.
- 1.2 Customer expectations continue to increase as the knowledge and availability of digital channels becomes more common. There is a demand for faster, easier contact as ways of working and communicating are changing the way individuals lead their lives. Citizens however, sometimes have low expectations or opinion on services provided by local government. It is therefore crucial that going forward the Council needs to ensure that the move towards channel shift is efficient and encourages customers to not only ‘try’ but continue to use more efficient channels of contact.
- 1.3 It is also important to understand the target audience’s access to technology, the type and complexity of the contact, their personal preferences as well as their skill sets when selecting channels of contact. This is particularly relevant to Inverclyde Council given the levels of deprivation and vulnerability and it must be accepted that face to face service provision will be a necessity for the foreseeable future regardless of the digital channels made available.
- 1.4 The key aims of this Customer Service Strategy are:
- Putting customers at the heart of all we do
 - Serving the customer well by providing a modern responsive service
 - Clear customer commitment
 - Clear customer service values that underpin all we do
 - Protecting frontline services by ensuring better value for money
 - Work closely with our internal and external partners and key stakeholders to provide an efficient and effective service
 - Flexibility to allow the Strategy to develop as different opportunities and challenges such as those expected from Welfare Reform arise
- 1.5 The Strategy will continue to grow and develop and respond to the needs of the Community we serve. We need to progress our digital access agenda and use this as a tool to modernise and be more efficient in the use of our resources.

2.0 How Customer Services fits with the Council's Priorities

2.1 Inverclyde Council has developed a “**Nurturing Inverclyde**” approach that has been rolled out across all services to help achieve its vision. The Council has developed this approach through adapting the wellbeing outcomes that are used in the ‘Getting it right for Every Child Model’ to suit the needs of all Council Services. The wellbeing outcomes that the Council uses are:

- Safe
- Healthy
- Achieving
- Nurtured
- Active
- Respected
- Responsible
- Included

Inverclyde's Single Outcome Agreement 2012/17 identifies the priorities and uses which affect the lives of Inverclyde residents, and sets out outcomes which, when achieved, will improve the quality of life of the people who live here. The Customer Service Strategy will contribute to the achievement of the following strategic outcome in the SOA:

“Our public services are high quality, continually improving, efficient and responsive to local people's needs”.

The actions resulting from this strategy will contribute to the Council's vision and SOA outcome by ensuring that delivering excellent service is at the heart of everything we do. We will also achieve these objectives by learning more about our community and striving to modernise and improve in line with changing times, decreasing resources and technological advances and demand.

2.2 The Customer Service Strategy is aligned to the Council's Digital Access Strategy as much of the work is interlinked. As detailed in this document, how the Council's approach to Customer Service develops will significantly depend on investment in systems and processes which make access to information faster, easier and more effective. Currently Customer Services is a key partner in the development of channel shift opportunities and the new web site both of which are core to the Councils Digital Access Strategy.

2.3 Close working is required with Corporate Communications with regard to the publicity of events, website content and working together on the Review of the Corporate Complaints Policy and supporting internal Council Services with delivering the resultant recommendations.

2.4 Changes brought about as a direct result of Welfare Reform have resulted in challenges for many residents of Inverclyde and the CSC will have initial contact with many affected individuals and families. It is therefore vital that the CSC has close working links with the Benefits Service, Health and Social Care Partnership (HSCP) and other key partners to ensure that as far as possible the needs of affected persons

are met. This could be in the way of digital support to complete applications for Universal Credit to signposting for Personal Budgeting Support. The Chief Financial Officer chairs the Welfare Reform Project Board, and is supported by the Revenues & Customer Services Manager who will ensure that any Welfare Reform issues are taken forward.

3.0 Engaging our Customers

3.1 The 2012-2015 strategy outlined who our customers are; however, it is important to define what excellent customer service looks like and while this may be difficult to define, the following attributes will contribute towards meeting this objective:

- **Accessible** – locations and times which meet our customers' needs
- **Relevant** – services that are fit for purpose, joined up and minimise potential barriers
- **Inclusive** – all customers are treated equally and fairly and customer feedback is acted upon
- **High Quality and Efficient** – reliable flexible and responsive services which are continually improved and delivered cost effectively
- **Empowered and Effective staff** – ensuring our workforce has the appropriate skills, tools and authority to effectively deliver quality services.

3.2 A commitment to excellence in customer services must be an integral part of the organisational culture at all levels. It is a 'Golden Thread' that starts with the Single Outcome Agreement, then Directorate Plans, Service Level Agreements with internal stakeholders and ultimately through an effective appraisal process for all staff with appropriate training and development that achievement of this goal will be evidenced.

3.3 Connecting with our customers; the Citizens Panel will include questions in respect of Customer Services in the 2015/16 questionnaire. Results from a Citizens Panel that was carried out in the spring of 2014 provided useful information on access to email and the internet. These results will help inform the Digital Access Strategy. The Citizens Panel is issued to a wide selection of the Inverclyde community many of whom have not made contact with the CSC. It is therefore important that a more targeted survey is carried out with customers who have had contact of some kind with the CSC.

3.4 The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all. Inverclyde Council aims to take into consideration the impact that race, gender and transgender, disability, age, sexual orientation and religion or belief may have on accessibility and the way it delivers customer services. An Equalities Impact Assessment (EIA) was carried out when the 2012-15 CS Strategy was produced. This EIA remains relevant to this refreshed Strategy.

4.0 Our Values and Commitment

- 4.1 The Council's Customer Charter sets out our values and behaviours and what we in turn expect from our customers. This Charter has recently been reviewed approved by Policy and Resources Committee in August 2015. This Charter will now be publicly displayed in the CSC and can be seen at Appendix 2.

5.0 The CSC journey and achievements 2012-2015

- 5.1 When the new CSC opened in Clyde Square in May 2012. The following services were delivered:

- Environmental Services enquiries
- Safer Community enquiries
- Cash collection
- Switchboard calls
- Council Tax enquiries
- Housing Benefit enquiries
- Mail Room including Revenues & Benefits mail
- Copying evidence for Benefit claims etc.
- Scanning and indexing Revenue & Benefits mail
- Petty cash reimbursement

- 5.2 When the 2012-15 CSS was presented to Policy and Resources Committee it contained an action plan for tasks to be taken forward. The following successful outcomes have been delivered:

- Service Level Agreements (SLA) have now been developed between the CSC and internal Services. The most recent review meetings with the services were completed in June 2015 and in general there was satisfaction with the level of service provided by the CSC.
- Suite of Performance Measures has been developed
- Survey carried out with users of the CSC relating to waiting times
- Web site refreshed
- Digital Access Strategy agreed and working group established
- Providing a Customer Service access point in the Port Glasgow hub
- Purchase of a Quality Monitoring package to support the telephone recording facility
- Re-designed the format of the CSC team to allow for learning and career development through the creation of a new grade to deal with revenues and benefits enquires.
- Migration of new services into the CSC; as detailed below:
 - Licencing, issuing and receipt of licences including payments
 - Corporate reception desk
 - Free school meals, Clothing Grants and EMAs - Issuing of forms checking completed forms and accepting supporting evidence including answering basic enquiries
 - Collection of paperwork from a number of sources including ASN auxiliary paperwork, taxi driver badges, tenders and acting as a reception filter for Education enquiries following the opening of the new Education HQ
 - Dealing with Scottish Welfare Fund customers

- Joint working with Soldiers, Sailors, Airmen Families Association (SSAFA) referrals and liaising with the recently appointed Veteran support advisor (more detail can be seen at paragraphs 5.7 - 5.10)
 - Assisting Renfrewshire Valuation Joint Board help complete online registrations
- 5.3 Registrar Services moved to the Customer Service Centre in 2013 from West Stewart Street and whilst the Registrars largely operate independently of the rest of the Customer Service Centre this arrangement works well and provides a better overall service to customers.
- 5.4 Tell Us Once is a service offered by most local authorities on behalf of the Department for Work and Pensions (DWP). The service allows the bereaved person to inform central and local government services of the death at one time rather than having to write, telephone or even attend each service individually. The Tell Us Once service saves bereaved families a great deal of time and effort.
- 5.5 Inverclyde Council offers this service and customers are made aware of this when a telephone call is made to book an appointment to register the death. Local Funeral Directors will also advise the bereaved about this service. The registrar will also offer a Tell Us Once interview immediately after a death has been registered.
- 5.6 The mezzanine has been set up to be used as a touch down area for mobile working. ICT are developing ways of monitoring usage of this facility and this will be closely analysed.
- 5.7 Inverclyde Council formed a partnership with Renfrewshire and East Renfrewshire Council's through the West of Scotland Firmbase group. Following a competitive bid to the government's Libor fund the group was awarded £87,000 in early 2014 to match fund a project to develop a pathway to Council and HSCP services for veterans, serving armed forces personnel including reservists, and their families now living, working in, or wishing to relocate to the South Clyde area. The project aims to progress the Councils' commitment to the Armed Forces Community Covenant ensuring those who have served or are serving are not disadvantaged in civilian life because of their commitment and contribution to their country.
- 5.8 A Veterans Support Advisor was recruited and has been in post since July 2014. The role of the Advisor is to work with the 3 councils to develop the service, to support Customer Service Representatives with customer enquiries and to manage complex cases.
- 5.9 To date the customer service representatives and frontline staff across the Council, HSCP and the third sector have received an overview of the service offered enabling referrals to be made to the Veterans Support Advisor.
- 5.10 An important aspect of the service is to identify veterans and ensure they receive pension and compensation payments they are entitled to. Customer Service Representatives will receive more specialised training enabling them to make referrals to the Veterans Welfare Service for this.

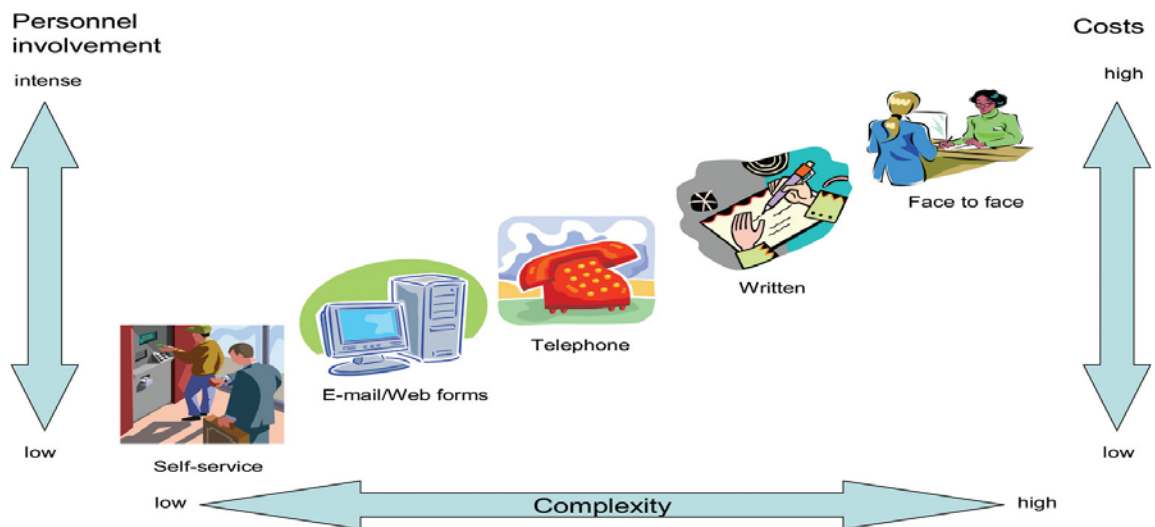
6.0 CSC Performance 2012 – 2015

- 6.1 When the new CSC was established in 2012 there was little Management Information (MI) available to report on performance. A temporary Development Officer post was created in 2013 which enabled comprehensive research and analysis into performance relating to incoming telephone calls, face to face interviews and emails. The MI shows that the number of telephone calls presented and customers interviewed for Services other than Revenues and Benefits has remained fairly static with an overall increase of about 1.5% and the calls answered against those presented has also remained static at about 90%.
- 6.2 Revenues and Benefits enquires are complex and interviews and telephone calls take on average four times longer to handle than enquires for other services and due to ongoing impact of Welfare Reforms it is anticipated that this pressure will continue certainly for the life of this Strategy.
- 6.3 Predominately due to Welfare Reform changes, Revenues and Benefits enquires however have seen an increase of 31% and 39% respectively for telephone calls and customers interviewed and incoming enquires by email have more than doubled. MI shows that 48% of telephone calls presented for Revenues and Benefits are not answered. The MI also shows that despite the increase in calls and interviews; 12% more Revenues and Benefits enquiries are being handled.
- 6.4 In order to improve performance relating to unanswered Revenues and Benefits calls, the Corporate Management Team, supported proposals, which were endorsed by Policy and Resources Committee in August for a revised way of working within the CSC in order to allow for training, development, feedback on performance and dedicated staff to answer Revenues and Benefits enquires. The main areas of change being:
- Creation of a permanent Customer Services Support Officer to monitor and improve quality.
 - A dedicated team of Revenues and Benefits Advisors at a higher grade has been created that will allow for specialism in a complex area as well as providing development opportunities for Customer Service Representatives.
 - Appointment of temporary resource including utilising the Modern Apprentice Scheme
 - Changing the opening hours of the CSC on a Wednesday from 08.45 to 11.00 to allow staff training and development.

7.0 Customer Service and Digital Access

- 7.1 At a time when the Council is facing challenging budget restrictions it is more important than ever that we concentrate our resources on providing services that our customers need and ensure that our delivery channels not only meet customer demand but are delivered in the most cost efficient way.
- 7.2 The 3 primary methods of contacting the Council are by telephone, face to face and by email. The diagram below illustrates the options available for customer contact:

Delivery Methods - Analysis of Options



- 7.3 As can be seen above, the most cost effective way of providing access is through self-service electronic delivery whilst the most costly is by way of face to face interaction. This is the primary driver for the Digital Access Strategy which aims to facilitate an increase in self-service leading to customer satisfaction and efficiencies in resources and processes which is frequently referred to as 'Channel Shift'. We must not however lose sight of the fact that those in most need of face to face communication are often the most vulnerable and disadvantaged in our community and this must be a consideration moving forward.
- 7.4 The Chief Financial Officer chairs the Digital Access Group and reports into the Modernisation Corporate Improvement Group which is chaired by the Corporate Director, Environment, Regeneration and Resources. The first priority for the Council has been to upgrade the Council's website. The new web site was launched on 5 May 2015.

8.0 Future Plans to develop Digital access for the CSC

8.1 The service has a number of key plans which are inter related which aim to encourage our customers to move away from the more expensive channels of contact as well as allow our systems to be 'smarter' and change the on line process. These being:

- Implement the upgraded version of the Customer Relation Manager system (CRM). The CRM is the system that Customer Service Staff use to view customer information as well as record interaction with customers and pass off work to service areas.
- Modernise the process for on line reporting for customers. For example a street lighting fault report will currently arrive via email to customer services who are then required to re-key information to generate a case within the CRM system and forward to Environmental Services for action. By modernising this process, the system will automatically classify and direct the case to the appropriate service therefore cutting out the requirement for intervention and reducing notification time to the service.
- Implement the Single View of the Client on the CRM. This underpins the CRM system by providing an accurate record of our customers with the necessary information to access other service area information. This will allow a customer for example (after going through an authentication process) to view their council tax records, previously reported cases and any other interaction they have had with the council all in the one place. This also allows CS staff to access customer information from other line of business systems and therefore be able to provide a more holistic service to customers.
- Implement the self-service portal and upgrade the on line booking service which will allow more payments than are currently available to be made on line. It will also allow for bookings and payment for services to be made via self-serve for example a customer will be able to book a bulky uplift on line by selecting an appropriate date on a calendar for the uplift and make payment. It will also allow customers to report issues such as a pothole and allow them to monitor its progress.
- Expansion of the provision of self-service access via Branch Libraries whilst also providing support for those requiring digital access arising from the Welfare Reform changes.
- Implement the Citizens mobile application which provides similar features to the self-service portal but with the benefits and ease of use of a smart phone. It takes advantage of inbuilt capabilities such as camera and GPS location which in turn provides better data for service areas. Research has shown that hand held devices are by far the most popular method of accessing the internet having taken over traditional PC usage.

8.2 The Platforms to enable all of the above have been purchased and are in the final phases of testing. A training assessment and schedule is currently being developed. It is envisaged that full implementation of the above should be in the next 12 months subject to funding and resource being in place. More detail is covered in the action plan shown in Appendix 2.

9.0 Action Plan for the way ahead

9.1 The CSC, in partnership with ICT and other relevant stakeholders has a challenging journey ahead to deliver results with regard to Channel Shift and improving performance in handling Revenues and Benefits enquires as Welfare Reform changes are rolled out. All of this is against a backdrop of budget cuts and pressures and therefore more than ever there is a requirement to drive out efficiencies.

9.2 The next 12 months will to a large extent focus on recruitment, training and development which will be much aided by the Wednesday later openings. The Channel Shift work will progress in tandem with this work.

9.3 In order to manage the ongoing development of the CSC a detailed action plan (which can be seen at appendix 2) has been developed which is split into the following areas:

- **People** – this will focus on training and development for staff and supporting Customer Service Representatives achieve SVQ's in customer service leading to improvement in performance and delivering on its priorities.
- **Performance** – this will ensure that targets are set and that performance is monitored and reported in line with the action plan.
- **Customer engagement** – consultation with our customers and developing an action plan from the findings will help us manage customer expectations. The CSC will work with Corporate Communications assisting services with the implementation of the revised corporate Complaints Policy as well as with web site related issues.
- **Service development** – this is a wide ranging area that will covers everything from how we will implement the Digital Access Strategy to reviewing opportunities for the single assessment for free school meals as well as progressing with the Customer First agenda. Underpinning all of this will be the ongoing effect of Universal Credit on Customer Services as well as its potential role in delivering Local Support Services for customers making claims for or in receipt of Universal Credit.

10.0 Reviewing this Strategy

10.1 The future is challenging and while this Strategy is for the next 3 years, the next 12 months will be pivotal in shaping how the 2 following years develop. An annual report on performance will be presented to the Policy and Resources Committee and the Chief Financial Officer will receive a monthly update on performance against the action plan supported by quarterly performance information will be produced.

10.2 Key actions from the Strategy will also continue be incorporated within the Environment, Regeneration & Resources Corporate Directorate Improvement Plan and monitored via the Digital Access Working Group.

Inverclyde Council - Customer Services Charter

Appendix 2

Our commitment and values

At Inverclyde Council's customer services we are committed to putting our customers at the heart of everything we do.

We will do this by providing a consistent, modern and helpful service to our customers. You should expect the same level of service wherever and whenever you contact us.

You can expect us to...:

- Provide an easily accessible, pleasant, clean and welcoming reception area;
- Ensure our staff are uniformed and wear a name badge;
- Be welcoming and helpful and listen to what you have to say;
- Respect your right to confidentiality;
- Give you a choice of the ways you can contact us;
- Aim to deal with the majority of enquires at the first point of contact and where this not possible, direct you to the appropriate person or team;
- Learn from your comments, complaints and compliments;
- Keep waiting times to a minimum;
- Treat you as an individual;
- Continually strive to modernise and improve our services to you, and
- Work with other organisations in the community to provide a joined up service.

We expect you to...

- Not use inappropriate language or behaviour when you contact us;
- Provide us with all of the information we need to help us to help you;
- Let us know in advance of any meeting if you have any additional support needs;
- Treat us politely and with respect;
- Be on time for appointments and cancel if you are unable to attend, and
- Be patient if waiting times are longer than expected.

August 2015

Customer Services Action Plan

Action	Issue	Action	Success Criteria	Target Date	Responsibility	Status
PEOPLE	Develop & Deliver a comprehensive training plan	Training needs will be identified from quality checking and appraisals	Training programme in place Better trained and confident staff. Better customer satisfaction Completion of CSPQ Staff understand expectations allowing resources to be correctly targeted. Service delivery meets management expectations Customer Service visions and outcomes are agreed	On-going	CS Supervisor/CS Support Officer	Green
	Improve Communications with CSC team	Implement late opening. Regular staff meetings to take place.	Staff feel consulted and able to contribute to improvements through team meetings and feedback opportunities.	October/November 2015	Revenues & Customer Service Manager/CS Supervisor	Green
	Deliver amended structure	Complete recruitment and creation of new teams.	New team in place. Improved customer performance.	June '15 - August '15	CS Supervisor	Green
PERFORMANCE	Report performance annually to committee.	Annual Report to be produced and passed to senior management	Improved focus on key tasks and improved performance.	April '16	Revenues & Customer Service Manager	Green
	Internal customers	Review SLA's on an annual basis & conduct quarterly meetings.	Documents signed off by each service and higher levels of internal customer satisfaction.	June '16	Revenues & Customer Service Manager/CS Supervisor	Green
	Performance Management framework is in place	Agree targets reflecting service vision and based on performance information. Agree areas to be reported and frequency. Analyse data/stats/feedback/customer surveys to identify and prioritise improvements.	Staff have clarity/clear objectives. Targets are achieved Performance reports, KPI's Performance meetings/benchmarking Changes implemented and improvements made	From Jan '16	Revenues & Customer Service Manager & CS Supervisor	Green
CUSTOMER ENGAGEMENT	Increased customer involvement in service development	Develop consultation approach and select areas to be consulted upon.	Survey completed and action plan developed incorporating the needs of our customers	April '17 (Survey 2016)	CS Supervisor	Green
	External Communication	Use the website to communicate meaningful information to our citizens	Customer satisfaction improvements - customer expectations are managed better when targets are understood	On-going	Revenues & Customer Service Manager/Corporate Communications	Green

C	Corporate Complaints review	Develop configuration of Lagan system to ensure the relevant information is captured for the Corporate complaints process and statistical returns	Accurate and regular MI is provided. Employees can confidently use the CRM system to log complaints and can obtain updates on progress. Complaints dealt with in a corporate manner and customer kept better informed.	April '16	CFO, Revenues & Customer Services Manager & ICT Operations Manager	Green
SERVICE DEVELOPMENT	Update & improve core CRM systems	Develop Kana system, implementation of web self service portal, mobile applications for citizens and staff, mapping integration for location based fault reporting with corporate GIS system.	Reduced workload for customer services. Streamlined process. Migration of Web-Labs eforms to Kana eforms. Quicker service notification of new/updates to cases. Aligns to digital strategy allowing leverage of potential benefits.	2015 - 2018	Revenues & Customer Services Manager & ICT	Green
	Channel Shift Projects to be progressed.	Develop online mapping and on-line payments.	Increased achievement of efficiencies through a reduction in direct customer traffic to the Council and more resolution through lower cost channels. Wider range of funds available for on-line payments.	2015 - 2018	Digital Access group	Green
	Review Opportunities for Single Assessment	Review use of Seemis. Review Northgate (NG) education module to see if fit for purpose. Visit Angus Council to understand savings to be made using NG module. "To be" process still to be determined.	Review complete and recommendations reported to CMT/Committee.	June '16	Revenue & Customer Services Manager	Green
	Review potential useage of My Account Scotland..	Liason with Improvement Service and Kana Report to CMT	Suitability to provide method of authentication for customer access to their services.	July '16	Revenues & Customer Service Manager & CS Supervisor	Green
	Local Support services (Universal Credit-Welfare Reform impact)	Report to Committee via MBWG by December 2015.	CSC staff well informed to provide the necessary advice to customers	From 2016	Revenues & Customer Services Manager/Principal Officer	Green

Report To:	Policy and Resources Committee	Date:	22 September 2015
Report By:	Chief Officer, Inverclyde HSCP	Report No:	SW-16-2015-D
Contact Officer:	Dean Robinson Information Governance Officer	Contact No:	01475 712136
Subject:	Information Classification Policy - Recommendation to implement phased system led solution		

1.0 PURPOSE

1.1 The purpose of this report is to present to the Committee implementation of the updated Classification Policy. The Council is recommending a phased system led solution to facilitate the classification of emails and documents.

2.0 SUMMARY

2.1 The Draft Classification Policy was agreed at the Policy and Resources Committee on 13 August 2013. It was agreed that a further report on the implementation of the Policy be submitted to Committee.

2.2 The Classification Policy presents a common approach to information classification and guidance for all services to use and assist them in establishing effective information classification practices.

2.3 There are several reasons why the classification of information is important including:

- Protection of personal and/or confidential information from unauthorised access or disclosure.
- Supporting routine disclosure and active dissemination of relevant information to the public.
- Facilitating information sharing with other services or external partners/agencies.
- Ensuring legal compliance in a number of areas including the Data Protection Act 1998, the Freedom of Information (Scotland) Act 2002 and the Public Records (Scotland) Act 2011.

2.4 The updates to the Policy reflect the changes to the UK Government Security Classifications. It has adopted a more simplified approach of having three levels of security classification: OFFICIAL, SECRET AND TOP SECRET. This marking is designed to be more robust and is suited to more modern workplaces and electronic information. The OFFICIAL marking will relate to the majority of information held by the Council. It will present significant changes to the Council in how emails and documents are transmitted electronically and labelled.

2.5 The updated Policy also introduces guidance on the transmission of personal and non-personal data, information exempt under statute, responsibilities for owners of critical information systems and the new suggested classification for different types of data.

2.6 As the majority of our information is transmitted electronically, the Council is recommending implementing software led solution to facilitate the classification of emails and word documents. This would simplify the process and ensure that all newly created documents are given a

classification.

3.0 RECOMMENDATIONS

- 3.1 That the Committee approve the updated Information Classification Policy (Appendix 1)
- 3.2 That the Committee note the finance details for the software to implement a phased system led approach for the classification and labelling of emails and word documents.
- 3.3 That a further report on the implementation of the Policy be submitted mid-2016.

Brian Moore
Chief Officer, Inverclyde Director HSCP

4.0 BACKGROUND

- 4.1 The Draft Information Classification Policy was agreed at the Policy and Resources Committee meeting on 13 August 2013.
- 4.2 The Council is committed to managing its information assets in a secure and appropriate manner and the Information Governance and Management Framework outlines the principles and practices for managing all information assets. Information classification is an important part of this framework.
- 4.3 The UK Government Security Classifications (GSC) policy requires that all UK government organisations classify their information assets into one of three types: OFFICIAL, SECRET and TOP SECRET. This simplified classification scheme replaces the previous Government Protective Marking Scheme (GPMS), making it easier for governing staff, contractors and service providers to safeguard government information.
- 4.4 All information used by Inverclyde Council is by definition '**OFFICIAL**'. It is highly unlikely the Council will work with 'SECRET' or 'TOP SECRET' information. Documents/records can be marked with a caveat: '**OFFICIAL-SENSITIVE**'. Information generated and used daily for routine communication and subject to Inverclyde Council's Policy on the Retention and Disposal of Documents and Records will require no special handling requirements and requires no classification marking.
- 4.5 Email continues to be the primary method for sharing information among employees, customers and partners. This presents a challenge for the Council that must protect information assets while promoting information sharing. The critical first step in solving this challenge is to classify email at the time of creation, so that the Council can identify the information's value, and manage the data accordingly.
- 4.6 Software for the system led classification ensures that all emails and word documents are classified and labelled before they can be saved, printed or sent via email.
- 4.7 The recommended software solution will help the Council comply with the new GSC policy by providing users with an easy way to classify their information assets. Users will be able to apply GSC compliant classifications and protective markings to email and documents to clearly identify information sensitivity. The software is configurable and will give us the option to define the classifications.
- 4.8 The software implementation for information classification will enable the Council to pilot the approach in a service area with a view to rolling this out further. The Council will be taking advice from the preferred vendor on the scale of the pilot and how it should be implemented.

5.0 PROPOSALS

- 5.1 Timescales will depend on the procurement process for the proposed system and will tie in with the proposed upgrade of the email system which is scheduled for completion January 2016. Implementation for the system led approach is proposed in March/April 2016. Appropriate training is being sourced to tie in with the implementation.

6.0 IMPLICATIONS

Finance

- 6.1 Implementation of a system led solution will have cost implications involving the purchase of software from the preferred vendor. Approval will be sought for this to be funded through the

Modernisation Fund.

Classification for Office complete with both Email and Document classification modules:

One off Costs (excluding VAT)

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Modernisation Fund		2015/16	16		Funded from Modernisation EMR

Annually Recurring Costs

CMT agreed that the on going costs should be funded on an equal share basis by the 3 Directorates.

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (if Applicable)	Other Comments
ICT	Maintenance	2016/17	5	Directorates	£1.7k to be vired from each Directorate to ICT

- 6.2 Availability of awareness training will be sourced from the Clyde Valley Training Consortium who we work closely with. Any costs will be reported separately.

Legal

- 6.3 The phased system led approach will help to bring processes in line with regulatory and legislative requirements

Human Resources

- 6.4 The Policy itself does not have any personnel issues however, its implementation may have. Information Classification will place responsibilities on staff in compliance with information governance, data protection and IT security responsibilities.

Equalities

- 6.5 No equalities impact, although recognition will be given to the wider and associated equalities agenda.

Repopulation

- 6.6 There are no known repopulation implications.

7.0 CONSULTATIONS

- 7.1 Consultation took place with relevant officers who form part of the Information Governance Steering Group.

8.0 BACKGROUND PAPERS

8.1 Policy & Resources Committee Report 13 August 2013 – Draft Information Classification Policy.

***Information Governance and Management
Framework***

Information Classification Policy

Version 1.1

*Produced by:
Information Governance Steering Group
Inverclyde Council
Municipal Buildings
GREENOCK
PA15 1LX*

August 2015



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DOCUMENT CONTROL

Document Responsibility		
Name	Title	Service
Corporate Director, HSCP	Information Classification Policy	Information Governance and Management

Change History		
Version	Date	Comments
1.0	August 2013	Draft Policy approved
1.0	April 2015	Revised
1.1	August 2015	Final Version

Distribution		
Name/ Title	Date	Comments

Distribution may be made to others on request

Policy Review		
Review Date	Person Responsible	Service

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PURPOSE OF THIS POLICY

Information has varying degrees of sensitivity and criticality. Security classification of information is therefore required to ensure that the information processed within Inverclyde Council receives the appropriate level of protection.

Every document generated has some value, and that value will depend on the views of the originator rather than the recipient, therefore the originator of a document must provide the classification and must agree or initiate any subsequent up or down grading.

Given this responsibility, many originators will opt for the safe choice and give all but the most innocuous documents the highest security classification. This practice leads to the debasement of the system. To reduce this risk a clear policy of document classification has been set up and all levels of staff made fully aware of the risks to the organisation, and to their future, of not applying the classification system intelligently.

The purpose of this Classification Policy is to provide the method of how to classify, label, handle and transmit information and protect against the risk of unauthorised disclosure.

Unauthorised disclosure is the disclosure of information either accidentally or deliberately to (i) an individual including a family member, journalist or another employee who does not require access to the information or (ii) a facility i.e. the Internet or social media such as twitter or Facebook, with their being no authority in place for the viewing or disclosure of the information. Information handled within a Classification Policy is shared/processed on a need to know basis and this Policy covers:

- The classification of information and appropriate marking or labelling to show the information has been classed as "Official". This should ensure the recipients know how to employ appropriate protection methods.
- The protection of information in an appropriate, practical and cost effective way that is proportionate to the business risk of disclosure.
- This policy incorporates the requirements of Government Connects within the classification policy, to

enable the Council to use the Government Secure Email Service.

Who does this policy apply to?

This policy applies to anyone with access to Inverclyde Council data, records or information, including but not limited to employees, Councillors and 3rd party contractors.

What does this policy not apply to?

This policy does not apply to assessing whether information or data constitutes information which is exempt from disclosure by statute. This includes assessments made under the Freedom of Information (Scotland) Act 2002, the Environmental Information (Scotland) Regulations 2004, the Data Protection Act 1998 or the Local Government (Access to Information) Act 1985. Decisions on whether any statutory exemption is available will continue to be ultimately determined by the Head of Legal & Property Services.

Where it is determined that a statutory exemption is available and such exempt information is being transmitted, for example, internally by email, the email generated should be classified as Official or Official Sensitive and officers should follow the rules for handling and transmitting Official/Official Sensitive information contained within this Policy.

1 CLASSIFICATION SYSTEM

The following level is to be adopted and implemented throughout Inverclyde Council.

Please note that it is for the originator to determine the correct protective marking. If this has not been done at the time the information was captured it should be done at the time the information is extracted, processed or otherwise handled. A “harm test” should be carried out to consider the likely impact should the data be compromised or an unauthorised disclosure be made.

Further guidance on classification including key questions is provided at Section 5.

Official

This classification applies to the majority of information that is created or processed by the Council. This includes routine business operations and services, some of which could have damaging consequences if lost, stolen or published in the media, but are not subject to a heightened risk profile.

This classification applies to information the disclosure of which could:

- Cause distress to individuals;
- Breach proper undertakings to maintain the confidence of third party information and intellectual property;
- Breach statutory restrictions on the disclosure of information;
- Cause financial loss or facilitate improper gain or advantage; or
- Disadvantage the Council in policy or commercial negotiations with others.

Almost all personal information/data will be handled within Official without any caveat or descriptor. In very limited circumstances, specific sensitivity considerations may warrant additional controls to reinforce the ‘need to know’ for access to certain personal data at Official. This will apply to information referred to as “Private and Confidential” that is intended for the recipient only.

It must be labelled, numbered and accounted for with copies being distributed only to those with a specific need to know. It should never be copied without the originator’s permission and must be kept in secure conditions.

All Official documents must be controlled and destroyed in line with Inverclyde Council's Policy on the Retention and Disposal of Documents and Records. Computer files must also be protected by password controls.

There is no classification below the Official level. Therefore documents generated and used daily for routine communication and subject to Inverclyde Council's Policy on the Retention and Disposal of Documents and Records will have no labelling requirements and will require no specific additional handling requirements.

Official - Sensitive

An Official Sensitive caveat should be applied where the 'need to know' must be most rigorously enforced, particularly where information may be being shared outside of a routine or well understood business process. For example, where the loss or compromise of information could have severely damaging consequences for an individual or group of individuals – there is a clear and justifiable requirement to reinforce the 'need to know principle' particularly rigorously across the organisation. The threshold for marking information Official – Sensitive should be kept quite high. It is not intended that because an Official document or data contains personal information it should be routinely marked Official-Sensitive, it should meet the criteria set out above.

As examples, this marking should be applied:

- to highly sensitive information that originates from the Lagan (CRM); the DWP CIS, Task FMS; Swift, SEEMIS and VISOR systems where disclosure could cause substantial distress to individuals;
- where it is mandated that the data can only be sent over a Government Secure Intranet connection.
- Where disclosure could make it more difficult to maintain the operational effectiveness of the Council or undermine the proper management of the Council.

The Senior Information Risk Owner and Information Asset Owners need to make their own judgements about the value and sensitivity of the information that they manage, and decide the instances where it is appropriate to use the Official-Sensitive caveat.

What does this policy not apply to?

This policy does not apply to assessing whether information or data constitutes information which is exempt from disclosure by statute. This includes assessments made under the Freedom of Information (Scotland) Act 2002, the Environmental Information (Scotland) Regulations 2004, the Data Protection Act 1998 or the Local Government (Access to Information) Act 1985. Decisions on whether any statutory exemption is available will continue to be ultimately determined by the Head of Legal & Property Services.

Where it is determined that a statutory exemption is available and such exempt information is being transmitted, for example, internally by email, the email generated should be classified as Official or Official Sensitive and officers should follow the rules for handling and transmitting Official/Official Sensitive information contained within this Policy.

2 CLASSIFICATION LABELLING

Classification labelling applies to all forms of information both hard copy (paper) and electronic data including e-mail originated within Inverclyde Council. All magnetic media, which includes floppy disks, CD ROMs, hard drives, removable hard drives etc. must be labelled commensurate with their contents.

All hard copy data will be franked e.g. "OFFICIAL" or "OFFICIAL-SENSITIVE" caveat. Data processed electronically will bear the classification markings in the document header. Data containing personal, sensitive personal and business sensitive information must be transferred using the Government Connects system or encrypted to the current Council required level. If you are unsure always seek guidance from your Line Manager before sending this type of information.

3 DEGREE OF RISK

Classified information is protectively marked so that people know how to apply the appropriate security protection. The classification is dependent upon the impact or damage likely to occur if the information was leaked or disclosed to the wrong people.

The table below shows examples of the degree of risk afforded to the unauthorised disclosure of the above classification levels:

Classification	Risk
Official - Sensitive	<ul style="list-style-type: none"> Is applied to highly sensitive information from the Lagan CRM, the DWP CIS, Task FMS; Swift, SEEMIS and VISOR systems and all due care should be taken to protect this information by officers. Information whose unauthorised disclosure (even within Inverclyde Council) would cause serious damage to the interests of the Council. It would normally inflict harm by virtue of serious financial loss, severe loss of profitability or opportunity, grave embarrassment or loss of reputation.
Official or Official - Sensitive caveat	<ul style="list-style-type: none"> When handling the personal data of individual(s).
Official	<ul style="list-style-type: none"> For use on document/information that is contract or information that may harm the commercial interests of the Council or a third party Should be used for draft policies etc. and other information that may harm the management of the Council or 3rd parties should it be released
No classification marking required	<ul style="list-style-type: none"> These are documents generated and used daily for routine communication and require no special handling requirements.

4 CHANGES IN CLASSIFICATION AND RETENTION OF DATA

Classification of data can change in relation to the circumstances in which the data was originated. An example might be classified budgetary information or information relating to redundancy information which may be Official-Sensitive during origination and formulation. Once this information has been released into the public domain it would require downgrading to No Classification.

The classification of data therefore requires regular review. Departmental managers shall implement local procedures to review the classification of data within their respective areas of control

Electronic and hardcopy data should not be retained longer than the periods recommended within Inverclyde Council's Policy for Retention and Disposal of Documents and Records.

5 CLASSIFICATION GUIDELINES

The classification of the data is the responsibility of the originator. The following guidelines are provided to assist the originator in deciding the appropriate classification level for the data. Classification of data is dependent upon:

- The degree of risk to Inverclyde Council should the data be disclosed or passed to unauthorised personnel.
- The content of the data.
- The intended audience of the data.

The originator should ask the following questions before assigning a classification:

- Do I need to protect this information?
- How much protection is required?
- Is this information classified?
- Do I need to limit access to this information?
- What would happen if this data were disclosed to a third party?

Care must be taken not to over classify data. Work on the premise of who needs to know. For example when dealing with personal data asks the question if this data were about me who should see it and how should it be protected? Any originator who has problems with the classification of data should consult their Line manager.

6 INFORMATION ASSET MANAGEMENT

An information asset is information that is valuable to the Council's business, and will often be a collection of business files, for example the information held on the SWIFT social care system and any supporting files and documents would collectively be an information asset regardless of the format e.g. paper, electronic or microfilm. To assess whether something is an information asset consider whether:

- It has value to the Council
- It would cost money to re-acquire
- There would be legal, reputational or financial repercussions if it could not be produced on request
- It would affect operational efficiency if it cannot be accessed easily
- There are risks associated with its loss, inaccuracy or inappropriate disclosure

Information Asset Owners are responsible for assigning a Classification to the assets they own, ensuring that the Classification category is recorded on the information asset inventory, and where possible ensure that the information produced or created from databases or using reporting software is protectively marked.

7 ANONYMISED AND NON PERSONAL DATA

Wherever practicable, or required, personal data will be anonymised before being shared. For example, the Council may require to share employee information with potential bidders when re-tendering a service, to enable such bidders to assess any employee costs under the Transfer of Undertakings (TUPE) Regulations. Only anonymised employee information should be provided to such potential bidders. If required, officers should seek guidance from Legal Services on how to anonymise personal data before proceeding.

The specific rules which relate to the sharing of personal data do not automatically apply to anonymised and non-personal data. However, non-personal information may have conditions attached to its use. These can include any contractual restrictions or restrictions on re-use which may be imposed by the initial suppliers of such data. These include copyright or intellectual property rights or the indication of sensitivity or confidentiality, express or implied of the data which might mean that its release needs to be restricted. Where data has been supplied with a Protective Marking by another public sector body, the Council is usually obliged to maintain that marking in any permitted re-use of the data.

The potential impact of these restrictions must be considered before deciding on the release of non-personal data. This should not be interpreted as a general way of blocking the release of otherwise unrestricted information.

8 WORKING WITH SECURITY CLASSIFICATIONS

When working with information assets, the following points need to be considered:

- There is no requirement to explicitly mark routine no classification assets.
- Applying too high a marking can inhibit sharing and lead to unnecessary and expensive protective controls;
- Applying too low a marking may result in inappropriate controls and potentially put sensitive assets at greater risk of compromise.
- When working with documents, classifications must be in CAPITALS at the top and bottom of each page. More sensitive information should be separated into appendices, so the main body can be distributed widely with fewer restrictions.
- Sensitive material published on intranet sites must also be clearly marked.
- It is good practice to reference the classification in the subject line and / or text of email communications. Where practicable systems should compel users to select a classification before sending, e.g. via a drop-down menu.

9 DATA TYPES AND CLASSIFICATION EXAMPLES

The table below (the list is not exhaustive) provides guidelines and examples of different types of data with a suggested classification. It should be noted that even if information is previously marked as Official it may still be releasable under the Freedom of Information (Scotland) Act 2002.

Department	Classification	Data Content
Any	Official - Sensitive	<ul style="list-style-type: none"> • Open correspondence between Inverclyde Council and others where disclosure would cause serious damage to the interests of the Council. • Data relating to Confidential issue negotiations between firms tendering for contracts. • Data relating to prices and contracts.
ICT Information	Official	All passwords, Combination settings and Security Keys.
Finance Data	No classification	Normal financial data of a non-controversial nature, which could be in the public domain.
	Official	Financial data relating to budgets and or corporate projects under review by Corporate Management Team.
	Official – Sensitive caveat may be used	Sundry Debtors Database (excel password protect). Council Tax Payment Cards with name address and Council tax details (excel password protect). NDR database-non-domestic rates property details. Northgate – Council Tax information, properties and residents. DWP CIS – Housing and Council Tax Benefit client and benefit information. Lagan CRM – Customer interaction with Inverclyde Council.
Procurement	No classification	Advertisements of tender opportunities and advertised documents.
	Official-Sensitive caveat may be	<ul style="list-style-type: none"> • Electronic and hard copy tender

	used	returns.
Education	Official-Sensitive caveat may be used	<ul style="list-style-type: none"> • SEEMIS Click and Go: <ul style="list-style-type: none"> ○ Pupil personal information; ○ Staff personal data; ○ Pupil progress/end of term reports; ○ SQA information. • SEEMIS ASN Records. • SEEMIS staff absence. • Email/hard copy Child Protection Data received from HSCP. • SEEMIS/Hard copy children's files (children's centres).
Legal documents	No Classification	Standard legal correspondence not relating to client details.
	Official	<ul style="list-style-type: none"> • Client information relating to litigation and/or proceedings. • Information obtained from Strathclyde Police in furtherance of litigation. • Names, addresses and dates of birth of Inverclyde Council employees.
OD, HR & Comms	No Classification	Standard day-to-day business meetings and minutes.
	Official	<ul style="list-style-type: none"> • Incident reporting Database/Hard copy incident reports: <ul style="list-style-type: none"> ○ Injured Party personal details. • Accident investigations electronic/hard copy: <ul style="list-style-type: none"> ○ Personal Information of injured party; ○ Information on accident cause and concerns; ○ Information regarding claims. • Workplace assessments – personal details
	Official-Sensitive caveat may be used	<ul style="list-style-type: none"> • Pupil/service user risk assessments hard copy/electronic – Personal details and information. • Chris 21 – Payroll records for employees. • SEEMIS – Staff personal details and work undertaken.

		<ul style="list-style-type: none"> • Databases: <ul style="list-style-type: none"> Records of employee disciplinaries/grievances/sickness; Employee case work details between HR staff, managers, employees, unions; Employee change of circumstances (eg bank details); Details of any draft confidential reports or proposals.
Child/client data	No classification	Advertising e.g. Clubs, services and voluntary groups.
	Official	<ul style="list-style-type: none"> • Names, addresses and dates of birth of Inverclyde Council employees. • Children and Adults personal educational data.
Environment	No Classification	Standard day to day administration
	Official	<ul style="list-style-type: none"> • Lists of children on Provision Bus routes • Some Planning Applications
GSI (Government Secure Intranet Information)/GCSX	Official-Sensitive caveat may be used	<ul style="list-style-type: none"> • Any information that is sent over GSI should be protected or restricted and this must be classified appropriately in the email subject. • Restricted data is any data where it is mandated that the Council must use a GSI account to transmit the data. • Examples include MAPPA notifications.
Social Care	No classification	Standard day to day administration
	Official	Names, addresses and dates of birth of Inverclyde Council employees.
	Official-Sensitive caveat may be used	<ul style="list-style-type: none"> • Scottish Criminal Record Information: <ul style="list-style-type: none"> ○ CHS Live (Criminal History Services); and ○ SWIFT and hard copy. • VISOR (Violent and Sex Offenders Register).

		<ul style="list-style-type: none"> • Older People in Care Homes database. • Individual Client Records: <ul style="list-style-type: none"> ○ CIS (Homecare); and ○ SWIFT. • Child Protection Minutes (Word). • Children Excluded from School (Manual). • ICIL (stock control system) – IJEMS (Access/SQL Server). • Health Addictions of homeless clients contained on the Health and Homeless Information System Access Database. • Questionnaire for LD clients contained in Access Database. • Information contained on SWIFT for example: <ul style="list-style-type: none"> • Foster Payments; • Children in residential Homes; • Adult Protection; • Foster and Kinship Carers; • Individual Client Records; • Looked After Children's Register; • Adoption and Fostering; and • Foster Carer contact details. <p>The same classification should be applied where the above information is contained in anyone of the following:</p> <ul style="list-style-type: none"> • FMS, Excel, Access Database and Manual systems/formats.
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10 CLASSIFICATION HANDLING CRITERIA

The table below details the handling criteria for all Official Data:

Function	Classified Data
User Access Limitations	<ul style="list-style-type: none"> • Access limited to authorised data users on a need to know basis • Access to ICT management systems is limited to authorised hierarchical constraints • Standard password requirement • Individual files may also be password protect at the discretion of the originator
Transmission Restrictions E-Mail	<ul style="list-style-type: none"> • Transmission from and to the Internet requires encryption • Transmission across all areas of the Intranet and internally requires encryption
Waste Disposal: Printed Format	<ul style="list-style-type: none"> • Cross Cutting Shredded or Incinerated
Waste Disposal: IT Media	<ul style="list-style-type: none"> • Floppy disks and CDs destroyed by Shredding • Hard Drives degaussed as arranged by ICT Services only • Certificates must be raised confirming the cleansing of hard drives • USB Devices must be handed to ICT Services for Secure Destruction, this will be completed by a security clear partner organisation
Home Working	<ul style="list-style-type: none"> • To be approved by the Operations Manager within the constraints of the Authority's Home Working Procedures
Mobile Working	<ul style="list-style-type: none"> • To be approved by the Operations Manager within the constraints of the Authority's Home Working Procedures
Facsimile (Fax)	<ul style="list-style-type: none"> • This method of transmission should only be used if there is no other method available. • Authentication of reception before transmission is required. • Confirmation of receipt is required. • Pre-programmed telephone numbers entered to prevent miss dialling. • Regular checks must take place to ensure that numbers have not changed.

11 PHOTOCOPYING AND PRINTING

Any employee having access to a photocopying machine can, in a matter of moments, copy any document to hand. Attention is drawn to the need to ensure confidentiality of all documents when they are copied.

When you print material, please ensure that it is collected immediately and that you collect all of the material. Secure printing should be used when printing classified documents.

12 PHYSICAL PROTECTION

Any document marked as Official should, without fail, be accounted for by signature and after the working day be locked away securely. A clear desk environment should be strictly enforced at all times.

13 SECURITY OF MEDIA IN TRANSIT

Envelopes containing Official documents should be clearly marked with the classification so that persons other than the intended level of recipient do not open it. If documents are to be carried by Public Carriers a second, outer envelope should be used showing destination address only and no indication of document classification. In addition the following procedures must be applied:

- Only reliable transport services should be used. A list of preferred couriers should be compiled and maintained within each service area. It is the head of service responsibility to maintain this list. Advice on how to pick appropriate secure suppliers can be provided by ICT Services.
- Procedures for checking a courier's identity should be implemented.
- Packaging of data should be sufficient to protect it from physical damage.
- A timed and dated sign off sheet evidencing delivery must be obtained

14 UNIFIED CLASSIFICATION MARKINGS

Many organisations already have an information security programme in place that ensures consistent identification and protection of Official material. However assumptions cannot be made about how our trading partners may protect our information. Few organisations follow a common approach to sharing information securely. Exactly how information is classified and protected will vary from company to

company, or even from department to department but steps should be taken so far as possible to ensure the level of protection is the same. For example, by contractually obliging our contractors, suppliers etc. to comply with this policy to the extent they are dealing with and/or generating Council information.

In addition, adoption of this scheme by Inverclyde Partnership Organisations will provide current best practice guidance and interoperability on a common approach to appropriate marking and protection of information.

15 GOVERNANCE ARRANGEMENTS

Responsibilities

Everyone is responsible for the information they handle. The Corporate Director Inverclyde HSCP has overall responsibility for updating this document and providing advice on its implementation.

Other Relevant Policies / Council Documents

- Information Governance and Management Framework
- Acceptable Use of Information Systems Policy
- Policy for the Retention and Disposal of Documents and Records Paper and Electronic
- Records Management Policy
- Data Protection Policy
- A quick guide to Information Security
- Protocol for Dealing with a Potential Data Protection Breach
- Guidance on Promoting a Clear Desk Environment
- ICT Guide on Password Protection and Encryption
- USB Device Procedures

Review Date

This Information Classification Policy will be reviewed at regular intervals (initially after twelve months, and subsequently at least once every two years) and, if appropriate, it will then be amended to maintain its relevance. Further reviews will be instigated to reflect changes in legislation or standards.

Compliance

Random spot checks to review compliance with this Policy will be carried out as determined by the Corporate Director Inverclyde HSCP and by Internal Audit.

Impact on the Council's Key Priorities

Without an up to date classification policy we risk unnecessary harm to people's personal data.

Monitoring Arrangements

All emails sent and received by the Council should be controlled and destroyed in line with Inverclyde Council's Policy on the Retention and Disposal of Documents and Records.

Training and Awareness Requirements

All users who have access to information that must go over the Government Secure Intranet (GCSX) will be trained in information security before being allowed access to the system. This training will cover classification of documents.

Report To:	Policy & Resources Committee	Date:	22 September 2015
Report By:	Head of Legal & Property Services	Report No:	LP/129/15
Contact Officer:	Gerard Malone	Contact No:	01475 712710
Subject:	Unacceptable Actions Policy		

1.0 PURPOSE

- 1.1 The purpose of this report is to present a proposed policy for consideration on the Council's approach to dealing with unacceptable actions from customers, in line with guidance from the Scottish Public Services Ombudsman (SPSO).

2.0 SUMMARY

- 2.1 Inverclyde Council works closely with the SPSO to ensure that it manages complaints from customers effectively and in line with guidance. However, the SPSO recognises that, on some occasions, the behaviour or actions of customers can be unacceptable, and has adopted an unacceptable actions policy to manage such behaviour.
- 2.2 In order to protect employees and Elected Members, the Council also seeks to adopt an Unacceptable Actions Policy, based largely on SPSO policy and guidance. A copy of the proposed policy is attached at Appendix 1 to this report.

3.0 RECOMMENDATION

- 3.1 It is recommended that the Policy & Resources Committee approves the Unacceptable Actions Policy.

Gerard Malone
Legal & Property Services

4.0 BACKGROUND

- 4.1 Inverclyde Council is committed to providing its customers with professional services to a high standard, and seeks to do so in a polite and courteous manner.
- 4.2 However, when things go wrong, customers have a right to be heard, understood and respected. Having a robust, accessible and transparent complaints process is vital in ensuring that complaints are dealt with appropriately, effectively and with a view to improving our services. The Council's procedure for dealing with the majority of complaints and complainants is set out in the Complaints Handling Procedure and supporting guidance.
- 4.3 There are a very small number of customers however whose behaviour makes it difficult for employees and Elected Members to be able to deal with their complaint or enquiry. In some cases the customer's actions become unacceptable because they involve abuse of employees, Elected Members or Council processes.
- 4.4 The attached policy seeks to provide concise guidance to assist employees and Elected Members to deal with actions or behaviours from customers and others engaging with the Council that are considered unacceptable, whether directed at them verbally, in writing or by social media and the internet.

5.0 MANAGING UNACCEPTABLE ACTIONS BY CUSTOMERS

- 5.1 There are relatively few customers whose actions the Council considers unacceptable. The nature and extent of these actions will determine how the Council will manage them. The key aim of the Unacceptable Actions Policy is to manage the behaviour or actions of customers who are making it difficult for employees or Elected Members to be able to deal with their complaint or enquiry effectively. These actions can include:
 - aggressive or abusive behaviour
 - unreasonable demands
 - unreasonable levels of contact
 - unreasonable use of the complaints process
- 5.3 The key provisions of the Unacceptable Actions Policy include:
 - defining unacceptable actions
 - managing unacceptable actions
 - deciding on restricting access and the process of appeal
 - reviewing the decision to restrict contact
- 5.4 The proposed policy also reflects the increase in use of social media and internet communication.
- 5.5 The policy is intended to increase protection for employees and customers where an individual's actions result in unreasonable demands on services or unreasonable behaviour towards employees and Elected Members.
- 5.6 The policy is consistent with the best practice guidance provided by the SPSO. It should also be noted that the SPSO has produced a Complaints Handling Practice Guide: Dealing with Problem Behaviour, which contains useful guidance to supplement the policy.

6.0 IMPLICATIONS

Finance

- 6.1 There are no specific financial implications arising from this report.

One Off Costs

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

Annually Recurring Costs/(Savings)

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

Legal

- 6.2 Any decision to restrict access in terms of the Unacceptable Actions Policy does not affect the Council's legal responsibilities to customers – for example in terms of the Freedom of Information (Scotland) Act 2002 and the Data Protection Act 1998.

Human Resources

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

Equalities

- 6.4 An Equalities Impact Assessment has been completed.

Repopulation

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

7.0 CONSULTATIONS

- 7.1 The Corporate Management Team, all Heads of Service, Corporate Communications and Health & Safety were invited to provide comments on the proposed policy.

8.0 CONCLUSIONS

- 8.1 The Council has established procedures and guidance in place in respect of complaints handling. The proposed Unacceptable Actions Policy is essential to ensure that the Council's principles in dealing with those who act in an unacceptable manner are consistent with those principles set out in the SPSO's Unacceptable Actions Policy. The policy is also in keeping with the Council's commitment to the safety of its employees and Elected Members in seeking to ensure that they do not suffer any disadvantage from those who act in an unacceptable manner.

9.0 BACKGROUND PAPERS

- 9.1
- Inverclyde Council Complaints Handling Procedure
 - Equalities Impact Assessment

Unacceptable Actions Policy

Version 1.0

Produced by:
Head of Legal & Property Services
Inverclyde Council
Municipal Buildings
GREENOCK
PA15 1LX

August 2015



INVERCLYDE COUNCIL IS AN EQUAL OPPORTUNITIES EMPLOYER

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AUDIOTAPE, OR COMPUTER DISC.**

DOCUMENT CONTROL

Document Responsibility		
Name	Title	Service
Corporate Director, Environment, Regeneration & Resources	Unacceptable Actions Policy	Legal & Property Services

Change History		
Version	Date	Comments
1.0	August 2015	Created

Distribution		
Name/ Title	Date	Comments

Distribution may be made to others on request

Policy Review		
Review Date	Person Responsible	Service

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1.0 INTRODUCTION

The Council's procedure for dealing with the majority of complaints and complainants is set out in the Complaints Handling Procedure and supporting guidance. It is intended that the following procedures will only be implemented in exceptional circumstances.

This policy details Inverclyde Council's approach for dealing with the very small minority of customers whose actions or behaviours are considered to be unacceptable.

The term 'customer' includes any person who engages with any aspect of the Council's services or anyone acting on behalf of such a person. The principles set out in this Policy apply to the Council's dealings with its customers in all circumstances. The policy is based on the Scottish Public Services Ombudsman approach for dealing with such customers.

It is important to emphasise from the outset that the Council is committed to providing high standards of customer care, and it is only in exceptional circumstances that the terms of this policy will apply. A key determinant of how responsive we are as a Council is ensuring that we have a positive approach to dealing effectively with our residents' and service users' complaints and using management information derived from such complaints to monitor performance and improve our services.

2.0 POLICY AIMS AND OBJECTIVES

The objectives of the policy are:

- 2.1 To deal fairly, honestly, consistently and appropriately with all customers, including those whose actions the Council considers unacceptable. The Council believes that all customers have the right to be heard, understood and respected. The Council also considers that our employees and elected members have the same rights.
- 2.2 To ensure that Council employees, elected members and other customers are not disadvantaged by the actions or behaviours of customers who behave in an unacceptable manner.
- 2.3 To make it clear to all customers and others engaging with the Council at all stages of their dealings with the Council, the types of actions and behaviours the Council considers to be inappropriate and to set out how the Council might manage such actions.
- 2.4 To provide services that are accessible to all customers and others engaging with the Council. However, where the Council considers a customer's actions to be unacceptable, the Council retains the right to restrict or change access to our employees and/or services.
- 2.5 To support employees and elected members in dealing with actions or behaviour from customers and others engaging with the Council that is considered to be unacceptable whether directed at them verbally, in writing or by social media and the internet.

- 2.6 To support Health and Safety arrangements in particular dealing with violence towards employees and elected members in the workplace.

3.0 DEFINING UNACCEPTABLE ACTIONS

People may act out of character in times of trouble or stress. There may have been upsetting or disturbing circumstances leading up to a person formally contacting the Council. We do not view behaviour as unacceptable just because an individual is being forceful or determined. However, the actions of individuals who are angry, demanding, offensive or persistent may result in unreasonable demands on the Council or unacceptable behaviour towards Council employees, elected members and others representatives acting on behalf of the Council. It is these actions that we consider unacceptable and aim to manage under this policy. The Scottish Public Services Ombudsman has defined various aspects of unacceptable behaviour under four broad categories as detailed below.

As previously indicated, unacceptable actions may take the form of written correspondence including letters, texts and emails; verbal communication either in person or by phone and inappropriate comment on and use of social media and content on the internet.

3.1 Aggressive or abusive behaviour

Aggressive or violent behaviour is not restricted to acts that may result in physical harm. It also includes behaviour or language (whether verbal or written) that may cause employees, elected members and other representatives acting on behalf of the Council to feel afraid, threatened, humiliated or abused.

The Health and Safety definition of a violent incident is:

Any incident, in which an employee is abused, threatened or assaulted in circumstances arising out of or in connection with his or her work. This will include not only physical attacks, but threats and fear of violence, verbal abuse, racial, religious and sexual harassment, or humiliating behaviour, likely to undermine self-confidence and cause employees to suffer anxiety or stress related disorders.

Examples of behaviour grouped under this heading include threats, physical violence, personal verbal abuse, derogatory, slanderous, offensive or libellous remarks, either verbal or written, and rudeness. We also consider that inflammatory statements and unsubstantiated allegations can be abusive behaviour.

3.2 Unreasonable demands

Customers may make what we consider unreasonable demands on the Council through the amount of information they seek or the nature and scale of the service they expect. What amounts to unreasonable demands will always depend on the circumstances surrounding the behaviour and the seriousness of the issues raised by the customer or their representative, including organisations that may contact us on behalf of their clients.

Examples of actions grouped under this heading include demanding responses within an unreasonable timescale, insisting on seeing/speaking to/corresponding with a particular member of staff, repeatedly changing the substance of the complaint, raising unrelated concerns, or raising the same matters with different officers in either the same or other departments.

The Council considers these demands unacceptable and unreasonable if they start to impact substantially on the work of the Council, such as taking up an excessive amount of staff time to the disadvantage of other customers or functions.

3.3 Unreasonable levels of contact

Some customers will not or cannot accept that the Council are unable to assist them further or provide a level of service other than that already provided. Customers may persist in disagreeing with the action or decision taken in relation to their complaint or issue.

We consider the actions of customers making persistent levels of contact to be unacceptable when the amount of time spent talking to a customer on the telephone, responding to e-mails and written correspondence, or responding to other forms of electronic communications impacts on our ability to deal with that issue or other customers' issues, and causes distress to either staff or other customers.

3.4 Unreasonable persistence

As highlighted above some customers cannot or will not accept that the Council is unable to assist them further or provide a level of service other than that already provided. This can result in unreasonable persistence. Unreasonable persistence is continued, incessant and unrelenting conduct that has a disproportionate and unreasonable impact on the Council's employees, elected members, and Services' time and / or resources.

Examples of actions grouped under this heading include:

- unreasonable use of the complaints process;
- persistent refusal to accept a decision made;
- persistent refusal to accept an explanation without presenting any new information;
- sending multiple emails to many members of staff or elected members;
- persistent, organised and targeted campaigns to deliberately disrupt the work of the Council;
- persistent use of social media or the internet to draw attention to a particular issue repeatedly

The Council considers the actions of persistent enquirers or serial complainants to be unacceptable when they take up what the Council considers to be a disproportionate amount of time and resources or have a negative impact on our employees. The actions set in sections 4 and 5 below may be invoked.

4.0 MANAGING UNACCEPTABLE ACTIONS

There are relatively few customers whose actions are unacceptable. How we aim to manage these actions depends on their nature and extent. If it adversely affects our ability to do our work and provide a service to others, we may need to restrict the individual or group's contact with the Council in order to manage the unacceptable action. We aim to do this in a way that wherever possible allows the issue to be resolved, or for the service to be provided through the Council's normal processes for the matter that is the subject of the complaint or enquiry.

Written Correspondence

We do not deal with correspondence that is abusive to employees or elected members or that contains allegations that lack substantive evidence. When this happens we will tell the customer that we consider their language offensive, unnecessary and unhelpful. We will ask them to stop using such language and advise that we will not respond to their correspondence if the action or behaviour continues. In certain cases we may block email addresses and emails.

These actions will also be used in situations where social media is used to direct abuse or offensive messages to an individual or group of employees and elected members.

Telephone communication

Council employees and elected members will end telephone calls if the caller is considered to be aggressive, abusive or offensive. If they suspect calls are being recorded without permission then these telephone calls may also be terminated. The employee or elected member taking the call have the right to make this decision, tell the caller that the behaviour is unacceptable and end the call if the behaviour does not stop.

Meetings

In the event that Council employees and elected members have to meet with customers in the terms of this policy, appropriate steps will be taken, prior to the meeting, to ensure staff safety.

Further actions

Where an individual repeatedly phones, visits the office, sends emails, sends irrelevant documents, raises the same issues or uses social media inappropriately, we may decide to:

- only take telephone calls from the individual at set times on set days or put an arrangement in place for only one member of staff to deal with calls or correspondence from the individual in future;
- ask the individual to make an appointment to see a named member of staff before visiting the office or that the individual contacts the office in writing only;
- return the documents to the complainant or in extreme cases advise the complainant that further irrelevant documents will be destroyed;
- take other action that we consider appropriate, which may include directing emails to a separate, monitored mailbox, blocking emails or in extreme cases, raising legal action;

- in cases where social media is repeatedly used to abuse, threaten, etc. in public forums, despite Council requests for such abuse to stop or comments to be removed, the Council will support the employee or elected member in their rights in Law to take action against the perpetrators. Relevant managers will contact Corporate Communications and/or Legal Services for further advice on the appropriate course of action. This may result in contacting the administrator of social media sites and asking them to remove any abusive or defamatory comments.
- The Council shares information, images and video with the public through external social media websites. Social media offers opportunities for open discussion and debate and should be encouraged. Comments made by the public to these sites are reviewed and, while comments will not be edited by Council employees, a comment may be deleted if it is offensive, abusive or threatening to employees or elected members. In addition, offensive or unacceptable actions, language or trolling may also result in the perpetrator being blocked and/or reported to the social media site administrator.

We will, however, always tell the customer what action we are taking and why.

Where the customer continues to correspond via any method on a wide range of issues that is considered to be excessive, the customer would be told that only a certain number of issues will be considered in a given period and to limit or focus their requests accordingly.

An individual with a complaint about Council services may be considered unreasonably persistent if all stages of the Council's Complaints Handling Procedure have been exhausted and the complainant continues to dispute the Council's decision relating to the complaint. In this instance, the complainant will be told that no future phone calls will be accepted, interviews granted or correspondence responded to concerning this complaint. They will be told if there is a further review procedure outwith the Council they could invoke (e.g. SPSO). Any future contact by the complainant would be read and filed, but only acknowledged or responded to if the complainant provides significant new information relating to the complaint.

5.0 DECIDING TO RESTRICT CUSTOMER CONTACT

Council employees and elected members who directly experience aggressive or abusive behaviour from customers have the authority to deal immediately with that behaviour in a manner they consider appropriate to the situation and in line with this policy. This may include in exceptional circumstances reporting incidents to the police, when appropriate.

Employees should report the incident to their supervisor/Line Manager and to the Council's Health and Safety Section using the Internal Reporting Form on ICON.

Elected members should notify the Head of Legal & Property Services who will make arrangements to record the incident.

If the concerning behaviour is not acceptable but is not considered to be serious enough to be recorded on the system, a warning letter to the individual may be issued. This letter will state the nature of the unreasonable behaviour and will tell the individual that it should not continue.

With the exception of such immediate decisions taken at the time of an incident, customers will be made aware of the policy and given the opportunity to change their behaviour or action before it is applied. Decisions to restrict contact with Council employees and elected members are only taken after careful consideration by the relevant Head of Service in consultation with the Head of Legal and Property Services.

6.0 HOW WE LET CUSTOMERS KNOW WE HAVE MADE THE DECISION TO RESTRICT CONTACT

We will always tell the customer or group what action we are taking and why. When a staff member makes an immediate decision in response to aggressive or abusive behaviour, the customer is advised at the time of the incident.

When a decision has been made by a Head of Service to restrict contact the customer will be told in writing why the decision has been made and, if relevant, the length of time the arrangements will be in place. If appropriate, the customer will also be advised who this information will be shared with and recorded on our Customer Relations Management System.

A customer can appeal a decision to restrict contact. If they do this, we will only consider arguments that relate to the restriction and not to either the complaint made or our decision to close a complaint.

An appeal could include, for example, a complainant arguing that their actions were wrongly identified as unacceptable, the restrictions were disproportionate or that they will adversely impact on the customer because of personal circumstances.

Appeals will be considered in terms of employees, by a senior manager who was not involved in the original decision and in respect of elected members, by their respective groups with appropriate officer support. The customer will be advised of the outcome in writing that either the restricted contact arrangements still apply or a different course of action has been agreed.

7.0 RECORDING AND REVIEWING THE DECISION TO RESTRICT CONTACT

The Council will record all incidents of unacceptable actions by customers. Where contact has been restricted, this is noted in the relevant file and appropriate computer records.

The status of all customers with restricted contact arrangements will be reviewed through the Council's Complaints Steering Group on a regular basis. A decision to restrict a customer's contact will be reconsidered if the customer demonstrates a more acceptable approach.

8.0 RELATED POLICIES AND PROCEDURES

This policy should be read in conjunction with the following supporting documents:

- Managing Occupational Violence and Aggression in the Workplace Policy
- Health and Safety Guidance on Managing Aggression at Work (available on ICON)
- Media and Social Media Protocol
- Complaints Handling Procedure

9.0 POLICY AVAILABILITY AND REVIEW

We will review this policy on a regular basis to ensure that the aims are being achieved.

This policy will be made available in other languages and formats (such as large print or Braille) as required.

Report To: Policy and Resources Committee **Date:** 22 September 2015
Report By: Head of Organisational Development, Human Resources and Communications **Report No:** PR/142/15/GB
Contact Officer: George Barbour, Corporate Communications Manager **Contact No:** 01475 712385

Subject: MEDIA AND SOCIAL MEDIA PROTOCOL - UPDATE

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Media and Social Media Protocol, which was agreed by Inverclyde Council in December 2013.

2.0 SUMMARY

- 2.1 The Media and Social Media Protocol was agreed by Councillors in December 2013.
- 2.2 The protocol sets out the legal framework which guides Council publicity in particular highlighting the Local Government Act 1986 and guidance is provided through the Code of Recommended Practice on Local Authority Publicity.
- 2.3 The Media and Social Media Protocol also seeks to set out the general principles which also cover Council social media activity.
- 2.4 The report highlights some updates to the Media and Social Media Protocol including additional opportunity to quote champions and an update over the invitations to ward councillors to attend local photocalls.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee approves the alterations to the Media and Social Media Protocol.

Steven McNab
Head of Organisational Development, Human Resources and Communications

4.0 BACKGROUND

- 4.1 The Media and Social Media Protocol, agreed in December 2013, sets out the broad legal framework governing Council publicity and extends that to cover social media.
- 4.2 During a debate on a motion to the Inverclyde Council meeting on 4 December 2014, it was proposed that a 24 hour moratorium be held on council press releases after Council agendas are published due to members of the administration's 'prior knowledge' of committee agendas through the Council's pre-agenda process.
- 4.3 The premise of the motion is not practical to deliver and does not reflect the reality that press releases based on committee agendas are issued after the committee decision and not prior to the meeting taking place. While press releases may occasionally be issued in advance of a committee meeting taking place, these are rare and would be based around an identified need to inform residents of an issue of, for example, public concern being examined by a committee.
- 4.4 As the media and social media protocol highlights, there are already safeguards in place to ensure no breach of the publicity code for local authorities.
- 4.5 During the debate, Councillor Rebecchi highlighted the issue of ward members being invited to attend local ward-based photocalls and this is reflected in the attached Media and Social Media Protocol update at Appendix 1.
- 4.6 Appendix 1 is an updated version of the Media and Social Media Protocol which incorporates an update on invitations to ward councillors to local media photocalls.
- 4.7 The updated Media and Social Media Protocol also includes additional changes to highlight issues such as including comment on press releases from Council Champions, something not included in the original.
- 4.8 The updated Media and Social Media Protocol (appendix 1) also includes additional changes to highlight issues such as including comment on press releases from Council Champions, something not included in the original.
- 4.9 An additional form or wording is included in the Media and Social Media Protocol (appendix 1) which highlights the proposed new Unacceptable Actions Policy and its implications for social media.
- 4.10 For ease of reference, updated sections of the Media and Social Media Protocol at Appendix 1 are highlighted in ***bold, italic and underlined***.

5.0 IMPLICATIONS

5.1 Financial Implications - One off Costs

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

Financial Implications - Annually Recurring Costs/ (Savings)

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

5.2 Human Resources: The Media and Social Media Protocol principally guides the work of the Council's Corporate communications function, but the guidance equally applies to all Council officers.

5.3 Legal: The Media and Social Media Protocol sets out the implications of the national guidance on Local Government publicity.

5.4 Equalities:

Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

NO -

5.5 Repopulation: N/A

6.0 CONSULTATION

6.1 Consultation has taken place with the Head of Legal and Property Services.

7.0 BACKGROUND PAPERS

7.1 Media and Social Media Protocol, December 2013

Organisational Development, Human Resources and Communications

Media and social media protocol

September 2015

Media and social media protocol

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Media and social media protocol
September 2015

1.0 INTRODUCTION

- 1.1 The aim of this document is to set out a standard operating procedures for Inverclyde Council's professional relationships, working practices and operational activity with the press and media whether local, national, broadcast, specialist, online or social media.
- 1.2 Local authority publicity is governed by the **Local Government Act 1986** and guidance is provided through the **Code of Recommended Practice on Local Authority Publicity**.
- 1.3 The general points of the media protocol are outlined as:
- *The Council is prevented from publishing, or helping others to publish, material which may appear to affect public support for a political party.*
 - *Social media is incorporated in the publicity code as it is used as a form of communication and publicity, including content on social network sites, websites and blogs.*
 - *The majority of press releases will contain a quote from the convener or vice convener of the relevant committee as the elected member with responsibility for those issues.*
 - *The Leader of the Council has a wide-ranging remit and can be quoted in media, material and undertake media work across all areas of the Council's services as required.*
 - *Conveners and vice conveners can be quoted on matters which relate to their individual Committees and will be pictured and quoted accordingly.*
 - *The Provost represents the Council for civic and ceremonial functions and will be pictured and quoted accordingly.*
 - *The council cannot provide press releases or media support to individual elected members in their ward role.*
 - *Press and media enquiries can be received by Corporate Communications seven days-a-week during office hours and out-of-hours.*
 - *Journalists contacting corporate communications with enquiries that are deemed to be political will be advised to contact the leader of the relevant political group for their response.*
- 1.4 Publicity is a corporate function and so should reflect the Council's views at all times
- 1.5 Therefore, it is inappropriate to publicise individual councillors, unless acting on behalf of the council as a whole – for example, council leader; provost; convener, etc.

2.0 THE PUBLICITY CODE

- 2.1 All publicity the Council produces should comply with the Code of Recommended Practice on Local Authority Publicity, issued under the Local Government Act 1986. Local authorities are obliged to have regard to the Code in coming to any decisions on publicity.

2.2 Paragraph 20 of the Code defines the purposes of local authority publicity as:

“To increase public awareness of the services provided by the authority and the functions it performs; to explain to electors and ratepayers the reasons for particular policies and priorities; and in general to improve local accountability.”

2.3 Paragraphs 39 and 40 of the Code say the following about individual members of an authority:

“The functions of a local authority are discharged by the Council corporately. It is therefore inappropriate for public resources to be used to publicise individual councillors.”

“In the interests of public accountability, however, it may be appropriate to give publicity to the views or activities of individual members when they are representing the council as a whole: for example, when the chairman of a council speaks or acts as the first citizen of the whole community, or when a chairman of a committee opens a new scheme or launches a policy approved by the council or by his committee on the council’s behalf.”

2.4 The Code applies to media relations work as well as other forms of communication and publicity produced by the Council, including social media.

3.0 SOCIAL MEDIA

3.1 Social media has become an essential vehicle for communication and publicity, and for that reason it must be looked at with caution as it not only reflects on the individual personally, but Inverclyde Council as an organisation.

3.2 Social media guidance: There are many different types of social media platforms and the list of websites and applications are increasingly growing by the day, with each site or application being unique. For the purpose of this guidance we use the term to include:

- Social networking sites (such as Facebook and Twitter)
- Blogs and microblogs (such as WordPress and Twitter)
- Content communities (such as YouTube, Pinterest, Instagram and Flickr)
- Collaborative projects (such as Wikipedia), and
- Internet forums and online discussion boards.

3.3 Before setting up a social media site authorisation must be gained from Corporate Communications for a number of reasons:

- To determine the purpose and overall strategic goals of using the specific site.
- To assess whether the chosen site meets strategic aims initially outlined.
- To ensure the chosen site is the most appropriate for your content.
- To evaluate if a similar account already exists for the same purpose.
- To assess an ongoing commitment to maintain and develop the site.

3.4 All Council social media sites will be evaluated each year and if no use or little engagement has taken place in the previous year, the site should be closed down and content removed if appropriate.

3.5 How employees and councillors communicate with people on social media sites reflects on the individual and on Inverclyde Council as an organisation. It is vital that employees understand the expected behaviour, and the general principles as stated in the Acceptable Use of Information Systems Policy; **The Unacceptable Actions Policy**; Employees code of Conduct and Councillors’ code of conduct are applied.

- 3.6 If employees choose to disclose their employment with Inverclyde Council on social media platforms, they are expected to follow the overall principles of this media and social media guidance when posting and sharing content. Various social media sites will have their own rules and guidance, but if there is anything that could potentially be seen as breaking these rules and damaging the reputation of the council, corporate communications reserve the right to ask that it be removed or that the site be closed down.
- 3.7 To avoid this from occurring remember when using social media:
- **Be responsible, clear and relevant.** You are responsible for the content you publish on any social media platform; everything you post is a reflection of yourself and Inverclyde Council.
 - **No spamming.** Do not post the same message, or very similar messages more than once.
 - **Publishing online is permanent** - Be mindful that what you publish will be in the public domain for a long time and can appear in search engine results/ user screen grabs even **after** you delete it.
 - **Respect copyright** especially in the use of images or music.
 - **External links and sources should be relevant and safe**, and must not compromise the integrity of the Council.
 - **Respect your audience.** Never behave in a manner which would not be acceptable in the workplace or a face to face meeting e.g. swearing, personal insults or discrimination.
 - **No defamatory comments.** All employees must not make false statements to harm the reputation of an individual, organisation or community. This could in turn damage the Council's reputation.
 - **Do not advertise products or services.**
 - **Do not promote any political parties, candidates, or groups.** This is of particular relevance to officers in politically restricted posts, but all other employees must ensure the balance is reached with expressing your personal views and whether this can be misinterpreted and compromise your position as a council employee.

Basically, don't post anything you wouldn't want to see on the front page of the newspaper.

- 3.8 *Security Guidelines:* Depending on which social media application you use, there are privacy settings available to help you control what information you would like to be *visible* to other users. You should look into your profile settings to see how 'private' your information is currently, and keep in mind that content you have deleted may still appear in the public domain. *Top tip:* Enter your full name into a search engine to view how accessible your personal information on social media platforms is to the public.
- 3.9 The purpose of social media is to provide an easier and faster way of informing the public of council services, news, events and any other relevant issues. A wider audience can be reached and information can be shared through various social media platforms directly.
- 3.10 At present, Corporate Communications maintain and use *twitter* **and Facebook** as a means of informing residents and the wider audience of council activities, upcoming events, available vacancies, news in and around the Inverclyde area, and any other general news items that would positively promote the area. All items that are published on the website are automatically 'tweeted' onto Inverclyde Council [@inverclyde](https://twitter.com/inverclyde) twitter page through RSS feeds, allowing for direct news to residents and a wider reach.
- 3.11 Individual service social media accounts should be linked to the main council twitter account to ensure sharing and cross promotion of council events and activity takes place in a co-ordinated way. Advice should be sought from Corporate Communications before any social media activity is undertaken or account set up.

3.12 **The Council shares information, images and video with the public through external social media websites. Social media offers opportunities for open discussion and debate and should be encouraged. Comments made by the public to these sites are reviewed and, while comments will not be edited by Council employees, a comment may be deleted if it is offensive, abusive or threatening to employees or elected members. In addition, offensive or unacceptable actions, language or trolling may also result in the perpetrator being blocked and/or reported to the social media site administrator.**

4.0 THE ROLE OF CORPORATE COMMUNICATIONS

4.1 The Council's corporate communications team is the primary point of contact between the Council and the local and national media for proactive and reactive communications.

4.2 Employees who are contacted by the media should immediately direct the query to Corporate Communications team who will represent and communicate the views of the Council at all times.

4.3 Most media enquiries will require a quick response to meet strict media deadlines, particularly in emergency situations. Senior officers are required to support Corporate Communications to meet deadlines to ensure the Council does not lose its right to reply and has the opportunity to provide a fast, accurate and honest account of its actions. This also applies to enquiries on social media platforms.

4.4 It is important that Corporate Communications are contacted as quickly as possible about any incident or initiative that is likely to be reported by the media.

4.5 Any officer wishing to organise media coverage or to publicise an issue or an event should speak to Corporate Communications as early as possible and ideally at least two weeks in advance. No date for an event should be chosen before consulting Corporate Communications.

4.6 The council will be open and honest in all communications with the media, taking account of legal, privacy or commercial considerations and will never say 'no comment'.

5.0 PRESS RELEASES

5.1 The purpose of a press release is to gain coverage in printed and online media to promote the activities of the Council, its decisions and policies.

5.2 The majority of press releases will contain a quote from the Convener or Vice Convener of the relevant committee as the elected member with responsibility for those issues. Where a press release may cross a number of services or committees the Council Leader may be quoted.

5.3 The remits of all Champions involves an ambassadorial role on behalf of the Council and for its approved policies. This means there must be close liaison between the Council Champions and the respective committee Convener affected by their remit.

5.4 Given the ambassadorial role of the Champions, it is essential that the duties directly relate to approved Council Policy. The Champions have many public opportunities to influence and shape involvement of key partners and the public and so there must be a direct and clear link between the Champions and the approved Council policies which affect their respective remits

5.5 As far as practicable in terms of this protocol, comment from Councillor Champions will provided for within press releases related to their remit.

5.6 There will be effective and close liaison with the Convenors of the relevant committees to link the roles of the Champions with the relevant committee Conveners. Conveners and Champion will meet regularly for purposes of this liaison.

- 5.7 All quotes included will be approved by the named individual to whom the quote is attributed. If this is not possible within the necessary timescale the Leader of the Council will be asked for final clearance.
- 5.8 The Provost will be quoted on civic issues and on issues arising from the Provost's activities, attendance at events and as 'chair' of the full council meeting and as 'first citizen' of Inverclyde.
- 5.9 Press releases are also published on the Council website and published on social media channels (eg twitter and Facebook). Press releases or media support cannot be provided to individual elected members in their ward role.

6.0 PHOTOCALLS

- 6.1 The purpose of a photocall is to provide an opportunity for the press and media to gain a visual relating to an activity, event or service to publish and gain coverage in printed and online media.
- 6.2 Photocalls will be arranged through Corporate Communications with the assistance of the service.
- 6.3 The Council Leader or Deputy Leader and/or the Convener and Vice Convener will be invited to attend photocall events on behalf of the Council. Invitations to photocalls will generally be issued by the relevant service, who will collate and co-ordinate responses and advise the communications team. Services must also ensure relevant permissions are in place for photographs to be taken.

6.4 For events or activities with a strong local connection, ward councillors may be invited to attend by the Council launch or photocall. Corporate Communications would invite Councillors in these circumstances when a calling notice is issued to the press and media, however if the photocall is part of a wider event or activity, the invitation may be issued by the relevant service or directorate.

- 6.5 If elected members have been invited to attend a formal 'launch' event or opening group photographs may be taken of all those in attendance. There can be no guarantee that all or any individual councillor or Convener's photograph would be used by the press or media.
- 6.6 Corporate Communications is still empowered to set up additional photographs at the photocall if it is requested by the media to encourage more extensive coverage for the Council. The final decision on photographs issued to the press and media will be based on the best quality of photograph taken to represent the service, activity or event and gain maximum coverage.
- 6.7 Media organisations have suggested there is more chance they will use a photograph if there are fewer individuals in it.
- 6.8 Copyright for photographs taken by Corporate Communications rests with the Council. When external photographers are commissioned the Council will ensure it has freedom to use the images as required – for example in Council publications, for issue to the media, on the Council website and in publicity material used to promote the Council.

7.0 SCHOOLS

- 7.1 Schools and education establishment may contact the media about arranged local school events. Activity in schools should be notified to corporate communications to examine if there are any opportunities for wider promotion.
- 7.2 Any enquiry from the media or press about a school-related incident or council policy should always be referred to corporate communications.

8.0 PRESS ENQUIRIES

- 8.1 Press and media enquiries can be received by Corporate Communications 7 days a week during office hours and out-of-hours.
- 8.2 While the team has extensive media contacts and is generally the first port of call for the press, officers and elected members may be contacted directly by the media.
- 8.3 Elected members approached by the media for an official Council comment should discuss the request with the communications team who can provide support and guidance.
- 8.4 Media enquiries received by officers should, without exception, be directed to the communications team.
- 8.5 Most enquiries will require a quick response and requests from the communications team for information should be viewed as a high priority by council officers. Failure to respond in time can leave the Council open to criticism and a public perception that it is unwilling to be open and accountable.
- 8.6 In extremely urgent cases the communications team will use their own professional judgement to provide appropriate quotes as necessary.
- 8.7 Quotes from the council communications team will use the convention: 'A council spokesman/person/man/woman said:...'. It should be recognised that this is a journalistic convention and some media may choose to quote individual members of the communication team by name.
- 8.8 In some cases, such as on technical or specialist enquiries, quotes will be issued in the name of a Council officer.

9.0 MEDIA FREEDOM OF INFORMATION (FOI) ENQUIRIES

- 9.1 All FOI enquiries from the press and media should be copied to the communications team. Where appropriate, officers compiling responses to freedom of information enquiries which could attract media attention should contact the communications team to discuss incorporating more explanatory information into the response or to prepare background information for follow-up enquiries.

10.0 DATA PROTECTION

- 10.1 Members of Corporate Communications will abide by the terms of the Data Protection Act.

11.0 POLITICAL PRESS ENQUIRIES

- 11.1 Journalists contacting Corporate Communications with enquiries that are deemed to be political will be advised to contact the leader of the relevant political group for their response. Elected members should make their own arrangements for issuing party political material to the media and ensure that the material does not use the Council's corporate identity or branding.

12.0 WARD COUNCILLORS

- 12.1 Corporate Communications can provide non-party political communications advice to individual councillors but cannot produce press releases or arrange photo calls for members on individual ward or party political issues. They also cannot write or issue press releases on behalf of individual political groups or independent councillors/groups.

13.0 FILMING/INTERVIEW

13.1 All requests for filming or interviews should be directed to Corporate Communications.

14.0 COUNCIL PHOTOGRAPHY

14.1 Photographs taken by the council or on behalf of the Council for publicity purposes are the property of Inverclyde Council. Photographs taken by externally commissioned photographers may also be subject to copyright agreements with those photographers. It would therefore be inappropriate for photographs to be used for party political or election purposes.

15.0 POTENTIAL MEDIA ISSUES

15.1 Officers should notify Corporate Communications of any issues within their service that has the potential to become a media story, even if it is out of hours. They should also provide contact details and ensure that they are available to Corporate Communications either by mobile or by responding to emails.

15.2 Officers should avoid withholding information because they do not wish to attract negative media coverage or because they do not see media handling as a priority. They should not respond directly to media or requests for quotes from any organisation, unless expressly authorised to do so by Corporate Communications

16.0 COUNCIL COMMITTEES AND MEETINGS

16.1 Corporate Communications team will report on decisions made by Council committees. Their role is not to report the debate or detailed discussions which take place or to minute the meeting.

17.0 PLANNING APPLICATIONS

17.1 The Council does not comment on planning applications ahead of a Planning Committee decision except to confirm that an application has been received. The exception to this would be any communication around consultation or public information of applications the Council has a direct interest in.

17.2 In most cases journalists would be directed to the council's online planning service which hosts a wealth of information and drawings on applications. Any pictures or graphics are generally owned by the applicant or their agent. If asked for copies by the media, journalists will generally be referred directly to the applicant or their agent.

18.0 PUBLICITY AHEAD OF ELECTIONS/REFERENDUMS

18.1 In the period directly before an election (usually six weeks or the period from the Notice of Election to the election itself), councils must be careful about what they publicise.

18.2 The Code of Recommended Practice says: "The period between the notice of an election and the election itself should preclude proactive publicity in all its forms of candidates and other politicians involved directly in the election. Publicity should not deal with controversial issues or report views, proposals or recommendations in such a way that identifies them with individual members or groups of members. However, it is acceptable for the authority to respond in appropriate circumstances to events and legitimate service enquiries provided that their answers are factual and not party political. Members holding key political or civil positions should be able to comment in an emergency where there is a genuine need for a member level response to an important event outside the authority's control. Proactive events arranged in this period should not involve members likely to be standing for election."

18.3 In pre-election circumstances, where a quote is required, the Chief Executive, relevant Corporate Director or relevant senior officer may be quoted.

18.4 Local circumstances may mean that some proactive events need to take place in this period, in which case, following advice from the Corporate Director and Head of Legal and Democratic services, any approved publicity photocalls and press releases should include representatives from all political parties in the Council.

19.0 EMERGENCY MEDIA RELATIONS

19.1 The Council, as part of its Emergency Plan, has a Civil Emergency Communications Plan which addresses how to handle the media in such circumstances. The Council has also signed up to the Regional Resilience Partnership communications plan which contains a mutual aid agreement between the partners. If the Council's Emergency Plan is brought into use, all of the Council's media relations work must be done in conjunction with the Civil Emergency Communications Plan.

19.2 If the Council experiences its own emergency situation and invokes its Business Continuity Plan, the corporate communications team will invoke its Business Continuity communications plan and all media relations activity will be managed in conjunction with this.

20.0 EXTERNAL COMMUNICATIONS CONTACT AND PARTNERSHIPS

20.1 Council services contacted by an external communications/media/marketing service looking to issue a press releases or arrange communications activity involving the Council or looking to set up a photocall, should immediately be referred to the Council's Corporate Communications service. Corporate Communciations will liaise with the external organisation or their representatives.

20.2 Where the Council is involved in issuing a press release as part of a partnership with a third party organisation, the partnership's arrangements for who to quote must be followed. This would normally be the chair of the organisation.

20.3 In the case of a press release being prepared on behalf of a number of partners it may be appropriate to offer each partner an opportunity to be quoted. All partners should be given an opportunity to approve the release with a stated timeframe.

20.4 If officers are contacted by a third party organisation seeking a Council comment on a press release or looking to involve the Council in photocalls or publicity, they should be referred to the corporate communications team.

21.0 MINISTERIAL VISITS

21.1 The Scottish and UK Governments may choose Inverclyde for ministerial visits and/or launch events.

21.2 Corporate Communications should be told immediately and given any details to allow timely liaison with the relevant government department about any **event management arrangement or** media coverage for the visit.

21.3 The Council's Members Services and Chief Executive's office should also be informed immediately.

21.4 The Leader, Deputy Leader and/or relevant Convener and Vice Convener will be invited to attend such an event on behalf of the Council. The Chief Executive and relevant Corporate Director will also be invited to attend.

21.5 If the Minister is opening or launching a service of particular local interest, wherever possible, all ward members should be invited to attend. See appendix 1 titled 'Invitation list'

22.0 MONITORING PRESS ENQUIRIES AND PRESS RELEASES

- 22.1 The council uses press office management software to record and monitor its response to press and media enquiries and press releases issued.
- 22.2 All press releases and responses to press and media enquiries should be logged using that system by the council's communications team.
- 22.3 Any service wishing to carry out direct press and media relations on an ongoing basis will require to purchase a license and comply fully with the council's press and media protocol. Individual officers may be subject to training. Press releases will be subject to review prior to distribution by the council's communications team.

23.0 DISTRIBUTION OF PRESS RELEASES

- 23.1 Press releases distributed to the press and media will also be distributed to Councillors and the Corporate Management Team. This distribution will take place at the same time press releases are distributed to the press and media and usually when the press release is published on the council website.
- 23.2 Content issued as an exclusive to a press or media organisation or used for feature purposes may not be distributed widely or published online through the council website or through social media before the publication/broadcast date.

Appendix 1: Invitation List

Below is a standard invitation list for a range of press and media activities.

Local launch:

- Leader/Depute Leader or Provost/Depute Provost
- Relevant convener and/or vice convener(s)
- Local ward councillors
- Relevant Corporate Director(s) and/or Chief Executive
- Corporate Communications Manager and/or Communications Officer (Media Relations)

Photocall:

- Leader/Depute Leader or Provost/Depute Provost, if appropriate
- Relevant convener and/or vice convener
- Relevant Corporate Director(s) and/or Chief Executive, if appropriate
- **Ward Councillors, if appropriate**
- **'Champion', if appropriate**
- Corporate Communications Manager and/or Communications Officer (Media Relations)

Ministerial visit:

- Leader or Depute Leader
- Provost or Depute Provost
- Relevant convener and/or vice convener
- Local ward councillors
- Relevant Corporate Director(s) and Chief Executive
- Corporate Communications Manager and/or Communications Officer (Media Relations).

Report To:	Policy and Resources Committee	Date:	22nd September 2015
Report By:	Corporate Director Environment, Regeneration and Resources	Report No:	FIN/48/15/AP/BH
Contact Officer:	Brendan Hurrell	Contact No:	01475 712654
Subject:	Preventing the Use of Suppliers and Providers who use Exploitative Zero Hours Contracts		

1.0 PURPOSE

1.1 The purpose of this report is to seek the Committee's approval to the Council implementing a policy of not providing future funding to any organisation which employs people on exploitative zero-hours contracts, as per the issue raised at the Policy and Resources Committee on 19 May 2015.

2.0 SUMMARY

2.1 The improvement of employee working conditions is a topical area with recent focus being on the Living Wage and Zero-hour contracts. Zero-hour contracts allow employers to hire staff with no guarantee of work. Employees work only when they are needed by employers, often at short notice. Employee pay depends on how many hours each employee works.

2.2 There can be a genuine need for zero-hours contracts where an employer has a temporary or changeable requirement for staff. However, there are instances where the use of zero-hours contracts is excessive and exploitative.

2.3 Zero-hours contracts should be assessed by the Council (i) during competitive tendering exercises and (ii) when awarding grant funding.

2.4 How to evaluate zero-hours contracts during a competitive tendering process is set out in the Council's Procurement Policy on Workforce matters including the Living Wage, which was approved at the Policy and Resources Committee in May 2015.

2.5 There are three main types of zero-hours contracts:

- Illegal zero-hours contracts;
- Exploitative zero-hours contracts; and
- Genuine zero-hours contracts.

This report provides guidance on how officers propose to appraise zero-hours contracts and the steps which should be taken by the Council where an employer is found to be engaging in illegal or exploitative zero-hours contracts.

3.0 RECOMMENDATIONS

3.1 That the Committee:

- notes the implications of a policy of not providing future funding to any organisation, including any partner, which employs people on exploitative or illegal zero-hours contracts;
- approves the exclusion of a tenderer from a tender selection process where it has been demonstrated to the satisfaction of the Head of Legal & Property Services that

the tenderer has committed an act of grave misconduct by engaging in illegal zero-hours contracts;

- approves the rejection of a grant where it has been demonstrated to the satisfaction of the Head of Legal & Property Services that the applicant is engaging in illegal or exploitative zero-hours contracts; and
- approves the guidance in this report on how to appraise zero-hours contracts.
- agrees that for partners/suppliers in significant arrangements with the Council that this policy is fully implemented during 2016.

Aubrey Fawcett
Corporate Director Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 Inverclyde Council expects that organisations which deliver our contracts and those to whom we provide funding adopt fair employment practices. The improvement of employment practices and employee working conditions is a topical area. Recent focus has been on the Living Wage, following the issue of the Scottish Government's Policy Note 1/2015 on Evaluating Employment Practices and Workforce Matters, including the Living Wage.
- 4.2 The Council's Procurement Policy on Workforce matters including the Living Wage was approved at the Policy and Resources Committee in May 2015. That Policy applies to competitive tendering. Workforce matters form a percentage of the overall quality score of the tender. The use of exploitative zero hours contracts is assessed by the Council as one element of workforce matters.
- 4.3 At the Policy and Resources Committee on 19 May 2015, officers were requested to develop a policy of not providing future funding to any organisation which employs people on exploitative zero-hours contracts.
- 4.4 Zero-hours contracts, or casual contracts, allow employers to hire staff with no guarantee of work. Employees work only when they are needed by employers, often at short notice. Employee pay depends on how many hours each employee works. Some zero-hours contracts require workers to take the shifts they are offered, while others do not. Sick pay is often not included, although holiday pay should be, in line with working time regulations. Zero-hours contracts are controversial as there is concern that they do not offer enough financial stability and security and can be used when it is feasible to offer contracted hours.
- 4.5 The Office for National Statistics (ONS) says that 697,000 people were employed on zero-hours contracts for their main job between October and December 2014, based on figures from the Labour Force Survey. That represents 2.3% of the UK workforce. A survey of employers by the Chartered Institute of Personnel and Development (CIPD) found that a third of voluntary sector organisations used zero-hours contracts, along with a quarter of public sector employers and 17% of private sector firms.
- 4.6 There can be a genuine need for zero-hours contracts where an employer has a temporary or changeable requirement for staff. However, there are instances where the use of zero-hours contracts is exploitative and excessive. This report provides proposed guidance on how to appraise zero-hours contracts and the steps which should be taken where an employer engages in illegal or exploitative zero-hours contracts.

5.0 APPRAISAL OF ZERO HOURS CONTRACTS

5.1 In summary, there are three main types of zero-hours contracts:

- Illegal zero-hours contract;
- Exploitative zero-hours contracts; and
- Genuine zero-hours contract.

5.2 Zero-hours contracts should be assessed by the Council (i) during competitive tendering exercises and (ii) when awarding grant funding.

5.3 Examples of Illegal zero-hours contracts

Illegal zero-hours contracts include those where:

- Employees do not receive the National Minimum Wage;
- Employees do not receive the statutory minimum level of paid holidays;
- Employees do not receive the statutory minimum level of rest breaks; and/or
- Employers breach employee rights under the Working Time Regulations 1998.

5.4 **Examples where zero-hours contracts could become exploitative are a combination of the following:**

- The employer being unable to demonstrate that it uses zero hour contracts only where there is a temporary or changeable requirement for staff;
- The employer does not issue contracts with a regular working pattern where over time it can be demonstrated that an employee is working regular hours, unless the employee actively requests to remain on a zero-hours contract;
- Employees remaining available for work on an exclusive basis;
- Workers who refuse hours are not asked to work for the next available hours or their chances of work are reduced;
- There is no flexibility for employees to seek employment elsewhere;
- Calling employees to the workplace when there is or it transpires that there is no work for them;
- Not stipulating for how long an employee will be required that day when calling an employee to work;
- Stipulating for how long an employee will be required when calling an employee to work that day and then cancelling the shift or sending the employee home from the workplace early without warning with no pay or pay only for the hours worked, not the stipulated hours, and with no reimbursement of travel time or costs;
- No attempt being made to correlate the hours available for work with the hours actually worked;
- Employees have no access to union membership and representation.

It should be noted that taken in isolation each individual item may not be exploitative but a combination of these matters would lead to such a conclusion.

Competitive tendering

5.5 **Illegal zero-hours employee contracts and competitive tendering**

Pass/fail criteria should be included at the selection stage of a tender to determine if a tenderer has engaged or is engaging in illegal zero-hours contracts practices. Such practices would entitle the Council, in consultation with the Head of Legal & Property Services, to consider de-selecting a tenderer in a tender process on the grounds of grave misconduct.

5.6 **Exploitative zero-hours employee contracts and competitive tendering**

For those exploitative zero-hours contracts which are not illegal, there are no mandatory pass/fail criteria which can be used to stop those employers who engage in such practices from winning Council contracts. Instead, such practices must be evaluated.

How to evaluate zero-hours contracts during a competitive tendering process is set out in the Council's Procurement Policy on Workforce matters including the Living Wage, which was approved at the Policy and Resources Committee in May 2015. That Policy applies where works, goods and/or services are purchased through a tender process. Workforce matters form a percentage of the overall quality score of the tender. The use of exploitative zero-hours contracts is assessed by the Council as one element of workforce matters.

Grant Funding/direct commissioning

5.7 Grant applicants/direct commissioning partners should be asked to submit a method statement detailing their approach to zero-hours contracts.

5.8 **Illegal zero-hours employee contracts and grant funding**

Subject to due consultation with the Head of Legal & Property Services, grants/direct commissioning contracts should not be awarded to grant applicants who engage in illegal zero-hours contracts unless the applicant/partner will take immediate steps to comply with the law.

5.9 Exploitative zero-hours employee contracts and grant funding

Officers should assess whether the method statement provided by a grant applicant/direct commissioning partner contains any practice which is unethical and/or takes advantage of employees and therefore constitutes an exploitative zero-hours contract. This will be based on breaching a combination of the factors described at 5.4. Where this is considered to be the case advice should be sought from the Head of Legal & Property Services.

5.10 It will be a condition of grant/direct commissioning contract that all successful grant applicants/direct commissioning partners comply with their Method Statement for the duration of the grant/contract. Any change from such commitments will constitute a potential breach of grant/contract entitling the Council to terminate the grant/contract.

5.11 In order to give current significant partners/suppliers to comply with the requirements of this Policy it would be proposed to advise these organisations that they must demonstrate that this matter have been successfully addressed no later than by the end of 2016.

6.0 IMPLICATIONS

Finance

6.1 Financial Implications – Annually Recurring Costs/ (Savings)

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

There is the potential that this Policy will lead to an increase in costs for providers and this may then be passed into the Council, however every effort will be made to ensure the organisation contains the cost.

Legal

6.2 Legal advice must be sought from the Head of Legal & Property Services before excluding a tenderer from the selection stage of a tender process on the grounds of grave misconduct or refusing a grant application on the basis of illegal or exploitative zero-hours contracts practices.

Human Resources

6.3 There are no human resources issues.

Equalities

6.4 There are no equalities issues.

Repopulation

6.5 This Policy will improve the quality of jobs provided locally and will be a positive factor in the Council’s Repopulation Strategy.

7.0 CONSULTATION

7.1 Report produced following consultation with the Corporate Management Team.

8.0 LIST OF BACKGROUND PAPERS

8.1 None.

Report To:	Policy & Resources Committee	Date:	22 September 2015
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	RMcG/LP/0133/15
Contact Officer:	Rona McGhee	Contact No:	01475 71 2113
Subject:	Baker Street Realignment Business Case, Update Report No 2 – Remit from Environment & Regeneration Committee		

1.0 PURPOSE

- 1.1 The purpose of this report is to request the Committee to consider a remit from the Environment & Regeneration Committee.

2.0 SUMMARY

- 2.1 The Environment & Regeneration Committee on 3 September 2015 considered the attached report by the Corporate Director Environment, Regeneration & Resources (1) on the preferred option for the realignment of Baker Street, at its sharp bend with Drumfrochar Road, and the proposed next steps towards the wider economic evaluation of the preferred option and its subsequent detailed design and (2) the joint first stage application by Riverside Inverclyde and Inverclyde Council to the Scottish Government Regeneration Capital Grant Fund.
- 2.2 A copy of the report to the Environment & Regeneration Committee is attached as Appendix 1. This provides background and financial information and outlines the next steps.
- 2.3 The Environment & Regeneration Committee decide:
- (1) that the Committee note the confirmed preferred Option 1 for the road realignment of Baker Street at Drumfrochar Road;
 - (2) that the intention of the Head of Environmental and Commercial Services to submit a further report when the study into the wider economic justification for Option 1 is complete be noted;
 - (3) that the Committee note the joint first stage application by Riverside Inverclyde and Inverclyde Council for £ 1,510,000 to the Scottish Government Regeneration Capital Grant Fund; and
 - (4) that consideration of the allocation of £ 1,305,000 towards the project from free reserves be remitted to the Policy & Resources Committee in September 2015.

3.0 RECOMMENDATION

- 3.1 The Committee is asked to consider the remit from the Environment & Regeneration Committee.

Report To:	Environment & Regeneration Committee	Date:	3 September 2015
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	ERC/ENV/IM/15.239
Contact Officer:	Robert Graham	Contact No:	714827
Subject:	Baker Street Realignment Business Case, Update Report No.2		

1.0 PURPOSE

- 1.1 The purpose of this report is to inform Committee of the confirmed preferred option for the realignment of Baker Street, at its sharp bend with Drumfrochar Road, Greenock, the proposed next steps towards the wider economic evaluation of the preferred option and its subsequent detailed design.
- 1.2 This report also informs Committee of Riverside Inverclyde and Inverclyde Council's joint first stage application to the 'Regeneration Capital Grant Fund (RCGF), Round 3 Projects - 2016/17' for funds to procure the Option 1 realignment and to prepare adjacent land for an Industrial Business Park.

2.0 SUMMARY

- 2.1 At the Environment and Regeneration Committee of 16 June 2015, a comparison of the draft estimated costs of two realignment options for Baker Street were presented as:
- Option 1; £2,970,000
 - Option 2; £4,860,000

More detailed cost estimates of the necessary Scottish Water service diversions have since been obtained and the draft estimated costs of the options have now been reassessed following receipt of Scottish Water's estimated costs as:

- Option 1; £2,850,000
- Option 2; £4,780,600

Option 1, the alignment which extends the curve of Baker Street into the land to the east of the existing road, is now confirmed as the preferred option.

- 2.2 Committee asked that further economic justification of Option 1 be provided to support the case for its construction. Our consultant Aecom has been retained to investigate other potential wider economic benefits from the realignment works which may accrue to road users and Riverside Inverclyde's regeneration projects at Broomhill and the proposed Industrial Business Park.
- 2.3 Aecom has been tasked with monetising the benefits of Option 1 in terms of the Government objectives of Economy, Environment, Safety, Accessibility, Social Inclusion and Integration by assessing journey time savings, accident reduction, exhaust emissions reduction and the effects of improved accessibility provided by the realignment project.

- 2.4 Aecom will report at the end of August 2015 and their findings will be brought to the 29 October Environment and Regeneration Committee meeting for approval. Should Committee then approve the realignment project, the Head of Environmental and Commercial Services will commission a detailed design and cost estimate for construction contract tender purposes.
- 2.5 Riverside Inverclyde and Inverclyde Council have made a First Stage Application for Scottish Government Regeneration Capital Grant Funding of £1,510,000 to procure the Option 1 realignment and to prepare ground for an Industrial Business Park on land inside the bend of Baker Street to the west (total estimated project cost £5,980,000).
- 2.6 A Second Stage, full submission will follow, conditional on this proposal being recommended by the Regeneration Investment Panel and endorsed by Scottish Government Ministers and COSLA Leaders.

3.0 RECOMMENDATIONS

It is recommended that Committee:

- 3.1 Notes the confirmed preferred Option 1 for the road realignment of Baker Street at Drumfrochar Road.
- 3.2 Notes the intention of the Head of Environmental and Commercial Services to submit a further report when the study into the wider economic justification for Option 1 is complete.
- 3.3 Notes the joint First Stage Application by Riverside Inverclyde and Inverclyde Council for £1,510,000 to the Scottish Government Regeneration Capital Grant Fund.
- 3.4 Remits consideration of allocating £1,305,000 towards the project from free reserves to the Policy and Resources Committee in September 2015.

Ian Moffat
Head of Environmental & Commercial Services

4.0 BACKGROUND

- 4.1 A proposed urban regeneration initiative, by Riverside Inverclyde, in Broomhill, Greenock has created the opportunity to realign a tight bend in Baker Street at its junction with Drumfrochar Road. The land to either side of the road has previously been owned by others and the road has been constrained to its substandard geometry by the land ownership boundaries. Inverclyde Council is pursuing land negotiations for its regeneration initiative which includes the land necessary to improve Baker Street's alignment and to prepare ground for an Industrial Business Park on land inside its curve on its west side. The District Valuer has been appointed to determine valuations for the land affected and has engaged with the parties affected.
- 4.2 A previously proposed realignment was investigated by Bullen Consultants in 2002 and resulted in the alignment which extends the curve of Baker Street into the land to the east of the existing road (Option 1). A study into the cost comparison of this previous design with a new design which cuts the corner of Baker Street to the west (Option 2) has been undertaken by Aecom and draft results reported to the Environment and Regeneration Committee of 16 June 2015.

5.0 PROGRESS

- 5.1 Aecom has since received cost estimates for the necessary Scottish Water service diversions, missing at the time of the previous report, and has revised the estimated costs of each option as shown in the table below:

TOTAL PROJECT COSTS	Total Project Costs Option 1	Total Project Costs Option 2
Road Realignment Works	£855,336	£896,330
Service Diversions	£738,031	£645,531
Additional Site Acquisitions, temp leases, demolitions, solicitors fees	£510,000	£2,510,000
Environmental Landscaping	£250,000	£250,000
Site Acquisitions – SE & SP & legals etc <i>(£15k spent to date, £95k still to spend on Acqs)</i>	£110,000	£110,000
Fees @ 12%	£191,204	£185,023
Misc	£36,092	£29,530
Contingency @10%	£159,337	£154,186
Totals	£2,850,000	£4,780,600

- 5.2 Option 1 is the most economically advantageous and it is proposed to take forward Option 1 as the Council's preferred solution to the correction of the existing sub-standard bend in Baker Street.
- 5.3 However, Committee asked that further economic justification of Option 1 be provided to support the case for its construction. Our consultant Aecom has been retained to investigate other potential wider economic benefits from the realignment works which may accrue to road users and Riverside Inverclyde's regeneration projects at Broomhill and the proposed Industrial Business Park.

6.0 FUNDING APPLICATION

- 6.1 Riverside Inverclyde and Inverclyde Council made a First Stage Application for Scottish Government Regeneration Capital Grant Funding of £1,510,000 on 10 July 2015 to contribute towards the procurement of the Option 1 realignment and to prepare ground for an Industrial Business Park on land inside the bend of Baker Street to the west.
- 6.2 The project is described as the 'Proposed Vehicular Strategy Road Corner Improvement Project' and is one of the Greenock East-Central Masterplan's key regeneration projects. The realignment will significantly improve traffic flows in the Mearns-Drumfrochar Road and unlock the development potential of the area. The road is a principal route in Greenock however investment and economic activity are limited by poor traffic flows, vacant and derelict buildings and overgrown wasteland. Ri aim to acquire a site adjacent to the core realignment area and prepare it for an Industrial Business Park. Demand exists for high quality small light industrial units to complement larger recently completed industrial units at Kelburn Business Park. Road realignment works will also facilitate planned investment in nearby public realm projects and contribute to planned housing developments with an estimated value of £20million.

7.0 NEXT STEPS

- 7.1 Aecom will report at the end of August 2015 and their findings will be brought to the 29 October Environment and Regeneration Committee meeting for approval. Should Committee then approve the realignment project, the Head of Environmental and Commercial Services will commission a detailed design and cost estimate for construction contract tender purposes.
- 7.2 A Second Stage, full submission for Scottish Government Regeneration Capital Grant Funding will follow, conditional on the First Stage Application proposal being recommended by the Regeneration Investment Panel and endorsed by Scottish Government Ministers and COSLA Leaders.

8.0 CONSULTATION

- 8.1 a) The Head of Legal and Property Services has been consulted on this report.
b) The Chief Financial Officer has been consulted on this report.

9.0 IMPLICATIONS

9.1 Financial:

The Policy & Resources Committee has agreed to consider the use of Free Reserves at the September meeting. In addition to the £1.305 million for the Realignment contract there will be a requirement for further Free Reserves funding in the event that the RCGF bid is unsuccessful.

The funding breakdown available for the scheme is as follows:

Cost Centre	Budget Heading	Budget Years	Proposed Spend this report (£000)	Virement From	Other Comments
Broomhill Regeneration	RI/ IC budget		1,435		
	IC Capital Budget		110		Existing Capital budget
	Free Reserves		1,305		Subject to P&R approval and assuming RCGF bid is unsuccessful
	Total Dev Costs	2015/18	<u>2,850</u>		

Annually Recurring Costs/ (Savings)

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

9.2 Human Resources:

This report has no implications for human resources.

9.3 Equality and Diversity:

This report has no implications for the Council's equality and diversity policies.

9.4 Repopulation:

This report fits well with the Regeneration Strategy's outcomes of providing communities with a positive appearance, creating places where people want to live, work and invest.

10.0 LIST OF BACKGROUND PAPERS

10.1 Regeneration Capital Grant Fund Round 3 Bid application.

**Regeneration Capital Grant Fund (RCGF)
Round 3 Projects - 2016/17
First Stage Application**

First stage applications must be submitted to the Scottish Government before the publicised deadline **12:00 Friday 10 July 2015**. A Second Stage, full submission will not be accepted for this project unless this proposal has been recommended by the Regeneration Investment Panel and endorsed by Scottish Government Ministers and COSLA Leaders.

Applicant Organisation	Riverside Inverclyde URC (Ri)
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Total Number of Submissions	This submission No.
3	3

Project Title	Industrial Business Park Enabling Works at Site 10, Greenock
Project Start Date	2015/16
Project Completion Date	2017/18

	2016/17	2017/18	2018/19	Total
Project Costs: Eligible Spend on activity to which grant will contribute.	£3,537,500	£2,010,000		£5,980,000 <i>(Note total includes £432,500 spent by Ri and Inverclyde Council in 2015/16 ¹)</i>
Regeneration Capital Grant Fund Requested	£1,510,000			

Please detail any sources of funding other than RCGF.	2016/17	2017/18	2018/19	Total
Riverside Inverclyde	£1,412,500	£700,000		£2,112,500
Inverclyde Council	£615,000	£1,310,000		£1,925,000

	Project Officer – Contact	Additional Contact
Name	Fiona Maguire	Aubrey Fawcett
Position in Organisation	Physical Regeneration Services Manager	Chief Executive Officer
Contact e-mail	fiona.maguire@riversideinverclyde.com	aubrey.fawcett@riversideinverclyde.com
Contact Telephone Number	01475 749 828	01475 755 080
Contact Address	Riverside Inverclyde Ladyburn Business Centre Room 17 20 Pottery Street, Greenock PA15 2UH	Riverside Inverclyde Ladyburn Business Centre Room 17 20 Pottery Street, Greenock PA15 2UH

¹ 2016-2018 costs total £5.5million. 2015-2018 costs total £5.9million.

PROJECT PROPOSAL SUMMARY – 2 Page – minimum font size 10.

Please refer to the first stage submission guidance on completing this section.

Project Eligibility

Funding is sought for road realignment works and land remediation/ contamination removal to deliver an Industrial Business Park and wider regeneration outcomes in Greenock. It is noted the RCGF is not intended to be primary source for major infrastructure projects relating to transport projects however the project satisfies the RCGF eligibility criteria as it will deliver *'elements within wider regeneration projects that will produce economic and social outcomes.'*

Project Description

A 'Proposed Vehicular Strategy Road Corner Improvement Project' is one of the Greenock East-Central Masterplan's key regeneration projects. The realignment will significantly improve traffic flows in the Mearns-Drumfrochar road and unlock the development potential of the area. The road is a principal route in Greenock however investment and economic activity is limited by poor traffic flows, vacant and derelict buildings and overgrown wasteland. Ri aim to acquire a site adjacent to the core realignment area and prepare it for an Industrial Business Park. Demand exists for high quality small light industrial units to complement larger recently completed industrial units at Kelburn Business Park. Road realignment works will also facilitate planned investment in nearby public realm projects and contribute to planned housing developments with an estimated value of £20million.

Projects Strategic Importance: Contribution to Wider Regeneration Plans

The project has a strong strategic fit with local, regional and national economic policy. The project will contribute to the following Plans and Strategies aims by:

Achieving a Sustainable Future: The Regeneration Strategy

- Addressing economic, physical and social needs of the community;
- Improving the physical environment to help raise the chances of good health in an area which is within the 5-10% most deprived in terms of health;
- Providing a joined up approach which complements ongoing regeneration efforts such as the Broomhill Masterplan and the road realignment; and
- Attracting investment and jobs to enhance the well-being of the community.

Scotland's Economic Strategy 2015

- Assisting to grow and diversify the business base (i.e. firm size) to improve the long-term resilience of the economy; and
- Creating a more enabling business environment which allows businesses to thrive.

Town Centre Action Plan and Town Centre First Principle

- The project site is on land allocated for business and industrial uses; and
- The proposed light industrial use is suitable for this allocation.

One Scotland: the Government's Programme for Scotland 2014-15

- Providing a high quality working environment that allows businesses to succeed and grow
- Supporting small and medium enterprises

Inverclyde Economic Development & Regeneration Single Operating Plan

- Providing premises for more small and medium sized businesses and start-up businesses to grow and develop in order to reduce the reliance on a small number of large employers in Inverclyde;
- Providing premises to attract private sector investment; and
- Improving the range and quality of business premises in Inverclyde.

Project Objectives

- Provision of business and site space for SME's to develop business base (Inverclyde has a low proportion of micro (0-9 employees) and small (10-49 employees);
- Provision of high quality light industrial units for start-up businesses to complement larger recently completed industrial units at Kelburn;
- Generate direct employment opportunities and local value and economic growth; and
- Contribute to the wider economic, social and housing targets in the Broomhill Masterplan.

Project Aims

Provide Opportunity and Alleviate Deprivation

Site 10 is situated in datazone S01004065 (Greenock Upper Central) which has an overall SIMD 2012 rank of 372 placing it within the 5-10% most deprived areas in Scotland. It also has an employment rank of 295 placing it in the bottom 5% in terms of this rating. The area is also ranked 481 for health placing it within the 5-10% most deprived.

Deliver Transformational Change

The project will help deliver transformational change by enhancing the physical environment, improving perceptions, and by providing job opportunities and space for small businesses within a deprived area.

Encourage Private Sector Investment

Project will provide an opportunity for new start-up businesses to support Inverclyde's objective of move away from a reliance on public sector jobs and a small number of large employers.

Timescales:

- 2015/16: Ri and Inverclyde Council invests £0.4million to acquire development land
- 2016/17: Ri and Inverclyde Council invest £1.4m and £0.6million respectively. RCGF invests £1.5million.
- 2017/18: Ri invests £0.7million and Inverclyde Council invests £1.3m in light industrial units.

NB:- All funding is subject to availability of budget & Committee/Board approval

Geographical Coverage

The project will provide physical and environmental improvements for the immediate Broomhill area however the employment and enterprise opportunities will appeal to the wider Inverclyde area.

Partnership

Ri is developing the project in partnership with Inverclyde Council.

Project Outputs (to be finalised):

An independent Economic Impact Assessment has been carried out by Economists at Peter Brett Associates (PBA). The project will provide:

Economic - Construction Phase

- £2.5million investment in employment in land and floorspace;
- 32 temporary construction jobs (one year duration);
- 1 training/ apprenticeship job;

The net additional local impact (i.e. factoring in leakage, multipliers, displacement etc.) would be:

- 21 net additional construction jobs;
- £1.0 million net additional GVA;
- Construction wages spent in the local economy would also total some £0.4 million while supply chain contracts would amount to £1.1million;
- The project would also help to leverage in £0.9million of self-build private sector floorspace (c.650 sq.m).

Economic - Operational Phase

- Approximately 27 Full-Time Equivalent (FTEs) would be employed at the site;

The net impact on the local economy would be:

- 22 net additional FTEs;
- £1.1million net additional GVA per annum;
- Additional wages spent in the local economy would amount to £0.5million per annum while supply chain contracts would amount to £1.2million per annum.

Social

- Opportunities to get long term unemployed people back into work;
- Health benefits of an improved working environment;
- Improved perceptions of the area;
- Modern units for small businesses will provide the community with a positive identity and help to raise future aspirations for working and entrepreneurial ideas in a deprived area. It will also help to raise the profile of the area.

Physical

- 12 modern high quality industrial business units & serviced plots
- Removal of old buildings which are an eyesore in the area
- New business park which helps contribute to ongoing regeneration projects

The above outcomes fit well with the Regeneration Strategy's outcomes of providing communities with a positive appearance, creating places where people want to live, work and invest.

If you wish to include a map to illustrate the area to be developed you can do so here or alternatively this can be submitted as a separate document. Please do not embed files within this document.

**INVERCLYDE COUNCIL
POLICY AND RESOURCES COMMITTEE**

AGENDA AND ALL PAPERS TO:

Councillor MacLeod	1
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
Chief Officer, Health & Social Care Partnership	1
Head of Children & Families & Criminal Justice	1
Head of Community Care & Health	1
Head of Planning, Health Improvement & Commissioning	1
Head of Mental Health & Addictions	1
Corporate Director Education, Communities & Organisational Development	1
Head of Education	1
Head of Inclusive Education, Culture & Corporate Policy	1
Head of Safer & Inclusive Communities	1
Head of Organisational Development, HR & Communications	1
Corporate Director Environment, Regeneration & Resources	1
Property Services Manager	1
Head of Legal & Property Services	1
Chief Financial Officer	1
J Buchanan, Finance Services	1
S Lang, Legal & Property Services	1
R McGhee, Legal & Property Services	1
Chief Internal Auditor	1
File Copy	1

TOTAL 41

AGENDA AND ALL NON-CONFIDENTIAL PAPERS TO:

Community Councils 10

TOTAL 51