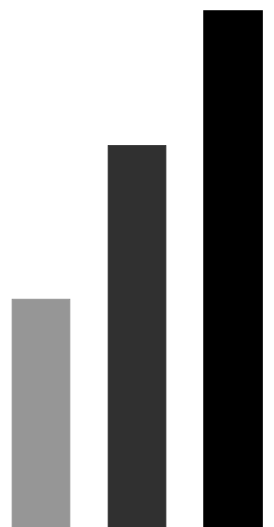


Agenda 2017

Policy & Resources Committee

For meeting on:

21	March	2017
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A meeting of the Policy & Resources Committee will be held on Tuesday 21 March 2017 at 3pm within the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal & Property Services

BUSINESS

1. Apologies, Substitutions and Declarations of Interest	Page
PERFORMANCE MANAGEMENT	
2. Policy & Resources Capital Programme 2016/2020 – Progress Report Report by Chief Financial Officer and Corporate Director Environment, Regeneration & Resources	p
3. Capital Programme 2016/20 Report by Chief Financial Officer	p
4. Policy & Resources Committee Revenue Budget 2016/17 – Period 10 to 31 January 2017 Report by Chief Executive, Corporate Director Education, Communities & Organisational Development, Corporate Director Environment, Regeneration & Resources and Chief Financial Officer	p
5. General Fund Revenue Budget 2016/17 as at 31 January 2017 Report by Chief Financial Officer	p
6. Welfare Reforms Update Report by Chief Financial Officer and Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership	p
7. Treasury Management Strategy Statement and Annual Investment Strategy – 2017/18 - 2020/21 Report by Chief Financial Officer	p

8.	SOLACE Improving Local Government Benchmarking Framework 2015/16 Report by Head of Inclusive Education, Culture & Corporate Policy	p
NEW BUSINESS		
9.	Autism Friendly Inverclyde Development Report by Corporate Director (Chief Officer), Inverclyde Health & Social Care Partnership	p
10.	Amendment to Riverside Inverclyde (ri) Articles of Association Report by Chief Executive	p
11.	Community Empowerment Act Implementation Report by Head of Inclusive Education, Culture & Corporate Policy	p
12.	Update on the Public Service Improvement Framework (PSIF) Report by Head of Inclusive Education, Culture & Corporate Policy	p
13.	Equality Mainstreaming Report and Equality Outcomes Report by Corporate Director Education, Communities & Organisational Development	p
14.	Communications Strategy Report by Head of Organisational Development, Human Resources & Communications	p
15.	Inverclyde Council Local Negotiating Committee for Teaching Staff Report by Head of Organisational Development, Human Resources & Communications	p
16.	Hydro Electric Scheme – Holeburn at Greenock Cut Report by Head of Legal & Property Services	p
17.	Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) Inspection by the Office of Surveillance Commissioners Report by Corporate Director Environment, Regeneration & Resources	p
The documentation relative to the following items has been treated as exempt information in terms of the Local Government (Scotland) Act 1973 as amended, the nature of the exempt information being that set out in the paragraphs of Part I of Schedule 7(A) of the Act whose numbers are set out opposite the heading to each item.		
17(a)	Appendix 1 relative to Agenda Item 17 Comprising Letter and Inspection Report from the Chief Surveillance Commissioner Paras 1 & 14	p
18.	Update on Employees released under the Council’s Voluntary Severance Scheme Para 1 Report by Head of Organisational Development, Human Resources & Communications on the position of releases agreed under the Council's Voluntary Severance Scheme	p

REMITTS FROM COMMITTEES

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

Report To:	Policy & Resources Committee	Date:	21 March 2017
Report By:	Chief Financial Officer and Corporate Director Environment, Regeneration & Resources	Report No:	FIN/22/17/AP/MT
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	Policy & Resources Capital Programme 2016/2020 - Progress Report		

1.0 PURPOSE

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

2.0 SUMMARY

- 2.1 This report advises the Committee in respect of the progress and financial status of the projects within the Policy & Resources Capital Programme.
- 2.2 It can be seen from section 6 that the projected spend over the period to 2019/20 is £2.867m, which means that the total projected spend is on budget.
- 2.3 Expenditure at 31 January is 56.94% of 2016/17 projected spend. Net slippage of £0.072m (16.94%) is being reported. This is a decrease in slippage of £0.094m (22.12%) since the last Committee due to advancement within the Server & Switch Replacement Programme (£0.055m), Whiteboard/Projector Refresh (£0.024m) and further advancement within the Modernisation Fund (£0.015m).

3.0 RECOMMENDATIONS

- 3.1 That the Committee note the current position of the 2016/20 Capital Programme, the reported slippage and the progress on the specific projects detailed in the report and Appendix 1.

Alan Puckrin
Chief Financial Officer

Scott Allan
Corporate Director
Environment, Regeneration
& Resources

4.0 BACKGROUND

4.1 On February 16 2017 the Council approved the 2017-2020 Capital Programme, this effectively continued the previously approved 2016-2018 Capital Programme and continued the core annual ICT allocation of £0.363m. Unspent prior year ICT budget of £0.152m was removed in order to help fund other projects.

5.0 PROGRESS

5.1 PC Refresh Programme – Phase 1 of the 2016/2017 PC Refresh Programme has now been completed. 1830 older, smaller monitors have been replaced by larger, widescreen, more efficient LED models. There is a one off saving associated from this which will be reflected in the approved 2017/20 Capital Programme. A Programme to provide upgraded ICT equipment for Elected Members following the 2017 Local Government Elections will be implemented this Financial Year.

5.2 Whiteboard Refresh Programme - ICT have identified a requirement to replace a number of projectors no longer in use in a number of schools. £24,000 has been allocated for a small refresh programme to be completed prior to the end of the Financial Year.

5.3 Server and Switch Replacement – Programme to replace domain controllers has been implemented.

5.4 During the PSN Accreditation process a request from the Cabinet Office for additional testing and £34,000 has been allocated for this purpose and work is ongoing.

6.0 FINANCIAL IMPLICATIONS

Finance

6.1 The figures below detail the position at 31 January 2017. Expenditure to date is £0.201m (56.94% of the 2016/17 projected spend).

6.2 The current budget for the period to 31 March 2020 is £2.867m. The current projection is £2.867m which means the total projected spend is on budget.

6.3 The approved budget for 2016/17 is £0.425m. The Committee is projecting to spend £0.353m with net slippage of £0.072m (16.94%) mainly due to revised phasing of the Annual ICT Allocation (£0.134m) and the Rolling Replacement of PC's (£0.044m), offset by advancement within the Server & Switch Replacement Programme (£0.055m), Whiteboard/Projector Refresh (£0.024m) and the Modernisation Fund (£0.026m).

6.4 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

Report To:	Policy & Resources Committee	Date:	21 March 2017
Report By:	Chief Financial Officer	Report No:	FIN/23/17/AP/MT
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	2016/20 Capital Programme		

1.0 PURPOSE

- 1.1 The purpose of the report is to provide the Committee with the latest position of the 2016/20 Capital Programme.

2.0 SUMMARY

- 2.1 On February 16 2017 the Council approved the 2017/20 Capital Programme, this effectively continued the previously approved 2016/18 Capital Programme.
- 2.2 The Capital Programme reflects the confirmed 2017/18 capital grant plus an estimate of capital grants for the period 2018/20 which includes the return of £1.4m re-profiled by the Government in 2016/17 and is in addition to the annual core allocations.
- 2.3 In order to fund increased investment in a number of areas it was agreed to overprovide by 5% against available (non SEMP) resources in recognition of potential increase in resources or cost reductions in the future. As a result the Capital Programme is reporting a deficit of £2.294m which represents 4.4% of the 2017/20 resources.
- 2.4 It can be seen from Appendix 2 that as at 31 January 2017 expenditure in 2016/17 was 73.27% of projected spend. Phasing and project spend has been reviewed by the budget holders and the relevant Corporate Director.
- 2.5 The position in respect of each individual Committee is reported in Appendix 2 and Section 5 of the report. Overall committees are projecting to outturn on budget. In the current year net advancement of 1.96% is currently being reported, a reduction in advancement of 4.91% (£1.028m) since the previous Committee.
- 2.6 The reduction in advancement is mainly due to a reduction in the previously reported advancement of the New Community Facility, Broomhill (£0.437m) and slippage within the Watt Complex (£0.4m) and the Neil St Children's Home replacement (£0.332m). In addition budget allocation for CCTV replacement of £0.321m had been added to 2016/17 however this has now been delayed until 2017/18. This compares with net advancement of 3% in 2015/16. In view of high slippage levels in previous years officers were prudent in estimates of capital spend when preparing the 2016/17 Capital Programme and are actively seeking to advance projects where possible to offset unavoidable slippage.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the current position of the 2016/20 Capital Programme.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 On February 16 2017 the Council approved the 2017/20 Capital Programme, this effectively continued the previously approved 2016/18 Capital Programme to 2017/20.
- 4.2 The approved Capital Programme reflects the confirmed 2017/18 capital grant plus an estimate of capital grants for the period 2018/20 which includes the return of £1.4m re-profiled by the Government in 2016/17 and is in addition to the annual core allocations.
- 4.3 Over provision of projects against estimated (non SEMP) resources of 5% has been made to allow for increased resources and/or cost reductions. This overprovision as well as the removal of unspent prior year budgets from 3 recurring budgets, ICT, Scheme of Assistance and Zero Waste Fund, has allowed for investment in Roads Assets, expansion of Cemetery provision, Open Spaces and a match funding allowance for an Indoor Sports Facility (Tennis) with further Revenue (CFCR) funding approved for Town and Village Centre Regeneration.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows that over the 2016/20 period the Capital Programme is reporting a £2.294m deficit. This is considered to be within an acceptable level of up to 5% over provision.
- 5.2 The position in respect of individual Committees is as follows:

Health & Social Care

Net slippage of £0.332m (23.48%) is being reported with spend being 47.0% of projected spend for the year. The slippage is due to the revised phasing of the Neil Street Children's Home Replacement.

Environment & Regeneration

Net advancement of £0.754m (4.85%) is being reported with spend being 68.5% of projected spend for the year. The advancement is projected mainly within the Roads Asset Management Strategy (£0.555m), Wallace Place Elevation Roofing (£0.331m) and various Property Assets Minor Works and Projects (£0.620m), offset by slippage within the Asset Management Plan (£0.539m) and various core Property Asset projects (£0.172m).

Education & Communities

Net advancement of £0.198m (1.87%) is being reported with spend being 83.7% of projected spend for the year. The advancement is mainly due to the revised phasing of various projects within the School Estates Management Plan as well as the New Community Facility, Broomhill however this is a reduction in advancement of £0.805m mainly due to slippage in the Watt Complex (£0.4m) and a reduction in advancement of the New Community Facility, Broomhill (£0.437m).

Policy & Resources

Net slippage of £0.072m (16.94%) is being reported mainly due to the revised phasing of the ICT Annual Allocation (£0.134m) and the Rolling Replacement of PCs (£0.044m) offset by some advancement in the Modernisation Fund and Server & Switch Replacement Programme, with spend being 56.9% of projected spend.

- 5.3 Overall in 2016/17 expenditure is 73.27% of the projected spend for the year and project advancement from the programme agreed in March 2016 is currently £0.548 million (1.96%). This is a reduction in advancement of 4.91% (£1.028m) since the previous Committee and is mainly due to a reduction in the previously reported advancement of the New Community Facility, Broomhill (£0.437m) and slippage within the Watt Complex (£0.4m) and the Neil St Children's Home replacement (£0.332m). In addition budget allocation for CCTV replacement of £0.321m had been added to 2016/17 however this has now been delayed until 2017/18.

This compares with advancement of 3% in 2015/16. It should be noted that officers have actively sought to advance projects in anticipation of potential slippage as well as taking a prudent view when setting the 2016/17 Capital Programme.

6.0 CONSULTATION

6.1 This report reflects the detail reported to Service Committees.

7.0 IMPLICATIONS

Finance

7.1 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

7.2 There are no legal implications.

Human Resources

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

Equalities

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

Repopulation

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

8.0 BACKGROUND PAPERS

8.1 None.

Appendix 1

Capital Programme - 2016/17 - 2019/20

Available Resources

	A	B	C	D	E
	2016/17	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000	£000
Government Capital Support	7,355	9,560	8,700	8,700	34,315
Less: Allocation to School Estate	(4,674)	(4,300)	(4,300)	(4,300)	(17,574)
Capital Receipts (Note 1)	692	435	134	336	1,597
Capital Grants (Note 2)	919	174	-	-	1,093
Prudential Funded Projects (Note 3)	13,311	18,304	7,720	2,531	41,866
Balance B/F From 15/16 (Exc School Estate)	1,243	-	-	-	1,243
Capital Funded from Current Revenue (Note 4)	94	1,457	6,167	406	8,124
	<u>18,940</u>	<u>25,630</u>	<u>18,421</u>	<u>7,673</u>	<u>70,664</u>

Overall Position 2016/20

	<u>£000</u>
Available Resources (Appendix 1, Column E)	70,664
Projection (Appendix 2, Column B-E)	<u>72,934</u>
(Shortfall)/Under Utilisation of Resources	<u>(2,270)</u>

Notes to Appendix 1

All notes exclude School Estates

Note 1 (Capital Receipts)

	2016/17	2017/18	2018/19	Future	Total
	£000	£000	£000	£000	£000
Sales	610	385	134	336	1,465
Contributions/Recoveries	82	50	-	-	132
	<u>692</u>	<u>435</u>	<u>134</u>	<u>336</u>	<u>1,597</u>

Note 2 (Capital Grants)

	2016/17	2017/18	2018/19	Future	Total
	£000	£000	£000	£000	£000
Cycling, Walking & Safer Streets	88	109	-	-	197
SPT	175	-	-	-	175
Sustrans	37	-	-	-	37
Sports Scotland/SFA	18	-	-	-	18
Electric Vehicle Charging Points	17	-	-	-	17
Historic Scotland	-	65	-	-	65
Big Lottery Fund	584	-	-	-	584
	<u>919</u>	<u>174</u>	<u>-</u>	<u>-</u>	<u>1,093</u>

Notes to Appendix 1

Note 3 (Prudentially Funded Projects)

	2016/17	2017/18	2018/19	Future	Total
	£000	£000	£000	£000	£000
Additional ICT - Education Whiteboard & PC Refresh	118	36	30	-	184
Vehicle Replacement Programme	110	615	1,627	1,106	3,458
Greenock Parking Strategy	123	20	-	-	143
Asset Management Plan - Offices	2,452	1,600	405	-	4,457
Asset Management Plan - Depots	3,587	1,401	1,874	-	6,862
Capital Works on Former Tied Houses	18	75	195	300	588
Waterfront Leisure Complex Combined Heat and Power Plant	227	-	-	-	227
Leisure & Pitches Strategy	13	23	-	-	36
Broomhill Community Facility	-	500	-	-	500
CCTV	-	321	-	-	321
Clune Park Regeneration	-	-	-	1,000	1,000
Neil Street Childrens Home Replacement	800	749	81	-	1,630
Crosshill Childrens Home Replacement	57	750	750	125	1,682
Modernisation Fund	73	27	40	-	140
Watt Complex Refurbishment	123	1,000	693	-	1,816
Roads Asset Management Plan	4,300	5,377	2,025	-	11,702
Surplus Prudential Borrowing due to project savings	60	60	-	-	120
Reduction in Prudential Borrowing, ICT Annual allocation	(150)	(150)	-	-	(300)
Additional Prudential Borrowing to Support annual allocations	1,400	1,400	-	-	2,800
Additional Prudential Borrowing to allow return of Reserves	-	4,500	-	-	4,500
	<u>13,311</u>	<u>18,304</u>	<u>7,720</u>	<u>2,531</u>	<u>41,866</u>

Note 4 (Capital Funded from Current Revenue)

	2016/17	2017/18	2018/19	Future	Total
	£000	£000	£000	£000	£000
Regeneration of Port Glasgow Town Centre	495	-	585	-	1,080
Regeneration of Town & Village Centres	-	-	2,500	-	2,500
Play Areas	135	150	80	-	365
Contribution to Birkmyre Park Pitch Improvements	25	150	125	-	300
Scheme of Assistance	333	406	406	406	1,551
Flooding Strategy	-	863	1,000	-	1,863
Greenock Parking Strategy	47	-	-	-	47
Roads Asset Management Plan	117	(1,167)	1,050	-	-
Broomhill Community Facility (Community Facility Fund)	414	189	50	-	653
Inverkip Community Facility	651	100	-	-	751
Neil Street Childrens Home Replacement	-	133	-	-	133
John Street, Gourock	225	-	-	-	225
Primary School MUGA's - various	152	45	-	-	197
Community Facilities Investment	65	-	-	-	65
Blaes Football Parks	27	-	-	-	27
Bakers Brae Re-alignment/Broomhill Regeneration	72	1,000	371	-	1,443
Central Gourock	30	-	-	-	30
Scottish Wide Area Network	23	-	-	-	23
Rankin Park Cycle Track	53	8	-	-	61
King George VI Refurbishment	50	450	-	-	500
District Court Room Restoration	-	330	-	-	330
AMP - William St	-	300	-	-	300
GMB Lighting Replacement	17	-	-	-	17
Trafalgar St Solum	13	-	-	-	13
Investment in Park Assets	150	-	-	-	150
Contribution to General Fund Reserves	(3,000)	(1,500)	-	-	(4,500)
	<u>94</u>	<u>1,457</u>	<u>6,167</u>	<u>406</u>	<u>8,124</u>

Capital Programme - 2016/17 - 2019/20

Agreed Projects

Committee	A Prior Years £000	B 2016/17 £000	C 2017/18 £000	D 2018/19 £000	E 2019/20 £000	F Total £000	G Approved Budget £000	H (Under)/ Over £000	I 2016/17 Spend To 31/01/17 £000
Policy & Resources	1,288	353	230	633	363	2,867	2,867	-	201
Environment & Regeneration	34,064	16,287	14,047	18,830	7,976	91,204	91,204	-	11,151
Education & Communities (Exc School Estate)	2,210	3,096	3,363	2,180	1,906	12,755	12,755	-	2,294
CHCP	228	1,082	1,632	831	125	3,898	3,898	-	508
Sub -Total	37,790	20,818	19,272	22,474	10,370	110,724	110,724	-	14,154
School Estate (Note 1)	5,901	7,675	14,333	17,815	5,193	50,917	50,917	-	6,723
Total	43,691	28,493	33,605	40,289	15,563	161,641	161,641	-	20,877

Note 1Summarised SEMP Capital Position - 2014/18

	2016/17	2017/18	2018/19	Future
Capital Allocation	4,674	4,300	4,300	4,300
Scottish Government School Grant (estimate)	1,120	1,953	100	
Surplus b/fwd	3,827	6,971	1,291	(12,124)
Prudential Borrowing	3,965	-	-	
Prudential Borrowing - Accelerated Investment		-		
Contractor Contribution	60			
CFCR	1,000	2,400	-	
Available Funding	14,646	15,624	5,691	(7,824)
<u>Projects</u>				
Ex-Prudential Borrowing	2,710	11,933	17,815	
Prudential Borrowing	3,965	-	-	
CFCR	1,000	2,400	-	
Total	7,675	14,333	17,815	-
Surplus c/fwd	6,971	1,291	(12,124)	(7,824)

Report To:	Policy & Resources Committee	Date:	21 March 2017
Report By:	Chief Executive, Corporate Director Education, Communities & Organisational Development, Corporate Director Environment, Regeneration & Resources and Chief Financial Officer	Report No:	FIN/19/17/AP/AE
Contact Officer:	Angela Edmiston	Contact No:	01475 712143
Subject:	Policy & Resources Committee 2016/17 Revenue Budget – Period 10 to 31 January 2017		

1.0 PURPOSE

- 1.1 To advise the Committee of the 2016/17 projected out-turn for the Policy & Resources Committee as at period 10, 31 January 2017.

2.0 SUMMARY

- 2.1 The total revised Committee budget for 2016/17 is £14,287,000. This excludes Earmarked Reserves of £1,766,000.
- 2.2 The latest projection, excluding Earmarked Reserves, is an underspend of £164,000. This is an increase of £108,000 in the underspend since Period 8.
- 2.3 The main reasons for this underspend are:
- £145,000 underspend projected mainly due to additional turnover savings being achieved.
 - £150,000 under-recovery on Internal Resource Interest income due to a reduction in interest rates.
 - £100,000 underspend based on current estimated calls on Inflation Contingency.
 - £70,000 of additional income received for prior year Council Tax based on most recent projections.
- 2.4 The Earmarked Reserves for 2016/17 totals £1,766,000 of which £567,000 is projected to be spent in the current financial year. To date expenditure of £354,000 (62%) has been incurred which is £1,000 over 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.
- 2.5 The Common Good Fund is projecting a surplus fund balance at 31 March 2017 of £2,430. This is below the minimum level of reserves of £100,000 recommended. Rates costs are being examined to ensure all appropriate relief has been obtained.
- 2.6 As part of the 2017/18 Budget it was agreed to move funding for one project from the Common Good Budget to the General Fund. This will improve the stability of the Common Good Budget and increase the Fund Balance.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note the 2016/17 projected underspend of £164,000 for the Policy and Resources Committee as at Period 10, 31st January 2017.

- 3.2 That the Committee note the action taken in respect of the Common Good Budget.

Aubrey Fawcett
Chief Executive

Alan Puckrin
Chief Financial Officer

Wilma Bain
Corporate Director
Education, Communities
& Organisational Development

Scott Allan
Corporate Director
Environment, Regeneration
& Resources

4.0 BACKGROUND

4.1 The purpose of this report is to advise the Committee of the current position of the 2016/17 budget and to highlight the main issues contributing to the projected underspend of £164,000 in 2016/17.

5.0 2016/17 CURRENT POSITION

5.1 The current projection is an underspend of £164,000 which represents a £108,000 increase in the projected underspend since Period 8.

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

Finance - £197,000 underspend

Employee Costs: £147,000 projected underspend which is an increase in underspend of £33,000 since last reported to the Committee mainly due to additional turnover savings being achieved and delays in recruiting to professional posts.

Supplies & Services: £32,000 projected overspend which is an increase in spend of £8,000 since the last Committee.

Admin Costs: £67,000 projected overspend which is a decrease in costs of £11,000 since last reported to the Committee. Overspend mainly due to £61,000 overspend for Sheriff Officer Legal fees which is off-set within Income.

Payments to Other Bodies: Current projection is an underspend of £21,000 which is an increase of £1,000 in the underspend reported to the last Committee.

Other Expenditure: £107,000 projected underspend, this was not reported at the last Committee. This is due to a reduction in Bad Debt Provision required due to a reduction in Housing Benefit overpayments Sundry Debt invoices raised.

Income: An over-recovery of £20,870 is being projected which is a decrease in income of £156,000 since last reported to the Committee. Over-recovery is mainly due to £70,000 of additional income due to be received for prior year Council Tax based on most recent projections and £34,000 received from the DWP for Universal Credit for which additional costs will be contained within existing budgets. There is a £61,000 over-recovery for Sheriff Officer Legal fees which offsets increased costs within Admin fees and a £150,000 shortfall due to a reduction in projected Housing Benefit recoveries caused by a change in DWP processes. This is partly off-set by a reduction in Bad Debt Provision.

Legal & Property - £33,000 overspend

Employee Costs: An overspend of £24,000 was projected at period 4 and there have been no changes.

Income: Under recovery of £22,000 is being projected which is an increase of income of £24,000 since last reported to the Committee. Under recovery due to a combination of a shortfall in legal fee income of £18,000, a decrease in liquor licence applications of £28,000 and £24,000 of additional income for various licence fees.

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

Organisational Development, H.R. & Communications - £12,000 overspend

Various projected overspends all of which are below £10,000.

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

Miscellaneous – £10,000 overspend

Inflation Contingency: Projecting an underspend of £100,000 based on current estimated calls on inflation contingency. This is an increase in underspend of £50,000 since last reported to the Committee.

Internal Resource Interest: Projecting an under-recovery of £150,000, no change since last reported to the Committee. This is due to a reduction in interest rates.

- 5.5 The following material variances relate to the Chief Executive budget.

Chief Executive – £26,000 underspend

Employee Cost: Projecting an underspend of £26,000 which is a reduction in cost of £2,000 since the last Committee.

6.0 VIREMENT

- 6.1 There are no virements to report in period 10.

7.0 EARMARKED RESERVES

- 7.1 Appendix 4 gives a detailed breakdown of the current earmarked reserves position. Total funding is £1,766,000 of which £567,000 is projected to be spent in 2016/17 and the remaining balance of £1,199,000 to be carried forward to 2017/18 and beyond. It can be seen that expenditure of £354,000 has been achieved which is £1,000 over the phased budgeted spend to date and represents 62% of the annual projected spend.

8.0 COMMON GOOD FUND

- 8.1 Appendix 5 shows a projected overspend of £20,400 in the Common Good Fund as at 31 January 2017. This results in a projected available fund balance at 31 March 2017 of £2,430. This is below the minimum level of reserves of £100,000 recommended. Rates costs are being examined to ensure all appropriate relief has been obtained.
- 8.2 As part of the 2017/18 Budget it was agreed to move funding for one project from the Common Good Budget to the General Fund. This will improve the stability of the Common Good Budget and increase the Fund Balance.

9.0 IMPLICATIONS

9.1 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					

9.2 Legal

There are no specific legal implications arising from this report.

9.3 Human Resources

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

9.4 Equalities

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.

9.5 Repopulation

There are no repopulation issues arising from this report.

10.0 CONSULTATIONS

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

11.0 CONCLUSIONS

11.1 The Committee note the 2016/17 projected underspend of £164,000 for the Policy and Resources Committee as at Period 10, 31 January 2017.

12.0 BACKGROUND PAPERS

12.1 There are no background papers for this report.

Policy & Resources Budget Movement - 2016/17**Period 10: 1st April - 31st Jan 2017**

Service	Approved Budget	Movements			Revised Budget	
	2016/17 £000	Inflation £000	Virement £000	Supplementary Budgets £000	Transferred to EMR £000	2016/17 £000
Finance	7,897	21	(1)	0	(200)	7,717
Legal & Property	1,496	0	0	0	0	1,496
Organisational Development, HR & Communicati	1,642	0	0	0	0	1,642
Corporate Policy	190	0	0	0	0	190
Chief Exec	414	0		0	0	414
Miscellaneous	3,213	(258)	(127)	0	0	2,828
Totals	<u>14,852</u>	<u>(237)</u>	<u>(128)</u>	<u>0</u>	<u>(200)</u>	<u>14,287</u>

Supplementary Budget Detail

£000

External ResourcesInternal ResourcesFinanceLegalOrganisational Development, HR & CommunicationsCorporate PolicyChief ExecMiscSavings/Reductions0

REVENUE BUDGET MONITORING REPORT

CURRENT POSITION

PERIOD 10: 1st April 2016- 31st Jan 2017

Service	Approved Budget 2016/17 £000	Revised Budget 2016/17 £000	Projected Out-turn 2016/17 £000	Projected Over/(Under) Spend £000
Finance	7,897	7,916	7,719	(197)
Legal & Property Services	1,496	1,496	1,529	33
Total Net Expenditure Environment, Regeneration & Resources	9,393	9,412	9,248	(164)
Organisational Development, Human Resources & Communications	1,642	1,642	1,654	12
Corporate Policy	190	190	194	4
Total Net Expenditure Education, Communities & Organisational Development	1,832	1,832	1,848	16
Chief Executive	414	414	388	(26)
Miscellaneous	3,213	2,829	2,839	10
TOTAL NET EXPENDITURE	14,852	14,487	14,323	(164)
Earmarked reserves		(200)	(200)	
Total Net Expenditure excluding Earmarked Reserves	14,852	14,287	14,123	(164)

POLICY & RESOURCES**REVENUE BUDGET MONITORING REPORT****MATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)****PERIOD 10: 1st April 2016 - 31st Jan 2017**

Outturn 2015/16 £000	Budget Heading	Budget 2016/17 £000	Proportion of Budget £000	Actual to 31/01/17 £000	Projection 2016/2017 £000	Over/(Under) Budget £000
	<u>Finance/ICT</u>					
5,179	Employee Costs	5,260	4,123	3,996	5,113	(147)
(338)	Rev & Bens - Government Grants	(232)	(232)	(265)	(255)	(23)
(295)	Council Tax Prior Year	(305)	(260)	(293)	(375)	(70)
(37)	Rev & Bens - Income	(21)	(13)	(42)	(58)	(37)
(316)	ICT - Income	(385)	(325)	(403)	(365)	20
87	Revenues - Bad Debt Provision	100	75	(40)	0	(100)
(259)	Revenues - Recoveries	(244)	(185)	(66)	(94)	150
	<u>Legal & Property Services</u>					
1,141	Audit & legal- Employee Costs	1,076	841	895	1,100	24
(94)	Legal - Liquor Licences	(122)	(92)	(73)	(94)	28
	<u>Miscellaneous</u>					
1,889	Pension Costs	2,270	1,892	1,882	2,250	(20)
260	Audit Fee	273	175	168	253	(20)
2,219	Inflation Contingency - Non Pay	557	273	273	457	(100)
(362)	Internal Resource Interest	(326)	0	0	(176)	150
	<u>Chief Executive</u>					
369	Employee Costs	371	291	270	345	(26)
9,443	TOTAL MATERIAL VARIANCES	8,272	6,562	6,302	8,101	(171)

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

<u>Project</u>	<u>Lead Officer/ Responsible Manage</u>	<u>Total Funding 2016/17</u>	<u>Phased Budge To period 10 2016/17</u>	<u>Actual To period 10 2016/17</u>	<u>Projected Spend 2016/17</u>	<u>Amount to be Earmarked for 2017/18 & Beyond</u>	<u>Lead Officer Update</u>
		<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	
Modernisation Fund	Alan Puckrin	323	58	36	40	283	DAG overseeing developments including Schools On Line payments , EDRMS and Customer Service developments.
Welfare Reforms - Operational	Alan Puckrin	234	80	70	81	153	Funding temporary Posts.
Budget Development	Alan Puckrin	137	43	37	95	42	Uncommitted £46k. Assuming 50% of uncommitted funds to be utilied in 2016/17 along with £32k spend for temporary Grade G Greenock Town Centre post, £16k for PPP review, £20k for Social transport & £4k for budget development.
2013/18 Revenue Contingency	Alan Puckrin	318	70	118	209	109	Total uncommitted funds £62k, £10k of which is projected to be spent in 2016/17. Spend for 2016/17 includes £65k for Grand Prix Boats, £40k for Chief Exec post advertisement, £10k for contribution to Oxfam, £10k contribution to Yemen Crisis Appeal, £5k for Toll Boys and £10k for Gourrock Highland Games. A further £50k is committed within 2017/18 for Grand Prix Boats. CCTV underspend will be included at Year End.
Welfare Reform - Policy	Alan Puckrin	503	0	0	0	503	£325k allocated to HSCP / Finance in 2016/17. A further £313k allocated from the £503k balance in 2017/18 and £200k to be added in 2017/18 Budget.
Corporate Complaints Improvements	Steven McNab	80	15	13	22	58	Post for 2 years - Grade I filled 26th Sept 2016 and continue to Aug 2018.

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

<u>Project</u>	<u>Lead Officer/ Responsible Manage</u>	<u>Total Funding 2016/17</u>	<u>Phased Budget To period 10 2016/17</u>	<u>Actual To period 10 2016/17</u>	<u>Projected Spend 2016/17</u>	<u>Amount to be Earmarked for 2017/18 & Beyond</u>	<u>Lead Officer Update</u>
		<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	
HR Temporary Resources	Steven McNab	80	33	26	35	45	Two posts being funded from EMR for 2016/17. 1 PT Grade H and 1 Grade D post for 2 years.
Specialist Post - Equalities Officer to 31/03/17	Ruth Binks	46	25	25	40	6	Projected spend on Employee Costs up to 31/03/17 is £40k with £6k of EMR not required and can be written back to General Reserves at Year End.
Specialist Post - Information Governance to 31/03/17	Helen Watson	45	29	29	45	0	The spend relates to the Council's Information Governance Officer.
Total Category C to E		1,766	353	354	567	1,199	

COMMON GOOD FUND

Appendix 5

REVENUE BUDGET MONITORING REPORT 2016/17**PERIOD 10 : 1st April 2016 to 31st January 2017**

		Final Outturn 2015/16	Approved Budget 2016/17	Budget to Date 2016/17	Actual to Date 2016/17	Projected Outturn 2016/17
<u>PROPERTY COSTS</u>		38,790	21,000	17,500	21,920	24,800
Repairs & Maintenance	1	19,700	9,000	7,500	4,540	9,000
Rates	2	20,810	11,000	9,200	19,090	14,800
Property Insurance		(1,720)	1,000	800	(1,710)	1,000
<u>ADMINISTRATION COSTS</u>		17,370	8,700	3,500	5,190	9,200
Sundries		10,170	1,500	1,300	2,990	3,000
Commercial Rent Management Recharge		2,200	2,200	2,200	2,200	2,200
Recharge for Accountancy		5,000	5,000	0		4,000
<u>OTHER EXPENDITURE</u>		101,230	100,700	99,000	31,820	100,700
Christmas Lights Switch On		10,500	10,500	10,500		10,500
Christmas Dinners/Parcels		21,600	21,600	21,600	21,600	21,600
Gourock Highland Games		29,400	29,400	29,400		29,400
Armistice Service		6,710	8,300	8,300	7,720	8,300
Comet Festival		13,300	13,300	13,300		13,300
Fireworks		12,600	12,600	12,600		12,600
Society of the Innocents Rent Rebate		5,000	5,000	3,300	2,500	5,000
Bad Debt Provision		2,120				0
<u>INCOME</u>		(114,870)	(139,010)	(115,400)	(100,250)	(122,910)
Property Rental		(183,000)	(187,470)	(156,200)	(100,210)	(187,470)
Void Rents	3	68,640	50,460	42,100		65,060
Internal Resources Interest		(510)	(2,000)	(1,300)	(40)	(500)
Disposal of Land						
<u>NET ANNUAL EXPENDITURE</u>		42,520	(8,610)	4,600	(41,320)	11,790
<u>EARMARKED FUNDS</u>		42,440	0	0	0	0
<u>TOTAL NET EXPENDITURE</u>		84,960	(8,610)	4,600	(41,320)	11,790

Fund Balance as at 31st March 2016 14,220

Projected Fund Balance as at 31st March 2017

2,430

REVENUE BUDGET MONITORING REPORT 2016/17

PERIOD 10 : 1st April 2016 to 31st January 2017

Notes:

1 Repairs & Maintenance

Significant repairs costs continue to be incurred in respect of vacant properties to bring them to an adequate condition to all let out. An estimate of the repairs costs is currently being prepared and will be reported to future Committee. Should this estimate existing Repairs & Maintenance budgets Officers will consider and recommend how any shortfall should be addressed.

2 Rates (Empty Properties)

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

3 Current Empty Properties are:

Vacant since:

12 Bay St	April 2015
14 Bay St	March 2015
4 John Wood Street	May 2010
17 John Wood Street	March 2014
74 Port Glasgow Road	September 2012 (Under Offer)

Report To:	Policy & Resources Committee	Date:	21 March 2017
Report By:	Chief Financial Officer	Report No:	FIN/20/17/AP/AE
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	2016/17 General Fund Revenue Budget as at 31 January 2017		

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 31 January 2017 and to update the Committee in respect of the position of the General Fund Reserves and Earmarked Reserves.

2.0 SUMMARY

2.1 The Council approved the 2016/17 Revenue Budget in March 2016 and at this meeting the Council also provisionally approved the 2017/18 Revenue Budget. The Council set a balanced budget for 2016/17 without the use of Revenue Reserves.

2.2 It can be seen from Appendix 1 that as at 31 January 2017 the General Fund is projecting a £1.629 million underspend which represents 0.85% of the net Revenue Budget. This is an increase of £0.324 million since the previous report and is mainly due to:

- Continued reduction in demand for support from the Council Tax Reduction Scheme partly caused by the Council Tax Freeze.
- Increased Council Tax income due to increases in the Council Tax Base within Inverclyde.
- Grant Redeterminations from the Scottish Government as part of the December Local Government funding announcement.
- Additional turnover savings across all Directorates.
- Projected increased underspend within Teachers employee costs.
- Reductions in the cost of ASN travel contracts.
- The above are partially offset by reduced Internal Resources Interest, a projected shortfall in Planning Fee Income and Commercial & Industrial Rental Income plus increased waste disposal costs.

2.3 From Appendix 1 it can be seen that all Service Committees are currently projecting underspends. The projected underspend within the Health and Social Care Committee will contribute to the Integration Joint Board free reserves balance.

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 31 January 2017 expenditure totalled £3.115 million which equates to 49.3% of the projected spend in 2016/17. It can also be seen from Appendix 2 that at 31 January 2017 actual expenditure is 8.8% behind phased budget; this is an improvement in the level of slippage from the previous report.

2.5 It can be seen from Appendix 2 that the Health and Social Care Committee has £2.584 million of Earmarked Reserves for 2016/17. This excludes those reserves relating to Asset Plans and Strategic Funds which, when included, increases the Earmarked Reserves balance to £3.382 million. The Council formally transferred these Earmarked Reserves to the Integration Joint Board at the meeting on 20 September 2016.

2.6 Appendix 3 shows the latest position in respect of the General Fund Reserves and shows that the projected balance at 31 March 2017 is £4.117 million which is £0.317 million greater than the

minimum recommended balance of £3.8 million. This position reflects the decisions taken at the Council budget meeting on 16 February 2017. At this meeting the Council approved £5.5 million use of free reserves to be spent on one off projects after a £1.7 million write back of earmarked reserves and £1.14 million to close the 2017/18 Revenue Budget shortfall.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the latest position of the 2016/17 Revenue Budget and General Fund Reserves.
- 3.2 It is recommended that the Committee note that at the meeting on 16 February 2017, the Council approved the use of free reserves to close the 2017/18 Revenue Budget shortfall and one off project investment.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Council approved the 2016/17 Revenue Budget in March 2016 and at this meeting the Council also provisionally approved the 2017/18 Revenue Budget. The Council set a balanced budget for 2016/17 without the use of Revenue Reserves.

5.0 POSITION AS AT 31 JANUARY 2017

- 5.1 It can be seen from Appendix 1 that as at 31 January 2017 the General Fund is projecting an underspend of £1.629 million which equates to 0.85% of the net General Revenue Fund Budget and is an increase of £0.324 million from the previous report to the Committee.

- 5.2 It can be seen from Appendix 1 that all Service Committees are currently projecting a 0.55% underspend which is an improvement from the previous report to the Committee.

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

Policy & Resources Committee – Projected underspend of £164,000 (1.15%) mainly due to additional turnover savings achieved, a projected over recovery of prior years' Council Tax and a projected underspend within inflation contingency offset in part by a projected under recovery of Internal Resources Interest due to cuts in interest rates.

Environment & Regeneration – Projected underspend of £2,000 (0.01%) mainly due to excess turnover savings projected offset by an overspend within residual waste contract due to an increase in tonnages treated, an under recovery within Commercial & Industrial rental income and a projected shortfall of Planning Fee Income.

Education & Communities - £612,000 (0.74%) projected underspend mainly due to additional turnover savings projected, a projected underspend within Teachers employee costs, projected savings in ASN transport contracts and a projected over recovery of income from Other Local Authorities for placements within Inverclyde. This has been offset in part by a projected overspend for Waivers within Sports and Leisure.

Health & Social Care – Projected underspend of £125,000 (0.26%) mainly due to additional turnover savings achieved across the Directorate, a projected underspend within Children & Families respite and kinship care. This has been offset in part by a projected overspend in client packages within Learning Disability Services and increased external homecare costs. The Committee underspend will contribute to the Integration Joint Board reserves balance.

- 5.4 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.

- 5.5 It can be seen that as at 31 January 2017 the Council has spent £3.115 million against a phased budget target of £3.415 million. This represents slippage of 8.8% against target and spend equates to 49.3% of the projected spend for 2016/17. Performance in respect of Earmarked Reserves is reviewed by the Corporate Management Team and reported in detail to each Service Committee.

- 5.6 The Earmarked Reserves includes £2.584 million for the Health and Social Care Committee and a further £0.798 million for Strategic Funds. As strategic delivery of these services has transferred to the IJB, the Council formally approved transfer of these reserves to the Integration Joint Board at the meeting on 20 September 2016.

- 5.7 Appendix 3 shows the latest position in respect of the General Fund Reserves and shows that the projected balance at 31 March 2017 is £4.117 million which is £0.317

million greater than the minimum recommended balance of £3.8 million. This position reflects the decisions taken at the Council budget meeting 16 February 2017.

- 5.8 At the meeting on 16 February 2017, it was decided that free reserves would be used to close the budget funding gap for 2017/18 and £5.5 million was approved for one off project investment.

6.0 OTHER FINANCIAL MATTERS

- 6.1 At the meeting on 16 February 2017, the Council approved the 2017/18 Revenue Budget, the 2017/18 Common Good Budget and the 2017/20 Capital Programme. The final Revenue Budget deficit for 2017/18 was £1.14 million. The Council approved the use of free reserves to close the 2017/18 budget gap.

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 January 2017

Committee	Approved Budget 2016/2017	Revised Budget 2016/2017	Projected Out-turn 2016/2017	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	14,852	14,289	14,125	(164)	(1.15%)
Environment & Regeneration	21,386	19,094	19,092	(2)	(0.01%)
Education & Communities (Note 1)	90,930	82,353	81,741	(612)	(0.74%)
Health & Social Care	48,815	48,776	48,651	(125)	(0.26%)
Committee Sub-Total	175,983	164,512	163,609	(903)	(0.55%)
Loan Charges (Including SEMP)	14,395	18,561	18,561	0	0.00%
Contribution to General Fund Reserve (Note 2)	260	445	445	0	0.00%
Contribution to / (from) Statutory Funds	(240)	(240)	(240)	0	0.00%
Earmarked Reserves	0	7,571	7,571	0	0.00%
Total Expenditure	190,398	190,849	189,946	(903)	(0.47%)
Financed By:					
General Revenue Grant/Non Domestic Rates	(163,552)	(164,003)	(164,178)	(175)	0.11%
Council Tax	(26,846)	(26,846)	(27,522)	(676)	2.52%
Integrated Joint Board - Social Care Fund	0	0	125	125	100.00%
Net Expenditure	0	0	(1,629)	(1,629)	

Note 1 - Reduction reflects loans charges and earmarked reserves.

Note 2 - Contribution is reflected in Appendix 3 General Fund Reserves Position.

Earmarked Reserves Position Statement

Appendix 2

Summary

<u>Committee</u>	<u>Total Funding 2016/17</u>	<u>Phased Budget to 31 Jan 2017</u>	<u>Actual Spend To 31 Jan 2017</u>	<u>Variance Actual to Phased Budget</u>	<u>Projected Spend 2016/17</u>	<u>Earmarked 2017/18 & Beyond</u>	<u>2016/17 %age Spend Against Projected</u>	<u>2016/17 %age Over/(Under) Spend Against Phased Budget</u>
	£000	£000	£000	£000	£000	£000		
Education & Communities	4,545	1,054	1,277	223	1,990	2,555	64.17%	21.16%
Health & Social Care	2,584	1,419	1,278	(141)	2,437	147	52.44%	(9.94%)
Regeneration & Environment	2,936	589	206	(383)	1,321	1,615	15.59%	(65.03%)
Policy & Resources	1,766	353	354	1	567	1,199	62.43%	0.28%
	11,831	3,415	3,115	(300)	6,315	5,516	49.33%	(8.78%)

Actual Spend v Phased Budget Underspend = (£300k) (8.78%)

Appendix 3

GENERAL FUND RESERVE POSITION
Position as at 31/01/17

	<u>£000</u>	<u>£000</u>
Balance 31/03/16		8773
Projected Surplus/(Deficit) 2016/17	1629	
Contribution to General Fund Reserve 2016/17 (Note 1)	<u>445</u>	
		2074
Proposals contained in the Budget Strategy Report:		
- One off use of reserves for 2017/19 Budget		(5100)
- Funding for I-Zones to 31/03/18		(180)
- Local Elections Funding - May 2017		(120)
Proposals contained in 2017/19 Budget Setting Report:		
- EMR Write Backs - Depot AMP	400	
Capital Fund	500	
SEMP	<u>800</u>	
		1700
- Reduction to one off use of reserves 2017/19 Budget		2470
- Approved Use of Reserves (Note 2)		(5500)
Projected Unallocated Balance 31/03/17		<u><u>4117</u></u>

Minimum Reserve required is £3.8 million

Note 1 (One off Savings)

SEMP Loans Charges not required 2016/17	260
Housing Benefit Subsidy (2017/18 £600k Saving Target)	100
Clyde Muirshiel Contribution (2017/18 £600k Saving Target)	28
UC Delivery Partnership Income (2017/18 £600k Saving Target)	17
Early Achievement of ASN Transport Savings	40
	<u><u>445</u></u>

Note 2 (Approved Use of Reserves)

Town & Village Centres	2500
Employability/Apprenticeships	500
Early Retiral/Voluntary Severance	2000
Autism Friendly Community	150
Anti-Poverty Fund	200
Grants to Voluntary Organisations	150
	<u><u>5500</u></u>

Report To:	Policy & Resources Committee	Date:	21 March 2017
Report By:	Chief Financial Officer/Corporate Director (Chief Officer) Inverclyde Health & Social Care Partnership	Report No:	FIN/25/17/AP/LA
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 the Committee with an update on the impact on the Council of the ongoing Welfare Reform changes.

2.0 SUMMARY

- 2.1 Universal Credit Full Service was implemented within Inverclyde on 23 November 2016. A Delivery Partnership Agreement has been agreed with the DWP and the Council will receive payment for services provided. There were approximately 1650 UC Full Service claimants at the end of February in addition to 434 UC Live Service claimants who will transfer to Full Service by the summer.
- 2.2 Officers in Finance and HSCP are working hard with Partners and the local DWP officers to manage the various issues which are arising from the requirements of Universal Credit plus areas where processes are not working as they should. Officers are keeping in regular contact with Cosla and other UC Full Service Councils and sharing experiences and lobbying DWP for changes.
- 2.3 The latest position in respect of the Scottish Welfare Fund (SWF) is that the Council is currently projected to contain costs within the annual Government Grant including resources carried forward from last year. As expected, demand for Crisis Grants is growing as Universal Credit it rolled out.
- 2.4 Discretionary Housing Payments are now projected to be contained within budget in 2016/17 largely due to a reduction in the payments relating to Temporary Accommodation. This is causing a significant budget pressure in the Homelessness Budget and officers are working on quantifying this and will report to the appropriate Committee early summer. All DHP funding has now been devolved to the Scottish Government from 2017/18 and Inverclyde's share of this is confirmed as being £1.1 million in 2017/18.
- 2.5 The Council submitted a bid on behalf of Inverclyde Financial Inclusion Partnership for approximately £2.35 million over 2017/20 funding from the Big Lottery and ESF. The Council bid was successful and officers are progressing the various contractual documents before a formal grant offer will be issued by the Big Lottery.
- 2.6 At the Council Budget Meeting on 16 February it was agreed to set up an Anti-Poverty Fund using the existing Welfare Reforms Policy Earmarked reserve plus an extra £200,000 allocated from Reserves. Proposals for the use of the £1.0million are contained in Section 12 of the report.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note the on-going impacts and actions being taken by officers in respect of the implementation of Universal Credit within Inverclyde.
- 3.2 That the Committee note the financial impact on the Homelessness Service caused by the move to Universal Credit and the associated reduction in income.
- 3.3 That the Committee approve the proposed allocation of the Anti-Poverty Fund and note that specific updates will be provided to Committee on progress.
- 3.4 It is recommended that the Committee otherwise note the contents of the report.

Alan Puckrin
Chief Financial Officer

Brian Moore
Chief Officer (HSCP)

4.0 BACKGROUND

- 4.1 The Committee receives a report each cycle providing updates on the Council's response to the major Welfare Reform changes being rolled out across the UK. The Council set aside extra funding to meet the significant financial challenges generated by these changes.
- 4.2 Universal Credit Full Service (UCFS) launched in Inverclyde on 23 November 2016. The removal of eligibility criteria means that all working age welfare benefit claimants who make a new claim or have a relevant change in their circumstances will claim Universal Credit (UC) for themselves and their family instead of claiming Job Seekers Allowance, Employment and Support Allowance, Housing Benefit, Income Support and Tax Credits. As noted in previous reports UCFS is almost entirely online with claimants being required to apply; maintain their claim; record work search activity; receive correspondence from the DWP; stay in touch and reply to messages sent by their work coach.

5.0 UNIVERSAL CREDIT

- 5.1 As of 22 February 2017, 1648 Universal Credit (UC) Full Service claims had been made in Inverclyde with new claims being made at the rate of 140 each week. A further 434 claimants continue under the original UC scheme and will be required to move onto the digital UC Full Service from March 2017 and will be required to make a new online claim.
- 5.2 Advice Services including partner organisations continue to report claimants experiencing financial strain waiting until the first payment of Universal Credit is released by the DWP, a minimum of 42 days from the date they claim. Demand on the Scottish Welfare Fund Crisis Grants has increased and Housing Associations report a noticeable increase in rent arrears during this period. As of the beginning of February 467 Housing Association tenants were in receipt of Universal Credit with the majority carrying rent arrears. Efforts will be made to include more detailed information within future reports.
- 5.3 River Clyde Homes (Supporting Inverclyde Future Skills), the Council's external delivery partner for Universal Credit digital access, has successfully supported customers make online claims and with budgeting help. Uptake of this service is however lower than projected; 30 claims were supported during January 2017 and since the launch of UC Full Service only 7 customers have taken up one to one budgeting support. DWP report that local Jobcentre Plus pcs have been well used and in fact additional resources are in place to support claimants who are encouraged to engage with their services.
- 5.4 Local Jobcentre Plus offices have introduced an induction session which new UC claimants are encouraged to attend to learn about the requirement to access and update their UC online account which for some could be a daily requirement. A key skills gap identified in a significant proportion of those seeking help from advice partners is the IT skills needed to do this. Inverclyde based DWP officers plan to meet local providers to understand the scope of the needs in the community to enable this to be addressed.
- 5.5 Advice services are experiencing increased demand on their services in the form of a new client base seeking help to more lengthy appointments due to the complexity of UC.
- 5.6 DWP systems are not fully developed meaning processes are not as streamlined nor as automated as they could be. Enhancements and regular fixes are put in place. Technical and process issues have been identified by the Council's Benefits service affecting the closure of Housing Benefit claims, the assessment of Council Tax Reduction, Discretionary Housing Payment and the Scottish Welfare Fund. These are communicated to the local DWP Welfare Reform Team which escalates all unresolved issues to the DWP's UC Project Team. The same arrangement is in place and used by the housing associations and advice services.

Unfortunately, an immediate resolution cannot be expected due to the test and learn nature of the implementation of UC and the extent of the issues being raised, meaning more pressure on advice services as claimants encounter difficulties and laborious processes for the Council's Benefits service. Despite this, the established partnership with the DWP locally ensures that those customers who need help and engage with services are supported quickly. There are already a number of instances where local solutions have been deployed to ensure UC claims are made to allow where appropriate employability measures to be put in place.

- 5.7 The previous report informed that private rented sector landlords have refused to take UC claimants, limiting housing options for these individuals and families. In response to this, the local DWP Welfare Reform team has arranged an event for Private Rented Sector landlords on 15 March 2017 at Greenock Jobcentre Plus office at which they will hear about the roll out of Universal Credit and how it will eventually affect all working age benefit and tax credit claimants.
- 5.8 Appendix 1 shows the number of UC claims the Council has been made aware of with housing costs at the time of UC claim. As previously reported, this data is unreliable because it could include duplicates and others that should not be included, it does however provide an indication. Alternative data sources are being considered for future reports.

6.0 REDUCED BENEFIT CAP

- 6.1 33 households are affected by the reduced Benefit Cap seeing a reduction in their Housing Benefit payments. No Universal Credit claimants are affected as yet by the cap. Assurance has been given that when a UC claimant's benefit reaches the level of the cap their work coach will be alerted and will be prompted to discuss the impact and provide relevant support including signposting to Discretionary Housing Payments.

7.0 DISCRETIONARY HOUSING PAYMENTS AND SCOTTISH WELFARE FUND

- 7.1 Appendix 2 shows that at 31 January 2017, 99% of those affected by the SSSC had applied for and were in receipt of DHP to mitigate its effects. The total projected expenditure for DHP for those affected by the SSSC is £957,000 against an upper limit of £974,000. There may be slight movement in this position by the end of the financial year as claimants' circumstances change.
- 7.2 DHP spend for reasons other than the size criteria is less than previously reported and is now projected to be within budget of £119,000. This is due to an overestimate in the demand from Homelessness service users, explained in more detail at Section 9.
- 7.3 Scottish Welfare Fund (SWF) payments up to 31 January 2017 are within the Scottish Government programme funding and are projected to remain within budget to the end of the year.
- 7.4 The impact of Universal Credit Full Service has started to become apparent with increasing demand for relatively small Crisis Grants. The full impact as more claimants move onto the benefit and are required to manage monthly payments will be closely monitored. The latest position shown in Appendix 3.

8.0 COUNCIL TAX REDUCTION

- 8.1 306 Council Tax Reduction awards from UC claimants were in payment with a further 20 registered and waiting for UC decision by the end of February. 17 applications for the Low Income Household Exemption scheme in respect of the change to the council tax multipliers for those in properties in bands E-H had been received by the middle of February with more anticipated after the 2017/18 Council Tax bills arrive with residents.

9.0 TEMPORARY ACCOMMODATION

- 9.1 There is an impact on the Homelessness Budget arising from the implementation of Universal Credit Full Service due to the significant reduction in the amount of support provided for Housing costs within UC compared to Housing Benefit. Within the Inverclyde Centre the difference is £150-170/week per claimant. As at the end of February over 75% of the Inverclyde Centre properties were occupied by UC claimants.
- 9.2 The shortfall in Housing income can be made up from the Discretionary Housing Payments but only if the claimant is actually in receipt of UC. As there is a 7 week delay between claiming and receipt of UC then it can be seen that there is a significant period in which either the claimant moves out of the Inverclyde Centre or moves off UC or does not maintain their UC record. The loss of income to the Council is expected to be significant.
- 9.3 Officers have been raising this issue at a national level and at the end of February meeting, Cosla Leaders considered whether to set aside up to £2.2million in 2017/18 to compensate those Councils adversely impacted due to their being early UCFS sites. The decision was continued until late March.

10.0 FURTHER WELFARE REFORM CHANGES FROM 2017/18

10.1 UC earnings taper

Families and those with a limited capability for work will be better off in work when the taper rate drops from 65% to 63%. This means for every £1 earned over the work allowance Universal Credit will be reduced by 63 pence instead of 65 pence as it currently stands.

10.2 Limited Capability for Work

UC claimants who are assessed and are found to have a limited capability for work and are placed in the Work Related Activity Group will not receive the additional benefit component of £29.05 currently in place. This aligns the level of UC paid to those without limited capabilities.

10.3 Benefit Limit to 2 Children

New UC claimants, where the household has more than two children at the point of a new claim, will need to apply for Housing Benefit, Child Tax Credit and any other legacy benefits that they may be entitled to. Those already in receipt of UC with more than 2 children will not be affected and will continue to receive UC at the same rate. These are short term measures with the policy to limit benefit support to 2 children (with exceptions) from November 2018. This is a complicated change so local DWP officers plan to provide a briefing session for advice practitioners and other relevant partner organisations.

10.4 Housing Benefit 18-21 Year Olds

In Universal Credit Full Service areas, 18-21 year olds from April 2017 making a new claim and those with a break in entitlement to Universal Credit will not have automatic entitlement to help with housing costs. There are a number of exemptions to protect vulnerable claimants meaning the policy essentially applies only to people who are 'job seekers' and not carrying out any work related activity. The Government recognises that, whilst the majority of young people can live at home, there will be some who are unable to do so. This policy will not apply where the claimant is an orphan or their parents live abroad or where it would be inappropriate for the claimant to live in the parental home. It is also recognised that it would be unreasonable to remove entitlement where the claimant is vulnerable.

- 10.5 These exemptions mean that the policy will not apply where the claimant is a carer or a care leaver; is in temporary accommodation under the Council's homelessness duties; has a physical or mental impairment; receives certain components of DLA or PIP; is undertaking treatment for an

addiction; has been subject to, or threatened with domestic violence; or is subject to MAPPA arrangements.

11.0 EXTERNAL FUNDED PROJECTS

- 11.1 ESF/Lottery: work is progressing with Legal Services to sign the contract with the Big Lottery for the £2.35m fund to tackle debt and financial exclusion. The Council is the lead partner and will work with a number of subcontractors: River Clyde Homes; Financial Fitness; The Wise Group; Scotcash; Barnardos and CVS Inverclyde to deliver holistic and innovative approaches to meet the financial inclusion needs of those who are workless, lone parent or low income households. The programme aims to work with around 2000 individuals over the next 3 years and the interventions have been designed to complement and add value to the existing core services currently operating in the area.
- 11.2 Scottish Legal Aid Board have advised that they will be extending their funding for a further year (until March 2018) to the Making Advice Work programme which focuses on individuals adversely affected by benefits and debt. This funding of £122,000 provides for the Inverclyde Advice First triage advice staff, and also staff within Financial Fitness and Legal Services Agency locally.

12.0 ANTI-POVERTY FUND

- 12.1 As part of the recently approved 2017/18 Budget it was agreed to allocate a further £200,000 to the estimated balance of £800,000 in the Welfare Reform Policy Earmarked Reserve to create a £1.0million Anti-Poverty Fund. Officers were tasked with developing proposals for this meeting of the Committee.
- 12.2 Whilst there has been limited time to develop detailed proposals officers have outlined various proposals based on their knowledge of pressures and how best to create sustainable outcomes for the area. The Committee is asked to consider and approve these proposals in order that officers can thereafter progress the detail. Appendix 4 provides more information.
- 12.3 The proposals at a summary level are:

a) Low Cost Banking/Loans	- £150k
b) Extend time limited initiatives to 2018/19	- £235k
c) Intensive Support Advice Workers	- £165k
d) DHP for Homelessness/Temporary Accommodation	- £200k
e) Anti-Poverty Research/Policy Development	- £150k
f) Community Initiatives Bid Fund	- £100k
	<hr/>
	£1 million

13.0 IMPLICATIONS

13.1 Finance

As detailed in the report.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Welfare Reforms	Anti-Poverty Fund	2017/20	1000		As per Appendix 4

Annually Recurring Costs/ (Savings)

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

13.2 **Legal**

There are no legal implications arising from this report.

13.3 **Human Resources**

There are no HR implications arising from this report.

13.4 **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.

13.5 **Repopulation**

There are no repopulation implications arising from this report.

14.0 **LIST OF BACKGROUND PAPERS**

14.1 None

Appendix 1

Universal Credit - Inverclyde - cumulative stats

UC meeting	Inverclyde UC Caseload			No. of UC claimants with Housing Costs (approx.).	Council Tax Reduction - number of applicants on UC	No. of SWF Crisis Grants
	Greenock JCP	Port Glasgow JCP	Total			
1.12.15	61	35	96	19	10	12
12.1.16	127	57	184	47	32	33
23.2.16	229	115	344	58	53	52
30.3.16	342	156	498	100	84	62
24.5.16	418	192	610	206	107	67
27.7.16	563	255	818	244	117	72
31.8.16	593	268	861	264	136	81
11.10.16	608	277	885	279	111	94
27.10.16	576	259	835	305	102	102
5.1.17	644	318	962	383	170	179
22.2.17	1282	800	2082	474	326	273

Notes

1. Caseload is the number of individuals in receipt of Universal Credit either individually or as part of a couple
2. From 22.2.17 the number of UC claimants with Housing Costs is the number of RSL tenants known to be claiming UC

Discretionary Housing Payments
Position 31.01.17

1/	<u>SSSC (Bedroom Tax)</u>		
	Applications Approved	1590	96.42%
	Applications Not Eligible/Refused	25	1.52%
	Applications Being Assessed	34	2.06%
		<u>1649</u>	
		<u>£000</u>	
	Paid to Date	927	
	Estimated Payments to 31.3.17	<u>30</u>	
	2016/17 Budget	974	Note 2
	(Under)/Overspend	<u>(17)</u>	
2/	<u>Other DHP Cases</u>	<u>£000</u>	
	2016/17 Budget	119	
less	: Paid to Date	69	
	: Estimated Payments to 31/3/17	<u>45</u>	Note 1
	(Under)/Overspend	<u>(5)</u>	

Notes

- 1/ Includes £8k Benefit Cap and £35k Temporary Accommodation.
2/ Represents 99% of those households affected by SSSC.

Finance Services
21/2/17

Scottish Welfare Fund
31st January 2017

Calls Answered	7852		
Applications	3763		
Applications Granted	2669	70.93%	
Applications Refused	566	15.04%	Note 3
Applications Withdrawn	469	12.46%	
In Progress	59	1.57%	
Referrals to DWP	219		Note 2
	<u>Spend</u>	<u>Budget</u>	<u>Spend</u>
	<u>£000</u>	<u>£000</u>	<u>%</u>
Crisis Grant paid (1857)	145.4	195.8	74.26%
Community Care Grants paid (835) (includes 24 applications paying both CCG & CG)	412.0	655.5	62.85%
	<u>557.4</u>	<u>851.3</u>	65.48%

Note 1 1st Tier Reviews = 43 (1.16%)
1st Tier Reviews Upheld in Customer Favour = 18 (41.86%)
2nd Tier Reviews = 4 out of 41 1st tier review decisions (9.76%)
2nd Tier Reviews Upheld in Customers Favour = 0 (0%)

Note 2 Referrals to DWP relates to customers who are awaiting payment of a new claim for Universal Credit JSA / ESA from DWP. In these circumstances an application for an advance payment of benefit, repayable to the DWP can be made.

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 Core Budget is £681,000 to which is added a residual underspend from 2014/15 of £70,000 plus £100,000 from the Welfare Reforms Budget

Anti-Poverty Fund Proposals

<u>Proposal</u>	<u>Sum £000</u>	<u>Further Detail</u>
Set up low cost banking/loan facility within Inverclyde	150	Linked to successful BLF/ESF funding award and will replicate a model successfully operated in Glasgow
Continue support to projects currently funded by reserves for a further year (2018/19)	235	Organisations supported are Financial Fitness, ICOD, IAER, iHeat, IHAF, Starter Packs
Intensive Support Advice Workers to April 2020	165	Allows the funding of 2 posts to support clients accessing the Homelessness, Mental Health & Addiction Services
Allocate extra Discretionary Housing Payment support for Homelessness and Temporary Accommodation	200	Existing core DHP budget is insufficient due to extra costs associated with UC. Funding will ensure those impacted are supported pending a national solution
Anti-Poverty Development and Research Co-ordination resource	150	Combination of extra internal and external resource to ensure policies and investment is co-ordinated across partners and that investment is appropriately targeted
Community Initiatives Bids	100	To create a minor grants fund (administered externally) to provide support to local initiatives to alleviate poverty within local communities

AP/CM
27/2/2017

Report To:	Policy & Resources Committee	Date:	21 March 2017
Report By:	Chief Financial Officer	Report No:	FIN/21/17/AP/KJ
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY - 2017/18-2020/21		

1.0 PURPOSE

- 1.1 The purpose of this report is to present to the Committee the Treasury Management Strategy Statement and Annual Investment Strategy for 2017/21, Treasury Policy Limits, a policy on the repayment of Loans Fund advances, the Council's Prudential and Treasury Management Indicators for the next 4 years and the List of Permitted Investments.

2.0 SUMMARY

- 2.1 The report sets out the Council's proposed Treasury Management Strategy and Annual Investment Strategy for 2017/21, Treasury Policy Limits, and Prudential and Treasury Management Indicators for the next 4 years including the proposed Authorised Limits.
- 2.2 The report also proposes a List of Permitted Investments listing the types of investments and limits for those investments. There are no changes to the list of permitted investments from that agreed in 2016.
- 2.3 The Treasury Management Strategy, Annual Investment Strategy, Treasury Policy Limits, Prudential Indicators, and Treasury Management Indicators have been set based on the Council's current and projected financial position (including projected capital expenditure) and the latest estimated interest rate levels. This includes the effect of the recently approved 2017/20 Capital Programme in which no new Prudential Borrowing was approved on the basis that, in light of projected funding pressures, further increases to the cost of Council debt servicing would place unnecessary strain on the Council's Budget.
- 2.4 The report also requests the annual approval of the Council's Treasury Management Policy Statement and approval of the Council's policy on the repayment of Loans Fund advances.
- 2.5 In line with the Council's Financial Regulations, the proposals in this report require approval by the Full Council.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee remits to the Inverclyde Council, for their approval, the following, as outlined in this report:
- Treasury Management Strategy and Annual Investment Strategy
 - Authorised Limits for 2017/21
 - Treasury Management Policy Statement set out in paragraph 5.2
 - Policy on repayment of Loans Fund advances set out in paragraph 8.2
 - Treasury Policy Limits
 - Prudential Indicators and Treasury Management Indicators
 - List of Permitted Investments (including those for the Common Good Fund).

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 This report presents, for approval, a Treasury Management Strategy Statement and Annual Investment Strategy, Treasury Policy Limits, a policy on the repayment of Loans Fund advances, and Prudential and Treasury Management Indicators for 2017/21.
- 4.2 CIPFA produced the CIPFA Prudential Code and the CIPFA Code of Practice on Treasury Management. Inverclyde Council has adopted the Code of Practice on Treasury Management and complies with the Prudential Code.
- 4.3 The Local Government in Scotland Act 2003 and supporting regulations (the Act) require the Council to 'have regard to' the CIPFA Prudential Code (the Prudential Code) and the CIPFA Code of Practice on Treasury Management (the Code) to set Prudential and Treasury Indicators for at least the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.
- 4.4 The Act and supporting regulations require the Council to set out its Treasury Strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act) which sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 4.5 It is a statutory requirement for the Council to produce a balanced budget. In particular, a local authority must calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue are affordable within the projected income of the Council for the foreseeable future.
- 4.6 A glossary of treasury management terms is attached as Appendix 4.

5.0 SUMMARY OF ISSUES

- 5.1 The main issues from this report are:
 - a. The Capital/Treasury Management position, Prudential Indicators, Treasury Management Indicators and Policy Limits are shown in Section 6 below.
 - b. The proposed Treasury Strategy and Investment Strategy are shown in Section 7 below.
 - c. The Full Council is requested to approve the Authorised Limits for 2017/21 as shown in paragraph 6.5.
 - d. The Full Council is requested to approve the policy on the repayment of Loans Fund advances as shown in paragraph 8.2.
 - e. There remains considerable economic uncertainty affecting forecasts for interest rates.
 - f. There are no proposed changes to Permitted Investments from those approved in 2016 (permitted investment types, limits, risks, controls and objectives) as set out in Appendix 2.
 - g. The Council's Treasury Management Practices document, which sets out operational matters relating to Treasury Management operations, has been the subject of a 3-yearly review.
 - h. During the year Barclays (with whom the Council had 2 LOBO loans) amended the terms on those loans. The loans are now no longer LOBO loans and are instead fixed rate loans through to their maturity.
 - i. In the recently approved 2017/20 Capital Programme, the Council approved no new Prudential Borrowing on the basis that, in light of projected funding pressures, further increases to the cost of Council debt servicing would place unnecessary strain on the Council's Budget.

- 5.2 The Council has a formal Treasury Management Policy Statement as follows that is required to be approved by the Full Council:
1. This organisation defines its treasury management activities as: “The management of the authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.
 2. This organisation regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
 3. This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

The Council is being requested to approve this Treasury Management Policy Statement.

6.0 CAPITAL/TREASURY MANAGEMENT POSITION, PRUDENTIAL INDICATORS, TREASURY MANAGEMENT INDICATORS AND POLICY LIMITS

Current Treasury Management Position

- 6.1 The Council's treasury management position at 15 February 2017 comprised:

	Principal		Average Rate
	£000	£000	
Fixed rate funding	PWLB	105,155	3.87%
	Market	40,000	
Variable rate funding	PWLB	0	4.89%
	Market	62,946	4.18%
		208,101	
Other long term liabilities		66,054	---
TOTAL DEBT		274,155	
TOTAL INVESTMENTS		45,523	0.52%

In June 2016 Barclays (with whom the Council had 2 LOBO loans) advised that they were amending the terms of their loans to remove the LOBO aspects of the loans. These loans are now fixed rate loans through to their maturity and are shown under Market loans above.

Capital Expenditure and Borrowing

- 6.2 The Council's Gross Capital Expenditure is estimated as:

	2016/17	2017/18	2018/19	2019/20	2020/21
	Projected	Estimate	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000
Capital Programme	29,281	32,629	40,146	15,883	10,106
PPP (accounting adjustments)	(1,908)	(2,039)	(1,591)	(1,723)	(1,758)
Total	27,373	30,590	38,555	14,160	8,348

- 6.3 The Council's borrowing requirement (which takes account of the estimated Capital Expenditure, borrowing maturing and requiring to be refinanced, and estimated future Council investment balances) is as follows:

	2016/17	2017/18	2018/19	2019/20	2020/21
	Projected	Estimate	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000
New borrowing	0	0	20,000	0	0
Alternative financing arrangements	0	0	0	0	0
Replacement borrowing	0	0	10,000	15,000	0
TOTAL	0	0	30,000	15,000	0

- 6.4 The Council's Gross Debt compared to the Capital Financing Requirement from this and previous Capital Expenditure as at each year-end (including the effect of the proposed borrowing in paragraph 6.3) is as follows:

	2016/17	2017/18	2018/19	2019/20	2020/21
	Projected	Estimate	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000
External Debt (Including PPP)	273,918	271,438	289,393	287,528	272,718
Capital Financing Requirement (CFR)	307,442	312,370	324,984	316,905	302,855
Under/(Over) Against CFR	33,524	40,932	35,591	29,377	30,137

The above table shows that the Council expects to be under borrowed each year. Under borrowing means that the Council is using cash it already has (e.g. in earmarked reserves and other balances) to cash flow capital expenditure rather than bringing in new funds from borrowing. The projected level of under borrowing is considered manageable but the position is kept under review in light of Council capital financing and other funding requirements.

- 6.5 The Council's Authorised Limit is a control on the maximum level of debt whilst the Operational Boundary is a limit that debt is not normally expected to exceed. It is proposed that the limits are:

	2016/17	2017/18	2018/19	2019/20	2020/21
	Limit	Limit	Limit	Limit	Limit
	£000	£000	£000	£000	£000
Authorised limit for external debt					
Borrowing	229,000	216,000	248,000	255,000	240,000
Other long term liabilities	68,000	66,000	64,000	63,000	61,000
TOTAL	297,000	282,000	312,000	318,000	301,000
Operational boundary for external debt					
Borrowing	219,000	211,000	240,000	245,000	230,000
Other long term liabilities	68,000	66,000	64,000	63,000	61,000
TOTAL	287,000	277,000	304,000	308,000	291,000

Approval is being sought for the Authorised Limits for 2017/18 to 2020/21.

- 6.6 The Council sets limits on the maturity of fixed rate borrowing for the coming financial year. The limits proposed for 2017/18 are:

Maturity Structure	Upper Limit	Lower Limit
Under 12 months	45%	0%
12 months and within 24 months	45%	0%
24 months and within 5 years	45%	0%
5 years and within 10 years	45%	0%
10 years and within 30 years	45%	0%
30 years and within 50 years	45%	0%
50 years and within 70 years	45%	0%

These limits are the same as set in 2016. They reflect the Treasury Management Code requirement that the Council's Market debt is treated based not on when the debt is due to actually mature but on when the lender could request an increase in the interest rate (when the Council could accept the increase or repay the debt).

6.7 The Council sets limits relating to the management of debt. The limits proposed are:

	2017/18	2018/19	2019/20	2020/21	2016/17
	Limit	Limit	Limit	Limit	Projected Outturn at Year-End
Upper limit for fixed interest rate exposure *	130%	130%	120%	120%	86.35%
Upper limit for variable rate exposure *	40%	40%	40%	40%	13.65%
Maximum percentage of debt repayable in any year	25%	25%	25%	25%	18.76%
Maximum proportion of debt at variable rates	45%	45%	45%	45%	30.25%
Maximum percentage of debt restructured in any year	30%	30%	30%	30%	0.00%

The proposed limits are the same as set in 2016.

* The Council's debt is largely at fixed rates (with some debt moving between fixed and variable) whilst its investments are at variable rates. As a result, the percentages produced can be above 100% for one limit and below 0% for the other limit.

6.8 In relation to affordability, the ratio of financing costs (including for PPP) to the Council's net revenue stream is estimated as:

	2016/17	2017/18	2018/19	2019/20	2020/21
	Projected	Estimate	Estimate	Estimate	Estimate
Ratio of financing costs (including PPP) to net revenue stream	12.99%	13.85%	14.67%	15.72%	16.16%

In the recently approved 2017/20 Capital Programme, the Council approved no new Prudential Borrowing on the basis that, in light of projected funding pressures, further increases to the cost of Council debt servicing would place unnecessary strain on the Council's Budget.

6.9 The incremental impact of capital investment decisions is estimated as:

	2017/18	2018/19	2019/20	2020/21
	Estimate	Estimate	Estimate	Estimate
Incremental increase in council tax (band D) per annum	£1.15	£1.60	£0.53	£0.14

This reflects the year-on-year effect of prudential borrowing for capital expenditure (such as the schools acceleration). The costs of these capital investment decisions are budgeted for by the Council as part of the annual budget process and in the Financial Strategy.

Investments

6.10 The Council's estimated investments position (after the proposed borrowing in paragraph 6.3) is shown in Appendix 3 and includes transactions treated as investments under the Investment Regulations. Included in Appendix 3 (as Cash balances managed in house) are the following estimated Bank Deposits:

	2017/18	2018/19	2019/20	2020/21
	Estimate	Estimate	Estimate	Estimate
	£000	£000	£000	£000
Cash balances managed in house				
1 April	40,000	19,590	12,519	13,883
31 March	19,590	12,519	13,883	13,123
Change in year	(20,410)	(7,071)	1,364	(760)

- 6.11 The Council sets upper limits for the total investments invested for over 364 days. The proposed limits are as follows:

	2016/17	2017/18	2018/19	2019/20	2020/21
	Limit	Limit	Limit	Limit	Limit
Upper limit for total principal sums invested for over 364 days	£000 10,000	£000 10,000	£000 10,000	£000 10,000	£000 10,000

The Council has not entered into any investments of more than 364 days during 2016/17 to date and does not expect to do so during the remainder of the year.

7.0 PROPOSED TREASURY STRATEGY AND INVESTMENT STRATEGY

Economic Background

- 7.1 Appendix 1 explains the Economic Background affecting the proposed Treasury Management Strategy and Annual Investment Strategy.

- 7.2 The Council has appointed Capita Treasury Solutions Limited as treasury advisers with part of their service being to assist the Council to formulate a view on interest rates. Capita's latest interest rate forecasts (as at 9 February 2017) are:

As At	Bank Rate	Investment (LIBID) Rates			PWLB Borrowing Rates			
		3 month	6 month	1 year	5 year	10 Year	25 year	50 year
	%	%	%	%	%	%	%	%
March 2017	0.25	0.30	0.40	0.70	1.60	2.30	2.90	2.70
June 2017	0.25	0.30	0.40	0.70	1.60	2.30	2.90	2.70
Sept 2017	0.25	0.30	0.40	0.70	1.60	2.30	2.90	2.70
Dec 2017	0.25	0.30	0.40	0.70	1.60	2.30	3.00	2.80
March 2018	0.25	0.30	0.40	0.70	1.70	2.30	3.00	2.80
June 2018	0.25	0.30	0.40	0.80	1.70	2.40	3.00	2.80
Sept 2018	0.25	0.30	0.40	0.80	1.70	2.40	3.10	2.90
Dec 2018	0.25	0.40	0.50	0.90	1.80	2.40	3.10	2.90
March 2019	0.25	0.50	0.60	1.00	1.80	2.50	3.20	3.00
June 2019	0.50	0.60	0.70	1.10	1.90	2.50	3.20	3.00
Sept 2019	0.50	0.70	0.80	1.20	1.90	2.60	3.30	3.10
Dec 2019	0.75	0.80	0.90	1.30	2.00	2.60	3.30	3.10
March 2020	0.75	0.90	1.00	1.40	2.00	2.70	3.40	3.20

- 7.3 As Appendix 1 and the interest rate forecast above indicates, there remains considerable economic uncertainty which suggests that investment returns are likely to continue to be relatively low and there will remain a cost of carry to any new borrowing that would cause an increase in investments (for the difference between borrowing and investment interest rates).

Treasury Strategy – Borrowing

- 7.4 The proposed borrowing is as shown in paragraph 6.3 whilst the proposed authorised limit for 2017/18 is shown in paragraph 6.5. No new borrowing is planned for 2017/18.
- 7.5 Any borrowing will depend on an assessment by the Chief Financial Officer based on the Council's requirements and financial position, adopting a cautious but pragmatic approach and after seeking advice and interest rate/economic forecasts from the Council's treasury advisers.

Any borrowing decisions will be reported to the Policy & Resources Committee.

7.6 Policy on Borrowing in Advance of Need

The Council does not and will not borrow more than its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.

In determining whether borrowing will be undertaken in advance of need the Council will:

- Consider the definition of such borrowing within the Code on the Investment of Money By Scottish Local Authorities
- Ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need
- Ensure the ongoing revenue liabilities created, and the implications for the future plans and for the budgets have been considered
- Evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
- Consider the merits and demerits of alternative forms of funding
- Consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use
- Consider the impact of borrowing in advance on temporarily (until required to finance capital expenditure) increasing investment cash balances and the consequent increase in exposure to counterparty risk and other risks and the level of such risks given the controls in place to minimise them.

The maximum extent to which borrowing in advance would be undertaken by this Council is the borrowing requirement identified in paragraph 6.3 above for 2017/2020.

Treasury Strategy - Debt Rescheduling

- 7.7 PWLB-to-PWLB debt restructuring, whilst an option and having been done in the past before changes to PWLB rules in 2007 and 2010, would give rise to large premiums that would be incurred by prematurely repaying existing PWLB loans. It is possible but very unlikely that these could be justified on value for money grounds if using replacement PWLB refinancing.
- 7.8 As short term borrowing rates are expected to be considerably cheaper than longer term rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of their short term nature and the likely cost of refinancing those short term loans, once they mature, compared to the current rates of longer term debt in the existing debt portfolio.
- 7.9 The Council is more likely to look at making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on currently held debt.
- 7.10 The reasons for any rescheduling to take place will include:
- The generation of cash savings and/or discounted cash flow savings but at minimum risk;
 - Helping to fulfil the strategy outlined above; and
 - Enhancing the balance of the portfolio (amending the maturity profile and/or the balance of volatility).
- 7.11 Any debt rescheduling will be reported to the Policy & Resources Committee and the Full Council and will be within the Treasury Policy Limits.

Investments – Policies/Strategy

7.12 Investment Policy

The Council will have regard to the Local Government Investment (Scotland) Regulations 2010 and accompanying finance circular and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross-Sectoral Guidance Notes (“the CIPFA TM Code”). The Council’s investment priorities are:

- (a) The security of capital
and
- (b) The liquidity of its investments.

The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council is low in order to give priority to the security of its investments.

7.13 The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.

7.14 Counterparty limits will be as set through the Council’s Treasury Management Practices.

7.15 At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

7.16 Permitted Investment Types

There are a large number of investment instruments that the Council could use, each having different features and risks.

The list of investment instruments proposed for possible use by the Council (including those for the Common Good Fund) and for which Council approval is being sought are listed in Appendix 2 along with details of the risks from each type of investment.

The list of proposed investments reflects a low risk appetite and approach to investments by the Council.

There are no changes to the proposed list of permitted investments from that agreed in 2016.

7.17 Creditworthiness Policy

The Council’s proposed Creditworthiness Policy for 2017/18, as follows, is unchanged from that agreed in 2016.

7.18 The Council uses the creditworthiness service provided by Capita Treasury Solutions Limited. This service uses a sophisticated modelling approach using credit ratings from the three main rating agencies - Fitch, Moody’s, and Standard and Poor’s. The credit ratings of counterparties are supplemented with the following overlays:

- Credit watches and credit outlooks from credit rating agencies (indicating the likelihood of ratings changes for a counterparty or the expected direction of ratings for a counterparty)
- Credit Default Swap (“CDS”) spreads to give early warning of likely changes in credit ratings
- Sovereign ratings to select counterparties from only the most creditworthy countries.

7.19 This modelling approach combines credit ratings, credit watches and credit outlooks in a risk weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are also used by the Council to determine the duration for investments.

The approach is reviewed by Capita as required in light of banking system and regulatory changes e.g. the reduction in importance of support ratings for individual banks due to the removal of implied government support to banks.

- 7.20 The Council will use counterparties within the following durational bands and with the following limits per counterparty (bands and limits as set through the Council's Treasury Management Practices):

Colour Category	Maximum Period for Individual Investments	Current Limit for Total Investments with Individual Counterparty
Purple	2 Years	£15m
Blue (Nationalised or Semi-Nationalised UK Banks)	1 Year	£15m
Orange	1 Year	£15m
Red	6 Months	£15m
Green	100 Days	£10m
No Colour	Not To Be Used	£NIL

The maximum period for individual investments with the Council's own bankers will be as in accordance with the above table whilst the limit for total investments will be £50m or as agreed by Committee.

Members should note that these are the maximum periods for which any investment with a counterparty meeting the criteria would take place but subject to the Council's policy on Permitted Investments and instruments.

- 7.21 The Capita creditworthiness service uses a wider array of information than just primary ratings and, by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a short term rating (Fitch or equivalents) of Short Term rating of F1 and a Long Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

- 7.22 All credit ratings are monitored on an ongoing basis. The Council is alerted to changes to ratings of all three agencies through its use of the Capita creditworthiness service.

- If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- In addition to the use of Credit Ratings the Council will be advised of information in movements in Credit Default Swap spreads against a benchmark (the iTraxx index) and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. The Council also uses (where available) market data and market information, information on government support for banks and the credit ratings of that government support.

- 7.23 It is proposed that the Council will only use approved counterparties from the UK or from countries with a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent from other agencies if not issued by Fitch). Countries currently meeting this criterion include Australia, Canada, France, Germany, Sweden, the USA, and the UK.

- 7.24 Investment Strategy

Appendix 3 includes forecasts of investment balances.

- 7.25 The Bank Rate was cut to 0.25% in August 2016, the first change since March 2009. It is forecast to remain at this level until quarter 2 of 2019 and not rise above 0.75% by quarter 1 of 2020. Bank Rate forecasts for financial year ends (March) are as follows:
- 2017/18 0.25%
 - 2018/19 0.25%
 - 2019/20 0.75%.

If expectations for economic growth weaken then increases in the Bank Rate could be delayed. If, however, the pace of growth quickens and/or forecasts for inflation rise then there could be an upside risk i.e. Bank Rate increases occur earlier and/or at a quicker pace.

- 7.26 Capita advise that, for 2017/18, clients should budget for an investment return of 0.25% on investments placed during the financial year for periods of up to 100 days.
- 7.27 The Council will avoid locking into longer term deals while investment rates are down at historically low levels unless attractive rates are available with counterparties of particularly high creditworthiness which make longer term deals worthwhile and within the risk parameters set by this Council.
- 7.28 As part of the process of strengthening banks and the increased regulation of banks following the banking and financial crisis, the banking regulatory authorities in the UK and the EU introduced directives and regulations relating to issues such as bank capital and reserves to be held in case the banks hit financial problems. The regulators also undertake stress tests of individual banks to test the resilience of their financial position if there were to be particular economic scenarios e.g. a significant drop in house prices accompanied by an increase in unemployment at the same time as an increase in interest rates/funding costs.
- 7.29 Members should note that the some of the changes in banking regulations being implemented in the UK and the EU to further strengthen banks will further reduce the interest rates that they are likely to see on their own bank deposit accounts as individuals (relative to the Bank Rate) and will also impact on the rates receivable by the Council on its investments. It is likely that the Council and private individuals will receive much lower rates for call monies (instant access investments) or very short term investments than it/they will for investments of 32 days and above.
- 7.30 At the moment the Council receives the Bank Rate of 0.25% on call monies from the Bank of Scotland under the terms of its current banking contract but we have been advised that the regulatory changes mean that the rate is likely to be reduced in the future once the current contract ends. A rate reduction will have an impact, in due course, on Council investment returns and therefore budgets and thereby making it increasingly more attractive for the Council to reduce, as far as practicable, its investment balances.

Policy on Use of External Service Providers

- 7.31 The Council uses Capita Treasury Solutions Limited as its external treasury management advisers and uses the services of brokers for investment deals as required. The Council's current contract with Capita finishes on 30 June 2018 with an option for a further one year extension.
- 7.32 The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon external service providers.
- 7.33 The Council also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

Policy on Scrutiny, Monitoring and Change of Investment Policies and Practices

- 7.34 The Treasury Management Practices (TMPs) of the Council set out the operational policies and procedures in place to implement the treasury management strategy and the principles set out in the treasury management policy statement. They are intended to minimise the risk to the capital sum of investments and for optimising the return on the funds consistent with those risks.
- 7.35 The TMPs are kept under review, with a full revision every 3 years, with the latest review having taken place this year.
- 7.36 A copy of the TMPs may be obtained from Finance Services.

Training for Members

- 7.37 A specific training session on Treasury Management was held for Members on 4 November 2015. Further training will be organised later this year following the Council Elections.

8.0 LOANS FUND ADVANCES

- 8.1 Where capital expenditure is funded by borrowing (referred to as loans fund advances), the debt financing costs are paid from the Revenue Budget as loan charges comprised of the repayment of debt and interest and expenses costs on the borrowing. The following paragraphs in relation to loans fund advances are included to meet new requirements introduced from 2016/17 onwards.
- 8.2 The Council is required to set out its policy for the repayment of loans fund advances.

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

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

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

	2015/16	2016/17	2017/18
	Actual	Projected	Estimated
	£000	£000	£000
Balance As At 1 April	233,975	234,027	241,216
Add: Advances For The Year	9,095	17,773	18,328
Less: Repayments For The Year	9,043	10,584	11,360
Balance As At 31 March	234,027	241,216	248,184

- 8.4 For the projected loans fund advances outstanding as at 31 March 2017, the liability to make future repayments (excluding debt interest and expenses) is as follows:

	£000
Year 1	11,385
Years 2-5	43,678
Years 5-10	38,878
Years 10-15	39,152
Years 15-20	37,230
Years 20-25	28,034
Years 25-30	24,682
Years 30-35	13,017
Years 35-40	3,972
Years 40-45	947
Years 45-50	241
TOTAL	241,216

9.0 IMPLICATIONS

Finance

- 9.1 Adopting the Treasury Strategy and the Investment Strategy for 2017/18 and the following three years will allow a balance to be maintained between opportunities to continue to generate savings for the Council and minimising the risks involved.

Legal

- 9.2 There are no legal implications arising from this report.

Human Resources

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

Equalities

- 9.4 There are no equalities implications arising from this report

Repopulation

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

10.0 CONSULTATIONS

- 10.1 This report has drawn on advice from the Council's treasury advisers (Capita Treasury Solutions Limited).

11.0 LIST OF BACKGROUND PAPERS

- 11.1 CIPFA - Treasury Management in the Public Services – Code of Practice and Cross-Sectoral Guidance Notes – 2011 Edition
CIPFA – The Prudential Code for Capital Finance in Local Authorities – 2011 Edition
Scottish Parliament – The Local Government Investments (Scotland) Regulations 2010 (Scottish Statutory Instrument 2010 No. 122)
Scottish Government - Finance Circular 5/2010 - Investment of Money by Scottish local authorities 1.4.10
Scottish Parliament – The Local Government (Capital Finance and Accounting) (Scotland) Regulations 2016 (Scottish Statutory Instrument 2016 No. 123)
Scottish Government - Finance Circular 7/2016 - The Local Authority (Capital Financing and Accounting) (Scotland) Regulations 2016 – Loans Fund Accounting

ECONOMIC BACKGROUND

The following economic background is a summary based on information from the Council's treasury advisers, Capita Treasury Solutions Limited:

Economic forecasting remains difficult with so many external influences weighing on the UK. There is much volatility in rates and bond yields as news ebbs and flows in negative or positive ways.

The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. The degree of any upward pressure is likely to be determined by how strong or weak the prospects for economic growth and rising inflation are (depending on the economic situation in the UK and globally), and on the degree of progress in the reversal of monetary policy away from quantitative easing and other credit stimulus measures.

PWLB rates and gilt yields have been experiencing exceptional levels of volatility that have been highly correlated to geo-political, sovereign debt crisis and emerging market developments. It is possible that these exceptional levels of volatility could continue to occur for the foreseeable future.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Monetary policy action by the central banks of major economies reaching its limit of effectiveness and failing to stimulate significant sustainable growth, combat the threat of deflation and reduce high levels of debt in some countries, combined with a lack of adequate action from national governments to promote growth through structural reforms, fiscal policy and investment expenditure.
- Major national elections in several European countries including France and Germany.
- A resurgence of the Eurozone sovereign debt crisis, including in Greece.
- Weak capitalisation of some European banks.
- Geopolitical risks in Europe, the Middle East and Asia, causing a significant increase in safe haven flows.
- UK economic growth and increases in inflation being weaker than anticipated.
- Weak growth or recession in the EU and US.

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates include:

- UK inflation rising to significantly higher levels than in the wider EU and in the US, causing an increase in the inflation premium in gilt yields.
- A rise in US Treasury yields as a result of Federal Reserve rate increases and rising inflation expectations in the USA, dragging UK gilt yields upwards.
- The pace and timing of increases in the Federal Reserve rate causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities.
- A downward revision to the UK's sovereign credit rating undermining investor confidence in holding sovereign debt (gilts).

Appendix 2

PERMITTED INVESTMENTS AND RISKS/CONTROLS/OBJECTIVES FOR EACH TYPE OF PERMITTED INVESTMENT

The Council approves the following forms of investment instrument for use as Permitted Investments:

	Minimum Credit Criteria	Liquidity Risk	Market Risk	Max % of Total Investments	Max. Maturity Period
Deposits					
Debt Management Agency Deposit Facility (DMADF)	---	Term	No	Unlimited	6 Months
Term Deposits – Local Authorities	---	Term	No	80%	2 Years
Call Accounts – Banks and Building Societies	Capita Colour Category GREEN	Instant	No	Unlimited	Call Facility
Notice Accounts – Banks and Building Societies	Capita Colour Category GREEN	Notice Period	No	50%	6 Months
Term Deposits – Banks and Building Societies	Capita Colour Category GREEN	Term	No	95%	2 Years
Deposits With Counterparties Currently In Receipt of Government Support / Ownership					
Call Accounts – UK Nationalised/ Part-Nationalised Banks	Capita Colour Category BLUE	Instant	No	Unlimited	Call Facility
Notice Accounts – UK Nationalised/ Part-Nationalised Banks	Capita Colour Category BLUE	Notice Period	No	50%	6 Months
Term Deposits – UK Nationalised/ Part-Nationalised Banks	Capita Colour Category BLUE	Term	No	95%	1 Year
Securities					
Certificates of Deposit – Banks and Building Societies	Capita Colour Category GREEN	See Note 1 Below	See Note 1 Below	80%	2 Years
Collective Investment Schemes structured as Open Ended Investment Companies (OEICs)					
Money Market Funds	AAAmmf with Fitch or equivalent with Moody's/Standard & Poors	See Note 2 Below	See Note 2 Below	50%	Call Facility

Notes:

1. The Liquidity Risk on a Certificate of Deposit is for the Term of the Deposit (if the Certificate is held to maturity) or the Next Banking Day (if sold prior to maturity). There is no Market Risk if the Certificate is held to maturity, only if the Certificate is sold prior to maturity (with an implied assumption that markets will not freeze up and so there will be a ready buyer).
2. The objective of Money Market Funds is to maintain the value of assets but such Funds hold assets that can vary in value. The credit ratings agencies, however, require the unit values to vary by almost zero.

Investments will only be made with banks/building societies that do not have a credit rating in their own right where the Council's treasury advisers have confirmed that any obligations of that bank/building society are guaranteed by another bank/building society with suitable ratings.

The Council will only use approved counterparties from the UK or from countries with a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent from other agencies if Fitch does not provide). Countries currently meeting this criterion include Australia, Canada, France, Germany, Sweden, the USA, and the UK.

Non-Treasury Investments

In addition to the table of treasury investments above, the definition of “investments” under the Investment Regulations includes the following items:

- “(a) All share holding, unit holding and bond holding, including those in a local authority owned company, is an investment.
- (b) Loans to a local authority company or other entity formed by a local authority to deliver services, is an investment.
- (c) Loans made to third parties are investments.
- (d) Loans made by a local authority to another authority or harbour authority using powers contained in Schedule 3, paragraph 10 or 11 of the Local Government (Scotland) Act 1975 are not investments.
- (e) Investment property is an investment.”

The Council approves items in categories (a), (b), (c), and (e) above as Permitted Investments as set-out below:

	Minimum Credit Criteria	Liquidity Risk	Market Risk	Max % of Total Investments	Max. Maturity Period
Non-Treasury Investments					
(a) Share holding, unit holding and bond holding, including those in a local authority owned company	Assessment would be made of company in which any holding was to be made	Period of holding	Yes	10%	Unlimited
(b) Loans to a local authority company or other entity formed by a local authority to deliver services	Assessment would be made of company or entity to which any loan was to be made	Period of loan	No	20%	Unlimited
(c) Loans made to third parties	Assessment would be made of third party to which any loan was to be made	Period of loan	No	25%	Unlimited
(e) Investment property	Assessment would be made of property to be held as investment property	Period of holding	Yes	10%	Unlimited

In relation to the above, Members should note that the Council is unlikely to become involved with category (a), has a loan under category (b) (to Inverclyde Leisure), will have loans to third parties under category (c) arising from decisions on such loans made by the Council, and may have investment property under category (e) should there be a reclassification, due to accounting rules, of individual properties held by the Council.

Permitted Investments – Common Good

The Common Good Fund’s permitted investments are approved as follows:

	Minimum Credit Criteria	Liquidity Risk	Market Risk	Max % of Total Investments	Max. Maturity Period
Funds deposited with Inverclyde Council	---	Instant	No	Unlimited	Unlimited
Share holding, unit holding and bond holding, including those in a local authority owned company	Assessment would be made of company in which any holding was to be made	Period of holding	Yes	10%	Unlimited
Investment property	Assessment would be made of property to be held as investment property	Period of holding	Yes	95%	Unlimited

Treasury Risks Arising From Permitted Instruments

All of the investment instruments in the above tables are subject to the following risks:

1. **Credit and counter-party risk**

This is the risk of failure by a counterparty (bank or building society) to meet its contractual obligations to the Council particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the Council's capital or current (revenue) resources. There are no counterparties where this risk is zero although AAA-rated organisations have a very high level of creditworthiness.

2. **Liquidity risk**

This is the risk that cash will not be available when it is needed. While it could be said that all counterparties are subject to at least a very small level of liquidity risk as credit risk can never be zero, in this document liquidity risk has been treated as whether or not instant access to cash can be obtained from each form of investment instrument. The column in the above tables headed as 'market risk' will show each investment instrument as being instant access, notice period i.e. money is available after the notice period (although it may also be available without notice but with a loss of interest), or term i.e. money is locked in until an agreed maturity date.

3. **Market risk**

This is the risk that, through adverse market fluctuations in the value of the principal sums that the Council borrows and invests, its stated treasury management policies and objectives are compromised, against which effects it has failed to protect itself adequately. However, some cash rich local authorities may positively want exposure to market risk e.g. those investing in investment instruments with a view to obtaining a long term increase in value.

4. **Interest rate risk**

This is the risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the Council's finances, against which the Council has failed to protect itself adequately. This authority has set limits for its fixed and variable rate exposure in its Prudential Indicators and Treasury Management Indicators in this report.

5. **Legal and regulatory risk**

This is the risk that the Council, or an organisation with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the Council suffers losses accordingly.

The risk exposure of various types of investment instrument can be summarised as:

- low risk = low rate of return
- higher risk = higher rate of return.

For liquidity, the position can be summarised as:

- high liquidity = low return
- low liquidity = higher returns.

Controls on Treasury Risks

1. **Credit and counter-party risk**

This Council has set minimum credit criteria to determine which counterparties and countries are of sufficiently high creditworthiness to be considered for investment purposes.

2. **Liquidity risk**

This Council undertakes cash flow forecasting to enable it to determine how long investments can be made for and how much can be invested.

3. **Market risk**

The only instruments that the Council may purchase that can have market risk are Certificates of Deposit. Although they have a market value that fluctuates, the market risk does not arise if the Certificates are retained until maturity - only if they were traded prior to maturity if the need arose.

4. Interest rate risk

This Council manages this risk by having a view of the future course of interest rates and then formulating a treasury management strategy accordingly which aims to maximise investment earnings consistent with control of risk or alternatively, seeks to minimise expenditure on interest costs on borrowing.

5. Legal and regulatory risk

This Council will not undertake any form of investing until it has ensured that it has all necessary powers and also complied with all regulations.

Unlimited Investments

Investment Regulation 24 states that an investment can be shown in the above Permitted Investments table as being 'unlimited' in terms of the maximum amount or percentage of the total portfolio that can be put into that type of investment. However, it also requires that an explanation must be given for using that category.

The authority has given the following types of investment an unlimited category:

1. Debt Management Agency Deposit Facility (DMADF)

This is considered to be the lowest risk form of investment available to local authorities as it is operated by the Debt Management Office which is part of H.M. Treasury i.e. the UK Government's high credit rating stands behind the DMADF. It is also a deposit account and avoids the complications of buying and holding Government issued treasury bills or gilts.

2. High Credit Worthiness Banks and Building Societies

See paragraphs 7.17 to 7.23 for an explanation of this authority's definition of high credit worthiness. While an unlimited amount of the investment portfolio may be put into banks and building societies with high credit worthiness, the authority will seek to ensure diversification of its portfolio with the following limits:

- Limit for any single institution (except Council's bankers): £15m
- Limit for Council's bankers (Bank of Scotland): £50m (or as approved by the Council or Committee)
- Limit for any one group of counterparties: £30m (£50m or as approved by the Council or Committee for the group including the Council's bankers).

3. Funds Deposited with Inverclyde Council (for Common Good funds)

This has been included so that, under the Permitted Investments, all funds belonging to the Common Good can be deposited with Inverclyde Council (and receive interest from the Council) rather than requiring the Common Good funds to be invested under separate Treasury Management arrangements.

Objectives of Each Type of Investment Instrument

Investment Regulation 25 requires an explanation of the objectives of every type of investment instrument which an authority approves as being 'permitted':

1. Deposits

The following forms of 'investments' are actually more accurately called deposits as cash is deposited in an account until an agreed maturity date, or until the end of an agreed notice period, or is held at call.

a) Debt Management Agency Deposit Facility (DMADF)

This offers the lowest risk form of investment available to local authorities as it is effectively an investment placed with the Government. It is also easy to use as it is a deposit account and avoids the complications of buying and holding Government issued treasury bills or gilts. As it is low risk it also earns low rates of interest. It is, however, very useful for authorities whose overriding priority is the avoidance of risk. The longest term deposit that can be made with the DMADF is 6 months.

b) Term deposits with high credit worthiness banks and building societies

See paragraphs 7.17 to 7.23 for an explanation of this authority's definition of high credit worthiness. This is the most widely used form of investing used by local authorities. It offers a much higher rate of return than the DMADF (dependent on term). The Council will seek to ensure diversification of its portfolio of deposits as practicable and as explained above. In addition, longer term deposits offer an opportunity to increase investment returns by locking in high rates ahead of an expected fall in the level of interest rates. At other times, longer term rates can offer good value when the markets incorrectly assess the speed and timing of interest rate increases. This form of investing therefore, offers a lot of flexibility and higher earnings than the DMADF. Where it is restricted is that once a longer term investment is made, that cash is locked in until the maturity date.

c) Notice accounts with high credit worthiness banks and building societies

The objectives are as for 1.b) above but there is access to cash after the agreed notice period (and sometimes access without giving notice but with loss of interest). This generally means accepting a lower rate of interest than that which could be earned from the same institution by making a term deposit.

d) Call accounts with high credit worthiness banks and building societies

The objectives are as for 1.b) above but there is instant access to recalling cash deposited. This generally means accepting a lower rate of interest than that which could be earned from the same institution by making a term deposit. Some use of call accounts is highly desirable to ensure that the authority has ready access to cash when needed to pay bills.

2. Deposits With Counterparties Currently In Receipt of Government Support/Ownership

These institutions offer another dimension of creditworthiness in terms of Government backing through either direct (partial or full) ownership or the banking support package. The view of this Council is that such backing makes these banks attractive institutions with whom to place deposits, and that will remain our view even if the UK sovereign rating were to be downgraded in the coming year.

a) Term deposits, notice accounts and call accounts with high credit worthiness banks which are fully or semi nationalised

As for 1.b), 1.c) and 1.d) above but Government ownership implies that the Government stands behind this bank and will be deeply committed to providing whatever support that may be required to ensure the continuity of that bank. This Council considers that this indicates a low and acceptable level of residual risk.

3. Securities

a) Certificates of Deposit

These are shorter term investments issued by deposit taking institutions (mainly banks) so they can be sold if the need arises. However, that liquidity (and flexibility) comes at a price so the interest rate on a Certificate of Deposit is less than placing a Fixed Term Deposit with the same bank.

4. Collective Investment Schemes structured as Open Ended Investment Companies (OEICs)

a) Money Market Funds (MMFs)

By definition, MMFs are AAA rated and are widely diversified, using many forms of money market securities including types which this authority does not currently have the expertise or risk appetite to hold directly. However, due to the high level of expertise of the fund managers and the huge amounts of money invested in MMFs, and the fact that the weighted average maturity (WAM) cannot exceed 60 days, MMFs offer a combination of high security, instant access to funds, high diversification and good rates of return compared to equivalent instant access facilities. They are particularly advantageous in falling interest rate environments as their 60 day WAM means they have locked in investments earning higher rates of interest than are currently available in the market. MMFs also help an authority to diversify its own portfolio as e.g. a £2m investment placed directly with HSBC is a 100% risk exposure to HSBC whereas £2m invested in a MMF may end up with say £10,000 being invested with HSBC through the MMF. For authorities particularly concerned with risk exposure to banks, MMFs offer an effective way of minimising risk exposure while still getting much better rates of return than available through the DMADF.

5. Non-Treasury Investments

b) Share holding, unit holding and bond holding, including those in a local authority owned company

The objectives for the holding of shares, units, or bonds (including those in a local authority owned company) will vary depending on whether the Council wishes to undertake actual investments in the market or has the holding as a result of a previous decision relating to the management or provision of Council services. This Council will not undertake investments in the market in shares, units, or bonds but may, if required, hold shares, units, or bonds arising from any decisions taken by the Council in relation to the management or provision of Council services.

c) Loans to a local authority company or other entity formed by a local authority to deliver services

Having established a company or other entity to deliver services, a local authority may wish to provide loan funding to assist the company or entity. Any such loan funding would be provided only after consideration of the reasons for the loan, the repayment period for the loan, and the likelihood that the loan would be able to be repaid by the company or entity. Such loan funding would be provided from Council Revenue Reserves rather than from borrowing.

d) Loans made to third parties

Such loans could be provided for a variety of reasons such as economic development or to assist local voluntary groups. Any such loan funding would be provided only after consideration of the reasons for the loan, the repayment period for the loan, and the likelihood that the loan would be able to be repaid by the third party concerned.

e) Investment property

An investment in property would give the Council exposure to risks such as market risk (movements in property prices), maintenance costs, tenants not paying their rent, leasing issues, etc. This Council does not undertake investments involving property but may have investment property should there be a reclassification, due to accounting rules, of individual properties held by the Council.

FORECASTS OF INVESTMENT BALANCES

Investment Regulation 31 requires the Council to provide forecasts for the level of investments for the next three years, in line with the time frame of the Council's capital investment programme. The following forecasts are for the next four years:

INVESTMENT FORECASTS	2017/18	2018/19	2019/20	2020/21
	Estimate	Estimate	Estimate	Estimate
	£000	£000	£000	£000
Cash balances managed in house				
1 April	40,000	19,590	12,519	13,883
31 March	19,590	12,519	13,883	13,123
Change in year	(20,410)	(7,071)	1,364	(760)
Average daily cash balances	29,795	16,055	13,201	13,503
Holdings of shares, bonds, units (includes authority owned company)				
1 April	2	2	2	2
Purchases	0	0	0	0
Sales	0	0	0	0
31 March	2	2	2	2
Loans to local authority company or other entity to deliver services				
1 April	602	564	525	484
Advances	0	0	0	0
Repayments	38	39	41	42
31 March	564	525	484	442
Loans made to third parties				
1 April	2,194	2,094	2,065	2,047
Advances	10	0	0	0
Repayments	110	29	18	1,283
31 March	2,094	2,065	2,047	764
Investment properties				
1 April	0	0	0	0
Purchases	0	0	0	0
Sales	0	0	0	0
31 March	0	0	0	0
TOTAL OF ALL INVESTMENTS				
1 April	42,798	22,250	15,111	16,416
31 March	22,250	15,111	16,416	14,331
Change in year	(20,548)	(7,139)	1,305	(2,085)

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

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

The "holdings of shares, bonds, units (includes authority owned company)" are for Common Good whilst the Investment properties includes Council property and Common Good property.

TREASURY MANAGEMENT
GLOSSARY OF TERMS

Affordable Capital Expenditure Limit

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

Authorised Limit for External Debt

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

Bail In

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

Bank of England

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

Bank Rate

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

Bank Recovery and Resolution Directive (BRRD)

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

Call Date

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

Capita

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

Capital Expenditure

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

Capital Financing Requirement

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

CDS Spread

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

Certificates of Deposit

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

CIPFA

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

Counterparty

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

Credit Ratings

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

The highest credit rating is AAA.

European Central Bank

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

Eurozone

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

Federal Reserve

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

Fixed Rate Funding/Investments

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

Fixed Term Deposit

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

Gilt Yields

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

Gilts

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

Gross Domestic Product

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

Inflation

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

Investment Regulations

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

LIBID

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

LIBOR

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

Liquidity

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

LOBO

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

Money Market Fund

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

MPC

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

Net Borrowing Requirement

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

Operational Boundary

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

Prudential Code

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

Prudential Indicators

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

PWLB

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

PWLB Certainty Rates

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

PWLB Rates

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

Quantitative Easing

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

Ratings

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

Ring Fencing

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

Security

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

Stress Tests

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

Treasury Management Code

This is the "Treasury Management in the Public Services: Code of Practice". It is produced by CIPFA and was last revised in November 2011.

Treasury Management Indicators

These are Prudential Indicators specifically relating to Treasury Management issues.

Treasury Management Practices (TMPs)

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

Variable Rate Funding/Investments

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

Yield

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

Report To: Policy and Resources Committee **Date:** 21 March 2017
Report By: Head of Inclusive Education, Culture and Corporate Policy **Report No:** PR/05/17/WB/KB
Contact Officer: Karen Barclay, Corporate Policy Officer **Contact No:** 01475 712065
Subject: SOLACE Improving Local Government Benchmarking Framework 2015/16

1.0 PURPOSE

1.1 The purpose of this report is to provide the Committee with details of the Local Government Benchmarking Framework (LGBF) 2015/16 data and to highlight Inverclyde’s performance across the range of indicators. Detailed information is provided in the Appendix.

Appendix

2.0 SUMMARY

2.1 On 27 January 2017, the Improvement Service released the LGBF 2015/16 figures; the information is available to view here: [Improvement Service - LGBF 2015/16](#) and here: [My Local Council - Inverclyde](#). Additionally, on 24 February 2017, the National Overview Report was published. This document provides information on how much local authorities spend on particular services, service performance and how satisfied people are with the major services provided by councils.

2.2 In line with public performance reporting requirements, it is proposed to publish the relevant information on the Council’s website: [Statutory Performance Indicators](#). The LGBF indicators will be displayed on this web page by 31 March 2017, together with all the indicators the Council is required to report on, per Audit Scotland’s Statutory Performance Indicators Direction 2015.

2.3 The LGBF indicators are grouped across seven service areas. The following table provides an overview of our 2015/16 performance:

	2015/16				Total
	1st quartile	2nd quartile	3rd quartile	4th quartile	
Children’s services	7	3	3	1	14
Corporate services	4	3	1	2	10
Adult social care	2	4	1	0	7
Culture and leisure services	2	3	2	1	8
Environmental services	4	3	4	3	14
Corporate assets	1	1	0	0	2
Economic development	2	1	0	1	4
Total	22	18	11	8	59
Total %	37.3	30.5	18.6	13.6	100

In 2015/16, Inverclyde Council ranked in the top two quartiles for 67.8% of our indicators, while under a fifth (18.6%) were in the third quartile and only 13.6% were positioned in the fourth quartile.

In 2014/15, we were positioned in the top two quartiles for just under half (49%) of our indicators, while 28.6% were in the third quartile and less than a quarter (22.4%) were positioned in the fourth quartile.

In 2013/14, we were placed in the top two quartiles for 55.6% of our indicators, while a fifth (20%) were in the third quartile and just under a quarter (24.4%) were in the fourth quartile.

- 2.4 Given the wide-ranging information outlined in this report, a briefing for Elected Members on the LGBF 2015/16 was arranged for 21 March 2017.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:

- a. notes that the LGBF 2015/16 data was published on 27 January 2017; and
- b. agrees that the information in the Appendix can be used to form the basis of the Council's public performance reporting on the LGBF 2015/16.

Wilma Bain

Corporate Director – Education, Communities and Organisational Development

4.0 BACKGROUND

4.1 The Society of Local Authority Chief Executives (SOLACE) 'Improving Local Government' initiative was developed to:

- support SOLACE to drive improvement in local government benchmarking;
- develop a comparative performance support framework for Scottish local authorities;
- support councils to target transformational change in areas of greatest impact: efficiency, costs, productivity and outcomes; and
- focus on the 'big ticket' areas of spend, plus corporate services.

4.2 When the LGBF indicators were developed, the key criteria was that they must be able to be collected on a comparable basis across the 32 Scottish councils. Each indicator also had to materially improve the cost information of service delivery on a comparative basis for major service areas, as well as corporate services.

4.3 At its meeting on 15 November 2016, the Policy and Resources Committee agreed to receive a report on the LGBF 2015/16 when the indicators had been published and analysed and the Council's performance in relation to other Scottish local authorities was known; this report fulfils that remit.

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4.4 In 2015/16, Inverclyde Council is reporting on 64 LGBF indicators (excluding housing). The measures are intended to act as a corporate 'can opener' i.e. they should help local authorities identify issues that merit further investigation, share good practice and drive forward improvement. Grouped under the following headings, the indicators' focus is on costs, outputs and customer satisfaction:

- Children's services
- Corporate services
- Adult social care
- Culture and leisure services
- Environmental services
- Corporate assets
- Economic development.

4.5 When interpreting the data, it is vital to remember that there will be legitimate variations in performance based on local policy choices, demographic profile, social and economic conditions and other local factors. A council's policies and priorities, its structure and business processes, together with service user expectations, will also have an impact. The performance achievements of local authorities may therefore be different, not because they are better or poorer performers, but because they may have different priorities for communities, demands and pressures are different or the local authority may simply operate in a different way.

4.6 Data on costs should be considered alongside outcome and performance data i.e. understanding the spend data in major service areas and the context that those services operate in and how those factors affect spend, for example, levels of deprivation.

4.7 The Improvement Service advise that, where councils have presented updated values for previous years, they have refreshed the data to reflect this. This may mean historical data presented in the 2015/16 Framework differs slightly from data presented in previous years. Additionally, it should be noted that Culture and Leisure cost measures are now presented as net cost rather than gross cost.

4.8 Information on the following indicators is expected in March 2017:

- CHN 8a: The gross cost of 'children looked after' in residential-based services per child per week
- CHN 8b: The gross cost of 'children looked after' in a community setting per child per week
- CHN 9: Balance of care for looked after children: % of children being looked after in the community
- CHN11: Proportion of pupils entering positive and sustained destinations.

In the meantime, comprehensive information on other children's services indicators is available from the Statutory and Key Performance Indicators Annual Report 2015/16 which was considered by the Policy and Resources Committee in November 2016.

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4.9 In 2014/15, the Council reported on 49 LGBF indicators while in 2015/16, we are reporting on 64 measures. The reasons for the change in the number of indicators are outlined in paragraphs 4.10-4.16.

4.10 In 2015/16, a number of new indicators were introduced to the Children's service section of the Framework:

- CHN12a: Overall average total tariff
- CHN12b: Average total tariff - SIMD Quintile 1
- CHN12c: Average total tariff - SIMD Quintile 2
- CHN12d: Average total tariff - SIMD Quintile 3
- CHN12e: Average total tariff - SIMD Quintile 4
- CHN12f: Average total tariff - SIMD Quintile 5.

The Improvement Service is working with the Association of Directors of Education in Scotland and others to improve and expand the suite of Children's measures. Therefore, the measures presented in the LGBF 2015/16 will be transitional with further changes/amendments to be introduced next year.

Additionally, information regarding the following measures now represents Leavers' achievement rather than being stage-based as reported on previously (historic data from 2011/12 onwards has been replaced):

- CHN4: % of Pupils gaining 5+ Awards at Level 5
- CHN5: % of Pupils gaining 5+ Awards at Level 6
- CHN6: % of Pupils from deprived areas gaining 5+ Awards at Level 5 (SIMD)
- CHN7: % of Pupils from deprived areas gaining 5+ Awards at Level 6 (SIMD).

The relevant information is included in the Children's services section of the Appendix.

4.11 The Improvement Service had re-introduced the following indicators to the Framework for 2014/15:

- Gross cost of waste collection per premises
- Gross cost per waste disposal per premises.

However, these two indicators were deleted from the 2015/16 Framework while the related 'net cost' measures were retained.

Additionally, the Improvement Service is liaising with the Society of Chief Officers of Transportation in Scotland and the Association for Public Service Excellence to replace the following measure with their data: ENV 4a - Cost of maintenance per kilometre of roads. However, the Improvement Service advise that they wish to carry out further work to provide robust time series data and, until this is available, they have liaised with the Directors of Finance Sub-Group to amend the current measure to include capital and revenue to provide a more meaningful measure of expenditure on roads.

The relevant information regarding the above indicators is included in the Environmental services section of the Appendix.

4.12 The Improvement Service had re-introduced the following indicator to the Framework 2014/15:

- Cost of trading standards and environmental health per 1,000 population.

However, the above indicator was deleted for 2015/16 while the separate cost measures for trading standards and environmental health were retained; again, the relevant information is included in the Environmental services section of the Appendix.

4.13 For the reporting year 2015/16, the following new measures were introduced to strengthen the Framework's coverage of economic development and planning:

- ECON 2: Cost per planning application
- ECON 3: Average time (in weeks) per commercial planning application
- ECON 4: % of Procurement spent on local small/medium enterprises
- ECON 5: Number of Business Gateway start-ups per 10,000 population.

The relevant information is included in the Economic development section of the Appendix.

4.14 Where an indicator is a measure of service cost, the principal data source is the Council's Local Financial Return (LFR) which we are required to submit to the Scottish Government. The Scottish Government then passes this information to the Improvement Service. Financial data is subsequently compared with service usage statistics to derive a unit cost. The LFR is used because it is regarded as the most robust current source of comparable data on council expenditure.

4.15 Finance Services' colleagues have highlighted the variations in methods that local authorities use to collect the data required for the LFR, given that this has implications for compiling and comparing data. This fact should be borne in mind when considering the data in the Appendix. To ensure councils are comparing like with like regarding cost, work is ongoing around the definitions of what should be included in each LFR category.

4.16 As in previous years, the following customer satisfaction indicators have been sourced from the Scottish Household Survey (SHS):

- % of Adults satisfied with local schools
- % of Adults satisfied with social care or social work services
- % of Adults satisfied with libraries
- % of Adults satisfied with parks and open spaces
- % of Adults satisfied with museums and galleries
- % of Adults satisfied with leisure facilities
- % of Adults satisfied with refuse collection
- % of Adults satisfied with street cleaning.

The SHS is currently the only source of comparable customer satisfaction information available for all Scottish local authorities. SOLACE and the Improvement Service recognised that there were issues with the data for the above indicators in terms of robustness and sample size. The satisfaction data drawn from the SHS is therefore now presented in three year rolled averages to deliver the required level of precision at a local level. By rolling the data across three years, the confidence interval for all figures is within 5.5%.

Additionally, the Council's Citizens' Panel comprises 1,000 local residents, with response rates of around 60% for each questionnaire. We therefore include similar questions around satisfaction with Council services in our Citizens' Panel surveys to allow us to gather comparable information from a source which has a larger sample size. Customer satisfaction information from Citizens' Panel questionnaires is included in the Appendix, as appropriate.

For the first time, the Improvement Service has included satisfaction measures from the Care and Experience Survey in this year's Framework in recognition that these provide more robust and reliable data regarding service user experience of social care. The relevant information is included in the Adult social care section of the Appendix.

5.0 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS 2015/16

5.1 Paragraphs 5.2-5.9 provide details of the national and local performance of the LGBF 2015/16. Further details are included in the Appendix.

5.2 In 2015/16, Inverclyde Council ranked in the top two quartiles for 67.8% of our indicators, while under a fifth (18.6%) were in the third quartile and only 13.6% were positioned in the fourth quartile.

In 2014/15, we were placed in the top two quartiles for just under half (49%) of our indicators, while 28.6% were in the third quartile and less than a quarter (22.4%) were positioned in the fourth quartile.

In 2013/14, we were positioned in the top two quartiles for 55.6% of our indicators, while a fifth (20%) were in the third quartile and just under a quarter (24.4%) were in the fourth quartile.

Between 2014/15 and 2015/16, our performance in the national rankings was:

Ranking improved	55.2%
Ranking maintained	8.6%
Ranking declined	36.2%.

It should be noted that, where the performance of an indicator has declined - i.e. our ranking in comparison to other Scottish local authorities has gone down - it is not necessarily a complete and accurate reflection of service delivery; for example:

- ENV 6: % of Total household waste arising that is recycled

Our recycling performance declined by 2.1% in 2015/16 which resulted in a decrease of four places in the national rankings. Despite this, however, we are fifth in the country for this measure and our performance is more than 10% above the Scottish average.

- ENV 7b: % of Adults satisfied with street cleaning

In 2013/16, Inverclyde's performance for the indicator was 78.67%, the same as the previous period. Despite maintaining our performance for this measure, our ranking reduced by one place to 11th. However, it should be noted that our score for this indicator is 5% higher than the national average.

Secondly, when the Council's figures are compared to the Scotland-wide figures, the results are:

Performance is above the national average	62.7%
Performance is below the national average	37.3%.

For completeness, analysis was carried out to establish how our figures for 2015/16 compared to our performance for the previous reporting year; the results are as follows:

Performance improved	63.8%
Performance maintained	5.2%
Performance declined	31%.

All the above figures exclude indicators that we do not have historical or 2015/16 information for, as well as one measure which had no activity in 2015/16.

5.3 Children's services

This section of the 2015/16 Framework comprises 14 indicators.

Despite real reductions nationally in the education budget since 2010/11, the number of pre-school and primary places in Scotland has increased by over 30,000 and measures of educational outcome continue to show positive progress, particularly for children from the most deprived areas.

In the past 12 months, there have been increases in real costs in pre-school, primary and secondary education, after year-on-year reductions in previous years. In pre-school, real unit costs have increased by 15.9%, reflecting the additional costs associated with new entitlements introduced in The Children and Young People (Scotland) Act 2014. In both primary and secondary education, the small increase in real costs in the past 12 months (1.1% and 1.8% respectively) may reflect access to additional monies such as The Attainment Challenge Fund.

Our cost per primary school pupil rose by 3.3% between 2014/15 and 2015/16. During the same period, our cost per secondary school pupil rose by 1.3%.

The national data on senior phase attainment shows a very strong improving trend which is replicated in Inverclyde where we saw an improvement between 2014/15 and 2015/16 in three of the four attainment measures for senior pupils while the fourth measure maintained its performance; we are also above the national average for two senior phase measures.

Nationally, satisfaction with schools has fallen for the third consecutive period, reducing from 81% in 2012/15 to 78% in 2013/16. Locally, however, there was a slight increase (1%) in our scoring for this measure. This improvement resulted in a seven place increase in our national ranking, taking us from the 2nd quartile to the 1st one. Inverclyde is also well above the Scottish average for satisfaction with local schools.

5.4 Corporate services

This section of the 2015/16 Framework comprises 10 indicators.

In relation to overall council corporate and support costs, these continue to account for only 5% of total gross revenue spend for local government across Scotland. There has been a 16.5% real terms decrease in costs of the democratic core per 1,000 population since 2010/11, including a 2.8% reduction the past 12 months.

Scotland-wide, the cost per dwelling of collecting Council Tax continues to reduce, falling by 30% since 2010/11, with the rate of reduction accelerating in recent years.

While our cost of collecting Council Tax rose slightly (by £0.42) in 2015/16, it is £4.46 less than five years ago.

Meanwhile, the national collection rate continues to show steady improvement, rising from 94.7% in the base year of 2010/11 to 95.66% in 2015/16. This positive trend is reflected locally where we saw an increase in our collection rate to 95.12% in 2015/16 which is the highest ever achieved by the Council.

Nationally, there has been continued improvement in relation to ensuring equal pay opportunities across genders, with an increase in the number of women in the top 5% earners in councils from 46.26% in 2010/11 to 51.89% in 2015/16. In 2015/16, Inverclyde Council also saw an increase (of 2.57%) in the highest paid 5% of employees that are women; this improvement resulted in our national ranking increasing by three places to 10th in Scotland.

On a national basis, the average number of days lost through sickness for both teachers and all other local government employees has fallen in the past 12 months (by 0.16 days and 0.17 days respectively). In 2015/16, the number of days lost due to sickness absence for Inverclyde teachers reduced, with last year's figure our lowest to date. The improved performance of this measure during the last reporting year resulted in a substantial increase in our national ranking – from 18th place to 6th – which took us from quartile three to quartile one for the first time.

In 2015/16, the number of days we lost due to sickness for all other employees also fell – by 1.63 days - resulting in an improvement of 14 places in our national ranking, which changed our placing from the 3rd quartile to the 1st one. We are also comfortably below the national average for both sickness absence measures.

5.5 Adult social care

This section of the 2015/16 Framework comprises seven indicators.

Nationally, the number of people receiving home care has decreased over time. In Inverclyde, the number of people receiving care at home also decreased slightly (by 3.19%) between 2014/15 and 2015/16.

Scotland-wide, self-directed support as a percentage of total social work spend on adults 18+ has grown steadily from 1.58% in 2010/11 to 6.65% in 2015/16. Locally, spend in this area was relatively steady between 2012/13 and 2014/15; it then quadrupled between 2014/15 and 2015/16, rising from 1.04% to 4.63%.

The Health and Social Care Partnership has concerns around the accuracy of a number of indicators in this section of the Framework. Officers have contacted the Improvement Service with the aim of resolving the matter.

5.6 Culture and leisure services

This section of the 2015/16 Framework comprises eight indicators.

Across culture and leisure services at a Scotland-wide level, costs per visit/attendance have significantly reduced since 2010/11. Inverclyde's cost per attendance at sport facilities rose in 2015/16 by £0.96. While we are comfortably below the Scottish average for this measure, our ranking decreased by 12 places to 16th which puts us in the second quartile. It should be noted, however, that costs are largely set in consultation with Inverclyde Leisure and are therefore not solely in the Council's control.

In contrast, our costs per library and museum visit both decreased between 2014/15 and 2015/16 which resulted in an improved ranking for both measures.

Nationally, public satisfaction rates for all culture and leisure facilities have fallen in the last 12 months. Locally, while there were very small decreases in the percentage of adults satisfied with leisure facilities, libraries and museums between 2012/15 and 2013/16, the number of adults satisfied with local parks and open spaces increased slightly during the same period. Additionally, our scorings for these measures are still very high, ranging from 80.67% (satisfaction with libraries) to 88% (satisfaction with leisure facilities).

5.7 Environmental services

This section of the 2015/16 Framework comprises 14 indicators.

While spending on environmental services reduced by 4% from 2010/11 to 2014/15, it has grown in the past 12 months by 3%. This is partly due to a 9% growth in waste disposal expenditure and a 5% growth in roads expenditure since 2014/15. There have been significant reductions in spend in street cleaning (-25% since the base year of 2010/11) although the rate of reduction has slowed in the past 12 months (-2%).

Nationally, recycling rates improved between 2014/15 and 2015/16. Inverclyde's recycling performance declined by 2.1% during the same period which resulted in a decrease of four places in the national rankings. However, we are fifth in the country for this measure and our performance is more than 10% above the Scottish average.

Scotland-wide, street cleanliness scores have reduced slightly in the past couple of years although they are still above 90%. Our overall cleanliness index score remained at 94% for the second consecutive year while our ranking improved by four places to 15th.

Nationally, public satisfaction rates for refuse collection and street cleaning have fallen slightly since 2014/15, by 0.33% and 0.66% respectively. In contrast, however, satisfaction with the local refuse collection service rose by 2% to 93% which is 10% above the national average. Meanwhile, in terms of the number of adults satisfied with street cleaning in Inverclyde, we maintained our score of 78.67% which is 5% above the national average.

5.8 Corporate assets

This section of the 2015/16 Framework comprises two indicators.

For the fifth consecutive year, we saw an improvement in both the proportion of Inverclyde's operational buildings that are suitable for their current use and the proportion of the internal floor area of our operational buildings that are in a satisfactory condition.

The proportion of operational buildings that are suitable for their current use has gone up by one place in the national ranking, keeping us in the first quartile. Additionally, Inverclyde's performance is also 10.4% above the national average for this measure.

For the indicator which measures the proportion of the internal floor area of our operational buildings that are in a satisfactory condition, our performance improved by 4.6% which in turn improved our ranking by seven places. Again, we are comfortably above the national average for this measure.

5.9 Economic development

This section of the 2015/16 Framework comprises five indicators.

Scotland-wide, while there was an increase in the number of unemployed people assisted into work from council funded/operated employability programmes between 2012/13 and 2014/15, this has reduced slightly in the past 12 months (from 14.4% in

2014/15 to 13.91% in 2015/16). Our performance for this measure also reduced during the same period (by 6%). While we retained our position in the first quartile, we dropped five places in the national rankings.

In planning services, costs rose slightly in the past 12 months from £4,251.10 per application to £4,832 per application. During the same period, however, the cost per planning application in Inverclyde decreased from £8,900 to £8,276. Our ranking also improved from 30th place to 27th due to an increase in the number of planning applications received during that financial year.

In parallel, nationally, the time taken to process commercial planning applications reduced by 13.6% between 2012/13 and 2014/15, before increasing slightly in the past year. In terms of indicator ECON 3: Average time (in weeks) per commercial planning application, the Improvement Service advise that 'blank spaces (in the spreadsheets) indicate that a local authority either does not provide the service or did not provide data for that indicator'. While Inverclyde Council clearly provides a commercial planning processing service, planning applications may have been categorised in different ways by Scottish local authorities. The Council will liaise with the Improvement Service to clearly establish what information is required to allow the data for this measure to be collated for future reporting years.

Nationally, the Business Gateway start-up rate reduced from 18.9% to 16.9% in the last year. Locally, however, we saw an increase of 0.3% for this measure in 2015/16. Our ranking subsequently increased by five places to 16th position which resulted in us moving into the second quartile.

6.0 IMPLICATIONS

6.1 Financial Implications - One off Costs

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

Financial Implications - Annually Recurring Costs/(Savings)

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

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

6.3 Legal: The Council is required to publish the LGBF indicators as part of its statutory obligation for public performance reporting.

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 Council Services were asked to verify the LGBF 2015/16 and provide commentaries regarding service performance.

8.0 CONCLUSION

- 8.1 Inverclyde Council's performance across the spectrum of indicators varies, depending on a variety of factors including deprivation levels, investment and policy decisions and population density. Each Council Service has considered the relevant indicators and will use them as part of the broader self-evaluation processes they undertake to inform future improvement planning.

9.0 LIST OF BACKGROUND PAPERS

- 9.1 Statutory and Key Performance Indicators Annual Report 2015/16 – report to the Policy and Resources Committee on 15 November 2016

SOLACE Improving Local Government Benchmarking Framework 2014/15 – report to the Policy and Resources Committee on 22 March 2016

SOLACE Improving Local Government Benchmarking Framework 2015/16

Inverclyde Council has a statutory duty to capture and record how well it performs in relation to a wide range of performance information.

The Council's performance regarding the Society of Local Authority Chief Executives Local Government Benchmarking Framework (LGBF) Indicators 2015/16, as set out in Audit Scotland's Statutory Performance Indicators (SPI) Direction 2015 under SPI 2, is presented in this Appendix.

The LGBF indicators provide details of the Council's performance across a range of areas compared to the Scottish average, together with our ranking in relation to the other 31 Scottish local authorities. Further information on the LGBF Indicators is available here: [🏠 Improvement Service - LGBF 2015/16](#) and here: [🏠 My Local Council - Inverclyde](#).

To find out more about the Council's performance, visit [🏠 Inverclyde Council's Performance](#).

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Children's services

		Change in rank 2014/15-2015/16	
Education costs			
CHN1	Cost per primary school pupil	●	↓ red - declined
CHN2	Cost per secondary school pupil	●	↔ amber - performance maintained
CHN3	Cost per pre-school education registration	●	↑ green - improved
Educational attainment by secondary school pupils			
CHN4	New definition: % of Pupils gaining 5+ Awards at Level 5	●	↓ red - declined
CHN5	New definition: % of Pupils gaining 5+ Awards at Level 6	●	↑ green - improved
CHN6	New definition: % of Pupils from deprived areas gaining 5+ Awards at Level 5 (SIMD)	●	↓ red - declined

SOLACE Improving Local Government Benchmarking Framework 2015/16

		Change in rank 2014/15-2015/16	
CHN7	New definition: % of Pupils from deprived areas gaining 5+ Awards at Level 6 (SIMD)		↑ green - improved
Looked after children costs			
CHN8a	Gross cost of 'children looked after' in residential-based services per child per week	details will be available in March 2017	
CHN8b	Gross cost of 'children looked after' in a community setting per child per week		
CHN9	Balance of care for looked after children - % of children being looked after in the community		
CHN10	% of Adults satisfied with local schools		↑ green - improved
CHN11	Proportion of pupils entering positive and sustained destinations	details will be available in March 2017	
Total tariffs			
CHN12a	New: Overall average total tariff		↑ green - improved
CHN12b	New: Average total tariff - SIMD Quintile 1		↑ green - improved
CHN12c	New: Average total tariff - SIMD Quintile 2		↓ red - declined

SOLACE Improving Local Government Benchmarking Framework 2015/16

		Change in rank 2014/15-2015/16	
CHN12d	New: Average total tariff - SIMD Quintile 3	●	↓ red - declined
CHN12e	New: Average total tariff - SIMD Quintile 4	●	↑ green - improved
CHN12f	New: Average total tariff - SIMD Quintile 5	●	↑ green - improved

**Children's services:
18 indicators**



SOLACE Improving Local Government Benchmarking Framework 2015/16

There are several indicators regarding education costs that should be considered together:

- CHN1** Cost per primary school pupil
- CHN2** Cost per secondary school pupil
- CHN3** Cost per pre-school education registration

CHN1: Cost per primary school pupil							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
4,598.72	13th	4,733.06	2nd	↓3 places (10th)	4,453.47	4,278.44	4,279.48

CHN2: Cost per secondary school pupil							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
6,793.38	19th	6,736.84	3rd	↔ no change	6,705.30	6,357.92	6,252.12

CHN3: Cost per pre-school education registration							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
5,311.29	31st	3,853.71	4th	↑1 place (32nd)	4,866.86	4,521.71	4,922.71

SOLACE Improving Local Government Benchmarking Framework 2015/16

What the data tells us:

The data shows that our cost per primary school pupil increased slightly in 2015/16 which resulted in our ranking decreasing by three places to 10th. However, our figure is below the national average. The range for this indicator is £4,052.03-£8,380.77 (Clackmannanshire and Orkney Islands respectively).

There was also a very small increase in the costs per secondary school, putting us slightly higher than the Scottish average. Our ranking is unchanged at 19th. The range for this indicator is £5,767.41-£11,668.74 (Renfrewshire and Orkney Islands respectively).

Our costs per pre-school place rose in 2015/16 by £444.43, meaning we are the second most expensive local authority in Scotland for pre-school registration. The range for this indicator is £2,367.44-£5,408.58 (Moray and Eilean Siar respectively).

Contextual information:

In 2011/12, the Council reclassified the costs relating to additional support needs (ASN) staff. All ASN support staff costs were centralised under ASN schools when the structure of Education changed; prior to this, the costs were recorded against primary and secondary schools. Following reclassification, costs per primary school and secondary school fell, whilst there was a corresponding increase in ASN costs of 27%. School amalgamations have also taken place, which would also have an impact on the costs per pupil. The Council has completed the renewal and refurbishment of the entire secondary and ASN estate with the primary school refurbishment programme ongoing.

Costs per pre-school registration place can change each year depending on the uptake of pre-school education, while the staff costs remain relatively fixed. The following table shows how the expenditure costs and uptake of places has changed between 2010/11 and 2015/16:

Year	Expenditure	Places	Cost per place
2010/11	£6,963,000	1,390 places	£5,009
2011/12	£6,084,000	1,450 places	£4,196
2012/13	£6,276,000	1,268 places	£4,949
2013/14	£6,384,000	1,412 places	£4,521

SOLACE Improving Local Government Benchmarking Framework 2015/16

2014/15	£7,000,000	1,432 places	£4,888
2015/16	£7,594,000	1,560 places	£4,868

Best Value is continually being monitored; for example, the Council has changed some 52-week establishments to term-time establishments to maintain cost effectiveness. The costs relating to ASN are recorded against the Early Years budget which is different from Primary and Secondary budgets. Additionally, posts such as Family Support Workers and Bus Escorts are also recorded against the Early Years budget. It should also be noted that, in Inverclyde, Early Years Education and Childcare Officers are paid at a higher rate than neighbouring local authorities. Finally, the historic £400,000 underspend also inflates the cost per place; this underspend relates to the admissions process and is being corrected in 2016/17.

Inverclyde Council continues to monitor take up of places in establishments to maintain cost effectiveness. Children are admitted at different times throughout the year, as per legislation. Staffing was adjusted in June 2016 to more closely reflect this pattern. The Council has a high level of provision for children aged 0-2 years; staffing ratios for this age group are significantly different from those for 3-5 year olds. Not all local authorities have pre-3 services. The costs will be higher for councils that have 0-2 years services at a 1:3 ratio (as opposed to a 1:8 ratio in 3-5 years work). Early Years also provide a range of services to complement mainstream provision; these include services for children with ASN, family support services and out of school provision.

Next steps:

Early Years continues to be a strategic priority within the Early Years Collaborative. The Council is also planning ahead for the significant expansion of hours in August 2020. Policy direction is in investment/early intervention and in resource heavy areas. This will not lower per placement costs.

SOLACE Improving Local Government Benchmarking Framework 2015/16

There are a number of indicators regarding educational attainment by secondary school pupils that should be considered together:

- CHN4** New definition: % of Pupils gaining 5+ Awards at Level 5
CHN5 New definition: % of Pupils gaining 5+ Awards at Level 6
CHN6 New definition: % of Pupils from deprived areas gaining 5+ Awards at Level 5 (SIMD)
CHN7 New definition: % of Pupils from deprived areas gaining 5+ Awards at Level 6 (SIMD)

CHN4: % of Pupils gaining 5+ Awards at Level 5							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
57	22nd	59	3rd	↓2 places (20th)	55	53	54

CHN5: % of Pupils gaining 5+ Awards at Level 6							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
30	21st	33	3rd	↑4 places (25th)	27	24	27

CHN6: New: % of Pupils from deprived areas gaining 5+ Awards at Level 5 (SIMD)							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
41	8th	39	1st	↓3 places (5th)	41	32	36

SOLACE Improving Local Government Benchmarking Framework 2015/16

CHN7: % of Pupils from deprived areas gaining 5+ Awards at Level 6 (SIMD)							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
16	8th	15	1st	↑8 places (16th)	12	12	13

What the data tells us:

In 2015/16, there was an increase in the number of pupils who gained 5+ Awards at Level 5 and at Level 6 (2% and 3% respectively). Despite the improvement in the performance of the first measure, our ranking decreased by two places from 20th to 22nd. The range for this indicator is 48%-82% (Glasgow City and East Renfrewshire respectively). Our ranking for the percentage of pupils gaining 5+ Awards at Level 6 improved by four places from 25th to 21st, taking us from the 4th to the 3rd quartile for this measure. The range for this indicator is 23%-62% (Glasgow City and East Renfrewshire respectively).

The number of pupils from deprived areas gaining 5+ Awards at Level 5 remained at 41% for the second year in a row; this means we are 2% above the Scottish average figure of 39%. Despite our ranking for this measure dropping from 5th place to 8th place, we retained our position in the first quartile. In 2015/16, we saw an improvement of 4% in the number of pupils from deprived areas gaining 5+ Awards at Level 6; this resulted in our ranking increasing from 16th to 8th which takes us into the first quartile for this measure.

Contextual information:

The attainment of our young people is a fundamental, ongoing priority for Inverclyde Council. Below the high level indicators, there are additional priority areas for our local attention in attainment (i.e. attainment of looked after young people). Differentiations exist year-on-year with such measures as cohorts differ in ability levels. Detailed local analysis at school/stage level has identified areas and subjects where additional support is required to build on the previous results at Standard Grade. Performance in this area is both monitored and benchmarked.

It should be noted that for these measures – and indeed every educational attainment measure - the Council outperforms its 'virtual comparators'. Our virtual comparators comprise pupils from schools in other local authorities who have similar characteristics to the pupils in Inverclyde schools. The virtual comparator is a measure where, for every one pupil in our statistics, information is gathered relating to 10 similarly attaining students from across Scotland. For example, a school subject taken by 35 students would be compared to 350 pupils of similar ability. Therefore, to outperform our virtual comparators is a good measure of how well the Council is performing against a much larger group of students. Further, the process allows us to see how our pupils' performance compares to a similar group of pupils from across the country; it also helps us undertake self-evaluation and improvement activities.

SOLACE Improving Local Government Benchmarking Framework 2015/16

Inverclyde consistently performs well in terms of educational attainment, given the socio-economic context of the area. We have a high percentage of children living in Scottish Index of Multiple Deprivation (SIMD) areas, however, Inverclyde continues to perform well in comparison to other local authorities.

Allocation of support staff in schools is now done on the basis of a weighted, multi-variable analysis, to ensure that, across a number of relevant factors, support is placed where there is greatest need. The SIMD is a significantly weighted factor in this exercise.

SIMD analysis is now interrogated via the Council's Insight ICT system, alongside SIMD profiling of school populations.

Next steps:

Benchmarking takes place nationally and with our virtual comparators, using Insight.

Establish benchmarking and measures of attainment/achievement in the context of National Qualifications.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

CHN10 % of Adults satisfied with local schools

CHN10: % of Adults satisfied with local schools						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
87.3	4th	78	1st	↑7 places (11th)	86.3	83.3

What the data tells us:

The data is sourced from the Scottish Household Survey and shows that there has been a slight increase (1%) in the satisfaction level with schools in Inverclyde. This improvement resulted in a seven place increase in our national ranking, taking us from the 2nd quartile to the 1st quartile for this measure. Inverclyde is also well above the Scottish average for satisfaction with local schools.

Contextual information:

Inverclyde Council has a £270 million schools programme which is delivering new and refurbished schools across the entire school estate. Our schools have received praise at a national and international level, for example:

- the Scottish Government included two Inverclyde new build schools – Newark Primary and Inverclyde Academy - on their School Estate Project Case Study material, highlighting these as good practice;
- Newark Primary School was shortlisted for the Scottish Design Awards 2008 for Best Public Building;
- Inverclyde Academy was the first UK school to have a 50kw wind turbine to help reduce energy costs and CO2 emissions. The Scottish Government praised the school for good practice in consultation and its innovative design;

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

- the architects of Inverclyde Academy won two prizes in the International Green Apple Awards – National Gold Winner Scotland 2009 and Scottish National Green Champion 2009;
- Notre Dame High School was a regional finalist in the 2012 Civic Trust Awards;
- Binnie Street Children’s Centre was nominated in the Conservation category of the Glasgow Institute of Architects Design Awards 2012; and
- the Port Glasgow Community Campus received a commendation as part of the 2015 Civic Trust Awards.

We also measure how satisfied Inverclyde citizens are with Council services through our Citizens’ Panel surveys. The question about satisfaction with local schools was last asked in the Panel survey carried out in Spring 2015. The results showed that education and schools ranked in the top four of Council services.

Next steps:

The Council has completed the renewal and refurbishment of the entire secondary and ASN estate with the primary school refurbishment programme ongoing. Proposals for the acceleration of the remaining primary school projects and works across the early years estate were agreed as part of the Council’s 2016 budget-setting process to allow completion of the programme by 2020. This programme of works, combined with the closure of a significant number of poor quality buildings, has resulted in a significant improvement in the condition, suitability and sufficiency of the school estate. As this progresses, we would expect satisfaction with the schools estate to continue to increase.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

CHN11: Proportion of pupils entering positive and sustained destinations

CHN11: Proportion of pupils entering positive and sustained destinations (initial)							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
details will be available in March 2017					94.3	94	94.9

What the data tells us:

In 2014/15, there were 793 school leavers in Inverclyde, three less than in 2013/14. The data shows that there was a small increase (0.3%) in the number of Inverclyde pupils who entered a positive and sustained destination (for example, further or higher education, employment or training) after leaving school. Inverclyde remains one of the best performing authorities in Scotland; despite this, we dropped three places in the national ranking. However, it should be noted that our figure for this measure remains above the Scottish average which has increased year-on-year as authorities become better at assisting their school leavers into positive destinations. The range for this indicator is 89.4%-96.7% (West Dunbartonshire and East Dunbartonshire respectively).

Contextual information:

This is a priority improvement area for the Council. In 2003, Inverclyde ranked 31 out of 32 authorities for positive and sustained destinations and improvements have been achieved since then. 2014/15 was the sixth consecutive year in which Inverclyde's School Leaver Destination Result (SLDR) statistics once again showed no 'unknown' young people (now referred to as 'not known'). This means that all school leavers are known to Skills Development Scotland (SDS), who will continue to track and provide further support to them. We are the only local authority area in Scotland to have reported no 'unknowns' in all SLDR exercises and in all SLDR follow-up exercises since 2009/10.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Inverclyde Council SLDR 2014/15 (Initial destination percentages)											
School	Total Leavers	Higher Education (%)	Further Education (%)	Training (%)	Employment (%)	Voluntary Work (%)	Activity Agreements (%)	Unemployed Seeking (%)	Unemployed Not Seeking (%)	Unknown (%)	Total Positive (%)
Inverclyde Council	793	36.8	30.0	3.8	23.1	0.1	0.5	4.9	0.8	0.0	94.3
Scotland	53,836	38.3	27.8	3.8	21.7	0.4	0.9	5.4	1.1	0.5	92.9
Difference LA to Scotland		-1.5	2.2	0.0	1.4	-0.3	-0.4	-0.5	-0.3	-0.5	1.4

The success and improvement achieved in this measure is rooted firmly in successful partnership working and the establishment, then maintenance, of relationships and processes that facilitate effective working between partners in support of young people. In 2013/14 and 2014/15, support was provided by the Council's Street Mediators and Community Warden service which assisted Education Services and SDS not only to find everyone, but to draw alongside a number of young people who indicated that they were not yet in positive destinations and provide them with support to help them take up opportunities they were previously unaware of.

In 2014/15, the percentage of leavers who are 'unemployed seeking' is 4.9%, 0.5% lower than in 2013/14, this is still 0.5% lower than the national average.

In 2013, Inverclyde Council won an Association for Public Service Excellence award for its successful partnership working and the results achieved regarding positive school leaver destinations.

Next steps:

2014 saw the introduction by the Scottish Government of Insight, a new online tool for secondary schools and local authorities to benchmark and improve the performance of pupils in the senior phase. Insight uses the school leaver destinations provided by SDS to the Scottish Government Education Analytical Services Division which uses a slightly different methodology for defining which school leavers Insight includes within its measured school leaver cohort.

For the transitional year in 2014, SDS used the same reporting methodology as previous years. By retaining this, they were able to report in a consistent method, familiar to users of their reports, and to provide year-to-year trend analysis on a like-for-like basis which was then used in the LGBF.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

During the transitional phase, it is important that users of the SLDR are aware that when data about leavers was released on Insight in February 2015, and published by the Scottish Government in June 2015, there were differences in the data, arising from the differences in the methodology used to define who is a school leaver. These changes are anticipated to be minor at a national level, although individual schools may see greater variations depending on the effects of the changes made by Insight to their definition of the leaver cohort.

A new experimental national measure, the Youth Participation Measure, is currently under review following the new development with the first report issued in August 2015 (the measurement date was April 2015) and the second annual report issued in August 2016. We are awaiting confirmation that the SLDR's current format will be the last and that the new reporting format will be issued in due course and will form part of the statistical publication schedule for the Scottish Government.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

There are a number of indicators regarding total tariffs that should be considered together:

- CHN12a** **New:** Overall average total tariff
- CHN12b** **New:** Average total tariff - SIMD Quintile 1
- CHN12c** **New:** Average total tariff - SIMD Quintile 2
- CHN12d** **New:** Average total tariff - SIMD Quintile 3
- CHN12e** **New:** Average total tariff - SIMD Quintile 4
- CHN12f** **New:** Average total tariff - SIMD Quintile 5

CHN12a New: Overall average total tariff							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
888.55	12th	875.23	2nd	↑6 places (18th)	836.76	770.8	814.51

CHN12b New: Average total tariff - SIMD Quintile 1							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
681	3rd	600	1st	↑3 places (6th)	623	559	580

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

CHN12c New: Average total tariff - SIMD Quintile 2							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
843	6th	739	1st	↓2 places (4th)	820	675	716

CHN12d New: Average total tariff - SIMD Quintile 3							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
923	10th	862	2nd	↓3 places (7th)	920	903	986

CHN12e New: Average total tariff - SIMD Quintile 4							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
1,140	3rd	997	1st	↑2 places (5th)	1,080	1,105	1,074

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

CHN12f	New: Average total tariff - SIMD Quintile 5						
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
1,346	3rd	1,195	1st	↑3 places (6th)	1,232	1,211	1,279

What the data tells us:

The total tariff indicators were introduced to the LGBF in 2015/16. While these measures are new for this year, historical information from 2012/13 onwards is also available.

Contextual information:







This suite of measures shows the average tariff scores for pupils, based on their SIMD quintile. From these results, we can see that Inverclyde's pupils, regardless of where they live, are achieving high levels of qualifications. In terms of indicator CHN12a, which measures our overall tariff score, our performance has improved by six places between 2014/15 and 2015/16; this takes us from the 3rd quartile to the 2nd one for this measure.

Next steps:

These measures are key to closing the attainment gap. Inverclyde's results are very strong in terms of the relative attainment of our pupils when they are compared to young people across the country who live in similar areas. However, the Insight analysis used for national and local benchmarking routinely shows that young people's attainment (their average tariffs scores) are lower in more deprived areas. The less deprived a young person is, the higher their attainment is likely to be. This is something that we hope to address as we seek to close the attainment gap - raising attainment for all, but removing the expectation that pupils are less likely to achieve if they live in deprived areas.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Corporate services

		Change in rank 2014/15-2015/16	
CORP 1	Support services as a % of total gross expenditure		↔ amber - performance maintained
CORP 2	Cost of democratic core per 1,000 population		↔ amber - performance maintained
CORP 3b	Equal opportunities: % of the highest paid 5% employees that are women		↑ green - improved
CORP 3c	New: The gender pay gap	details only available from 2015/16	
CORP 4	Council Tax: the cost per dwelling of collecting Council Tax		↓ red - declined
CORP 5b2	Domestic noise complaints: the average time in hours between the time of the complaint and attendance on site, for those requiring attendance on site		↑ green - improved
CORP 6a	Sickness absence: the average number of working days per employee lost through sickness absence – teachers		↑ green – improved

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

CORP 6b	Sickness absence: the average number of working days per employee lost through sickness absence – all other employees	●	↑ green - improved
CORP 7	Council Tax: % of income due from Council Tax received by the end of the year	●	↓ red - declined
CORP 8	Payment of invoices: % of invoices sampled that were paid within 30 days	●	↓ red - declined

Corporate services:
10 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

CORP 1 Support services as a % of total gross expenditure

CORP 2 Cost of democratic core per 1,000 population

CORP 1: Support services as a % of total gross expenditure							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
2.9	2nd	5.4	1st	↔ no change	3	3.1	3

CORP 2: Cost of democratic core per 1,000 population							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
28,352.20	13th	29,980.64	2nd	↔ no change	28,637.62	28,003.98	29,995.04

What the data tells us:

For the third consecutive year, Inverclyde had the second lowest central support costs as a percentage of total gross expenditure. Our central support costs reduced very slightly (0.1%) between 2014/15 and 2015/16; this means we are 2.5% below the Scottish average for this measure. Our ranking is unchanged. The range for this indicator is 2.5%-10.2% (North Ayrshire and Edinburgh City respectively).

Our core democratic costs per 1,000 population also reduced in 2015/16 (by £285.42). Our figure is comfortably below the Scottish average while our ranking remained the same. The range for this indicator is £12,490.39-£152,699.58 (North Lanarkshire and Orkney Islands respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Contextual information:

Central support costs: Central support costs are classed as overhead costs for services such as ICT, HR, Legal and Finance. An efficient organisation aims to keep overheads to a minimum. However, we have been working to clarify how the financial information is captured to provide a consistent approach and enable comparisons to be more meaningful. Benchmarking takes place in support areas such as CIPFA accountancy benchmarking and the Society of IT Managers.

Core democratic costs: These costs are viewed as overhead costs for supporting the democratic process within the Council. The costs include the proportion of officers' time spent specifically supporting the democratic process, for example, preparing for and attending meetings, presentations and civic occasions. The costs also include Elected Members' salaries, allowances and support costs. A lower cost arguably reflects a more efficient democratic process within the organisation.

Next steps:

We will continue to look for ways to improve efficiency in our support services as part of ongoing self-evaluation and continuous improvement with the aim of reducing overheads overall.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

There are two equal opportunities indicators that should be considered together:

CORP 3b Equal opportunities policy: % of the highest paid 5% employees that are women

CORP 3c New: The gender pay gap

CORP 3b: Equal opportunities policy: % of the highest paid 5% employees that are women							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
53.2	10th	51.89	2nd	↑3 places (13th)	50.63	50	46.99

CORP 3c: New: The gender pay gap							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
10.89	31st	4.98	4th	new indicator for 2015/16			

What the data tells us:

The data shows that the number of employees in the highest 5% of earners that are female increased by 2.57% in 2015/16; our ranking subsequently increased by three places to 10th in Scotland. The number of female employees at Inverclyde Council that are in the highest 5% of earners is 1.31% above the national average. The range for this indicator is 23.02%-61.01% (Shetland and Aberdeenshire respectively).

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

The second equal opportunities indicator was introduced by the Improvement Service in 2015/16 to provide a broader view of the gender pay balance across all employees in councils, as well as a better representation of the progress Scottish local authorities are making in improving equality outcomes. Ultimately, this measure will replace indicator CORP 3b; in the meantime, however, during the transition period, the data for both measures is still required to be reported to the Improvement Service.

A gender pay gap continues to exist due to the gender make up of key occupational groups. In particular, lower paid jobs such as catering, cleaning and home care predominantly comprise part-time female groups. Councils who have outsourced these groups to external organisations are likely to record a far lower gender pay gap as a result. The key measure for the Council is that we pay equal pay for work of equal value and this is assured through the robust implementation of the Scottish Joint Council's Job Evaluation Scheme in partnership with the trade unions. In addition, independent equality impact assessments are carried out on our pay and grading structure to ensure it meets equality standards and is non-discriminatory. Key to reducing the gender pay gap will be achieving a more even gender split across some of the key employee groups mentioned above and continuing to ensure women are encouraged and developed into senior roles.


Contextual information:

In 2015/16, there were 203 employees in the top 5% of earners at Inverclyde Council; of these, 108 were female. This information is drawn directly from the Council's electronic HR/Payroll management system.

The Council has robust equality management procedures in place. In addition, recruitment and selection procedures are equality impact-assessed to ensure that equality standards are met. Recruitment and selection procedures are also subject to rigorous re-evaluation at regular intervals to ensure equality standards are maintained.

The gender split of Council employees is 74% female to 26% male. There is a disproportionate number of women working for the Council compared to the wider population of Inverclyde, which is 52% female and 48% male. There continues to be occupational segregation at the Council (as occurs across the country) with more women in primary teaching, caring posts, cleaning and catering posts.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

To find out more about the Council's work around equality and diversity, visit:  [Equality and diversity](#).

Next steps:

The Council's Equalities Officer works with Council Services to further embed equalities within the day-to-day activities of the Council. The Equalities Officer delivers face-to-face training across Council Services, bringing in outside organisations, where appropriate. Online training is currently being developed around Hate Crime and recruitment and selection procedures have recently been reviewed with a great emphasis placed on equality and diversity. Targeted guidance for Council Services is also being developed to assist particular service areas to respond to changes to legislation etc. Equality training is promoted among managers and employees and an e-learning equality module is available, together with short modules on each protected characteristic.

Further assessment will be undertaken on the split by gender of grades/salary, access to training opportunities and progression within the Council, to help to establish what is happening regarding occupational segregation and identify ways to tackle it.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

There are two indicators regarding Council Tax that should be considered together:

CORP 4 Council Tax: the cost per dwelling of collecting Council Tax

CORP 7 Council Tax: % of income due from Council Tax received by the end of the year

CORP 4: Council Tax: the cost per dwelling of collecting Council Tax							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
12.15	25th	10.34	4th	↓3 places (22nd)	11.73	14.05	15.47

CORP 7: Council Tax: % of income due from Council Tax received by the end of the year							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
95.12	23rd	95.66	3rd	↓1 place (22nd)	94.8	94.51	94.18

What the data tells us:

Cost per dwelling of collecting Council Tax: While the cost per dwelling of collecting Council Tax increased in 2015/16 by £0.42, £0.26 can be attributed to a one-off performance payment from Scottish Water in 2014/15 of £10,000. Central support charges have increased by £11,000 and this is out with our control; this, combined with increased employee costs, has contributed to the increase. In terms of comparison with other councils, as stated in previous years, this figure is not a true comparison as different local authorities include/exclude different factors which reduce their costs. It should also be noted that our cost per dwelling is still £1.90 less than two years ago and £4.46 less than five years ago.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

The costs for this indicator range from £3.65 in Fife to £24.98 in Eilean Siar. The cost is fairly reflective in terms of the level of resource required to collect Council Tax, particularly due to the demographics in the Inverclyde area combined with the high Benefit caseload.

Percentage Council Tax collected: The percentage of income from Council Tax received by the end of the year increased very slightly (by 0.32%) and was the highest ever achieved by the Council. Although our ranking reduced by one place to 23rd position, we retained our position in the third quartile. The range for this indicator is very small: 93.59% in Dundee City to 98.53% in Perth and Kinross. This indicates that all councils have a similar percentage for this indicator, with only a 4.94% difference between the best and poorest performing local authorities.

Contextual information:

Cost per dwelling of collecting Council Tax: This is a key area for the Council as it involves revenue so we have to measure the collection levels against the cost. The cost of collection represents just 2.2% of the revenue collected. Due to the demographics of the area, officers need to ensure that the Debt Recovery Team is appropriately staffed. Whilst reductions in cost would reduce the cost per dwelling, it would likely have a far greater detrimental effect on revenue.

Cost per dwelling of Council Tax collection is a very small area of cost and savings have already been achieved. It is felt that it is not practical to reduce costs further. The Finance Service is confident that the indicator in relation to Inverclyde is accurate and has shown real term reductions in costs over the last few years.

Inverclyde Council's position in the rankings reduced for both Council Tax measures. However, as stated in previous years, it remains difficult to see how some councils can have such significantly lower costs. One possible explanation is that not all local authorities are submitting the same detail of costs. For example, if we did not count management costs and central support allocation then our costs would dramatically reduce. Therefore, there requires to be more inspection of the detail behind each council's calculation to ensure a like-for-like comparison is made.

This is an indicator which is reviewed annually by the Directors of Finance and the consistency of reporting costs has been a matter of concern with the Chief Financial Officer and has been raised, but not resolved, amongst his peers.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

While there is no formal benchmarking, the Directors of Finance statutory performance indicators are looked at each year and the Finance Service continually looks at best practice and reviews what areas are being charged to this measure. This area is therefore under constant review.

Percentage of Council Tax income received by end of year: This is an area that is constantly monitored and has been reported in the Corporate Directorate Improvement Plan 2016/19 progress reports. Whilst there is no formal benchmarking, the Chief Financial Officer receives monthly briefings on this area of performance which has been benchmarked since 1993. Performance is regularly reviewed with the Council's debt management partner. A good practice guide issued by the Directors of Finance has been reviewed to identify areas of possible improvement. Previous detailed comparison with a number of councils with higher overall collection shows that Inverclyde out-performs these local authorities on a Band-by-Band basis and that housing tenure/values are a key influence on this measure.

It should also be noted that some local authorities report Council Tax collection levels using a methodology which inflates collection levels by 1-2% due to the way water and sewerage monies are allocated. While this is a truer way of reporting, if Inverclyde Council was to report in this way, we would show a higher collection figure. The Council's Chief Financial Officer continues not to adopt this approach in order to be consistent with prior years.

Despite the continuing difficult economic climate, in-year Council Tax collections rose by 0.32%. This is testament to the hard work and commitment of the Council's revenue services and effective partnership working with the Council's debt management partner.

Inverclyde was involved in the pilot scheme for water deductions with the Department of Work and Pensions. The scheme proved to be successful and is now available for all Scottish councils to participate in.

Performance is consistently under review and fresh initiatives implemented where it is identified that collection levels could be improved. Finally, the current economic climate continues to make the collection of Council Tax a difficult task.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Next steps:

The cost of collecting Council Tax is reviewed annually through Directors of Finance performance indicators. There is also ongoing monitoring to ensure efficiencies in processes are in place to drive costs down.

In terms of Council Tax collection rates, despite being fairly resource intensive, participation in the Water Direct Scheme with the Department of Work and Pensions will continue. This measure is monitored on a monthly basis. We will also continue to monitor and review performance and look for ways to maximise Council Tax income while keeping costs down.

Both indicators are monitored and reported on via the Corporate Directorate Improvement Plan 2016/19 progress reports.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

CORP 5b2 Domestic noise complaints: the average time in hours between the time of the complaint and attendance on site, for those requiring attendance on site

CORP 5: Domestic noise complaints: the average time in hours between the time of the complaint and attendance on site, for those requiring attendance on site							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
1.43	12th	70.3	2nd	↑2 places (14th)	2.2	0.7	16.6

What the data tells us:

The data shows that the time taken to attend on site for a noise complaint, for those complaints that required attendance on site, reduced in 2015/16 from 2.2 hours to 1.43 hours. This resulted in our ranking improving by two places which meant we retained our position in the second quartile. Our performance is still well below the national average of 70.3 hours and indeed that of the poorest performing council's figure. The range for this indicator is 0.37 hours-988.7 hours (East Renfrewshire and Orkney Islands respectively); the widely differing nature of out of hours services provided by local authorities accounts for this range.

Contextual information:

Changes were made to the way this performance indicator was recorded in 2013/14. Previously, the indicator was inflated by our inclusion of appointments made to suit the complainant where an immediate response was not required. We are now only including those where a quick response is required.

It is unlikely that further significant improvements can be made to this indicator without disproportionate expenditure.

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Next steps:

We will work further with the Association for Public Service Excellence to ensure that interpretations of the indicator are as consistent as possible.

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CORP 6a Sickness absence: the average number of working days per employee lost through sickness absence – Inverclyde Council teachers

CORP 6b Sickness absence: the average number of working days per employee lost through sickness absence – all other Inverclyde Council employees

CORP 6a: Sickness absence: the average number of working days per employee lost through sickness absence – teachers							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
5.5	6th	6.12	1st	↑12 places (18th)	6.42	7.56	8.35

CORP 6b: Sickness absence: the average number of working days per employee lost through sickness absence – all other employees							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
9.48	5th	10.63	1st	↑14 places (19th)	11.11	11.89	10.68

What the data tells us:

The data shows an improvement in sickness absence rates for both teachers and all other employees.

The number of days lost due to sickness absence for teachers decreased by 0.92 days between 2014/15 and 2015/16, making last year's figure the lowest for this measure since the LGBF was introduced in 2010/11. This improvement resulted in a substantial increase in our national ranking - from 18th place to 6th

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

place - taking us from the 3rd quartile to quartile one for the first time. The range for this indicator is 4.16 days-8.68 days (Midlothian and Perth and Kinross respectively).

The number of days lost due to sickness for all employees also fell - by 1.63 days - resulting in an improvement of 14 places in our national ranking, which changed our placing from the 3rd quartile to quartile one. The range for this indicator is 8.76 days-14.76 days (Aberdeenshire and Eilean Siar respectively).

Contextual information:

Employee costs form a large proportion of the Council's budget and it is recognised that high levels of absence represent a significant cost that the Council must reduce. Through robust absence management procedures, the Council is endeavouring to support employees and reduce the level of absence. Although guidelines are available to all councils as to how data is collected and analysed, we continue to seek information to ensure we are comparing like-for-like as some local authorities operate manual absence recording systems and others electronic data collection.

The Council's Absence Management Strategy is under constant review to determine patterns of absence and ensure that resources are directed to areas where more support is required.

The Council is pleased with the improvement in both these indicators. Reasons for absence are analysed and, through working with colleagues in Council Services, targeted interventions are in place. Since 2013, a series of absence 'frequently asked questions' sessions have been arranged to assist managers in dealing with absence cases more effectively.

The Council is committed to reducing the absence rate. As well as being an external statutory performance indicator, absence is an internal key performance indicator which is analysed quarterly and reported to the Policy and Resources Committee. Absence statistics are also submitted to service committees by all Council Services to allow scrutiny to be undertaken at a service committee level.

The Council works closely with its occupational health provider to ensure that absent employees are given the necessary support to enable them to return to work as soon as possible. Musculoskeletal issues and mental health-related illness represent the largest percentage of absence within the Council.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Strategies are in place to have employees with these issues fast-tracked to HR so that support can be provided as quickly as possible. We also now have an on-line attendance management form which has made the escalation of absence cases to HR more efficient and easier for Council Services.

Council Services that have higher than average absence rates are targeted with HR support, as required. In addition, the Absence Management Policy is actively promoted in Services with higher levels of absence.

As a Council, we have moved to electronic data collection and extract all statistics from the Council's HR/Payroll management system. A challenging absence rate of nine work days per full-time equivalent employee has been set and the Council will continue to work to improve absence rates. Council Services have access to absence reports which allow them to monitor absence on a continuous basis, ensuring Services take ownership of absence. Directorates are also sent quarterly absence information as part of their quarterly Workforce Information Activity Reports.

Collation and reporting of absence data was changed to bring it into line with the SOLACE indicators to enable continuous monitoring against the expected targets.

Next steps:

The Council's Absence Management Policy is being reviewed and a new policy entitled 'Supporting Employee Attendance' is in development in consultation with the trade unions. This new document will also include detailed guidance for managers and employees on the application of the Policy. Appropriate training will be provided. Organisational Development and Human Resources are exploring providing line managers with direct access to make occupational health referrals and this is currently being piloted.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

CORP 8 Payment of invoices: % of invoices sampled that were paid within 30 days

CORP 8: Payment of invoices: % of invoices sampled that were paid within 30 days							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
96.48	4th	92.77	1st	↓1 place (3rd)	96.59	96.3	96.03

What the data tells us:

The performance data shows that Inverclyde is consistently one of the top performing authorities for this measure. In 2015/16, the percentage of invoices that were paid within 30 days was high at 96.48%. Although our national ranking reduced by one place, we retained our position in the first quartile. Our performance for this measure is also comfortably above the Scottish average. The range for this indicator is 75.86%-98.04% (Aberdeenshire and Aberdeen City respectively).

Contextual information:

The Council is constantly looking to see where it can improve efficiency and this is an area where the Council has made significant efficiencies in the past. The team has reduced in size as Council Services and Finance work together to maintain performance.

Like all areas within Finance, officers are constantly looking to see where efficiency can be improved.

This information is reviewed annually through the Directors of Finance performance indicators. Performance is also monitored on a monthly basis and reported through the Corporate Directorate Improvement Plan 2016/19 progress reports.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Next steps:

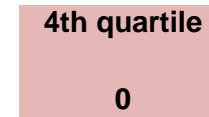
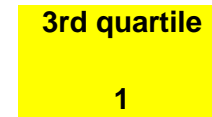
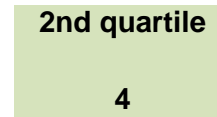
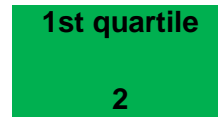
Our focus is to maintain performance and look to see where we can improve payment times to our local suppliers to 20 days rather than the statutory 30 days. While this will not make a difference to this indicator, it will improve cash flow to local businesses.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Adult social care

		Change in rank 2014/15-2015/16	
SW 1	Older persons (over 65) home care costs per hour	●	↓ red - declined
SW 2	Self-directed support spend on adults 18+ as a % of total social work spend on adults 18+	●	↑ green - improved
SW 3	% of people 65+ with intensive needs receiving care at home	●	↓ red - declined
SW 4	% of Adults satisfied with social care or social work services	●	↑ green - improved
SW 4a	New: % of Adults receiving any care or support who rate it as excellent or good	●	↑ green - improved
SW 4b	New: % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	●	↑ green - improved
SW 5	Cost of residential care for older adults (65+) (average weekly cost per resident)	●	↓ red - declined

Adult social care:
7 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

SW 1 Older persons (over 65) home care costs per hour

SW1: Older persons (over 65) home care costs per hour							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
19.71	11th	21.58	2nd	↓10 places (1st)	12.79	17.32	15.57

What the data tells us:

The number of home care hours used to calculate the 2014/15 figure for the above indicator is higher than expected. This may be because all home care hours have been included in the calculation instead of those exclusively for people aged 65+. The Council is liaising with the Improvement Service regarding this matter.

The data used to report this indicator comes from the annual Social Care Survey. The home care element of the return is based on the number of scheduled home care hours at one week in March each year. Scheduled hours vary from the actual hours delivered for a number of operational reasons (such as cancelled visits). The annual return data is aggregated up for this indicator to show an indicative number of total hours of home care delivered for the year for each local authority area. This means that the data used to calculate the average hourly rate is likely to be inflated.

The figures reported here, based on the caveat explained above, show that home care costs per hour (for those aged 65 and over) increased by £6.92 in 2015/16. Despite the increase, Inverclyde's home care costs per hour are £1.87 less than the national average, when calculated against the national home care return data. The range for this indicator is £14.74-£40.07 (Falkirk and Orkney Islands respectively). The average hourly rate for home care in Inverclyde, based on actual hours delivered in 2014/15 as measured by local, improved data reporting, is closer to £18.00 per hour which would place us towards the higher rankings when compared to other areas.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Contextual information:

Home care is a priority area for the Council to enact a shift in the balance of care and the move to reablement and meeting the intensive needs of the client base. The number of people aged 65+ receiving home care rose from 1,096 in 2012/13 to 1,177 in 2013/14, before falling to 1,071 in 2014/15. In 2013/14, the number of scheduled hours of personal care for people 65+ was 8,636.76; this figure rose to 8,514.59 hours in 2014/15. Figures regarding actual care hours are only available from 2014/15, using the Health and Social Care Partnership's (HSCP) CM2000 system which produces more routine and robust reports and improved data management of care at home services. We are routinely improving our recording and reporting of care at home so this improvement in data management and new system implementation accounts for the difference from previous reports, as well as the distinctions explained above between scheduled hours reporting and actual hours reporting.

Benchmarking continues to take place via the National Community Care Benchmarking Network and quarterly performance service reviews.

Next steps:

We will continue to monitor performance through quarterly performance service reviews. Improved recording and reporting of home care data is a priority area for the HSCP.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

SW 2 Self-directed support spend on adults 18+ as a % of total social work spend on adults 18+

SW 2: Self-directed support spend on adults 18+ as a % of total social work spend on adults 18+							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
4.63	9th	6.65	2nd	↑22 places (31st)	1.04	1.15	0.95

What the data tells us:

The performance data shows self-directed support (SDS) spending on adults aged 18+ as a percentage of total social work spend on adults 18+ increased by 3.59% in 2015/16; our ranking subsequently changed from 31st to 9th. Self-directed support spending in Inverclyde is now just 2.02% below the Scottish average. The range for this indicator is 0.93%-27.59% (Dundee and Glasgow City respectively). As previously reported, Glasgow was a test site for self-directed support.

Contextual information:

This is a priority area for the Council as The Social Care (SDS) (Scotland) Act 2013 requires local authorities to offer people four choices on how their assessed social care is delivered. Initially, there was a slow uptake in SDS in Inverclyde, however, the pace increased between 2014/15 and 2015/16. The focus has been on the development of processes to ensure people have been made aware of the options and that this is supported with fair and equitable access to services. Recording of SDS options has improved and this is in part the reason for the reported increase in performance, as well as some improvement in take up of Options 1 and 2. Staff training has been completed to tie outcome-based assessments with the options for SDS. Robust resource allocations are being developed along with public information and briefing sessions for providers. Performance is monitored through quarterly performance service reviews and the SDS Implementation Group.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Next steps:

The next step is to further progress the implementation of the legislation. Work will progress the roll out of the new service user contract for Option 1 and the development of an individual service framework for Option 2. Systems will be developed to capture activity information to track service changes to ensure they form a baseline for developing commission planning.

Additionally, the HSCP is developing its Market Position Statement and Market Facilitation Plan; the target completion date is 31 March 2017. These documents will better set out our commissioning intentions including an update on the implementation of the SDS legislative requirements and progress on the development of an Option 2 framework.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

SW 3 % of people 65+ with intensive needs receiving care at home

SW 3: % of people 65+ with intensive needs receiving care at home							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
31.21	23rd	34.78	3rd	↓4 places (19th)	34.4	32.6	35.53

What the data tells us:

The performance data shows that the percentage of people aged 65+ with intensive needs receiving care at home dropped slightly during 2015/16. Our national ranking has therefore changed from 19th place to 23rd out of the 32 Scottish local authorities. The range for this indicator is 20.39%-48.8% (East Renfrewshire and North Lanarkshire respectively).

Contextual information:

A change in the 2015/16 guidance for the collection of continuing care data may affect comparability with figures for previous years. The Scottish Government is examining options to resolve this matter which may result in an update to the data presented here.

This is another priority area for the Council, to enact a shift in the balance of care and the move to reablement and meeting the intensive needs of the service user base. One concern highlighted in making comparisons with other councils is that the national population-based vulnerable profile is set at age 75+. In Inverclyde, this population is relevant at a lower age.

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The intensive needs of home care clients will cause a shift in the balance of care because of the changes of service at this time. In the annual census of 2014, 1,228 of people aged 65+ were in receipt of 10,507 hours of personal care. This is an increase from 1,181 people from the previous year, however there was a slight increase in the number of hours (10,598 hours of personal care).

Performance is monitored through quarterly performance service reviews. Some benchmarking has been undertaken via the Scottish Community Care Benchmarking Network.

Next steps:

To continue monitoring through quarterly performance reviews and focus on the action plan measures, as noted above.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

There are a number of social work satisfaction measures that should be considered together:

- SW 4** % of Adults satisfied with social care or social work services
SW 4a New: % of Adults receiving any care or support who rate it as excellent or good
SW 4b New: % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life

SW 4: % of Adults satisfied with social care or social work services						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
66	6th	50.67	1st	↑3 places (9th)	65.67	68.7

SW 4a: New: % of Adults receiving any care or support who rate it as excellent or good					
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15
83.68	9th	84	2nd	↑5 places (14th)	85.96

SW 4b: New: % of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life					
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2010/14-2013/16	2010/14
88.39	4th	81	1st	↑4 places (8th)	87.18

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

What the data tells us:

There was a small increase (0.33%) in satisfaction with social care or social work services. Our figure for this measure is comfortably above the national average. Our national ranking improved by three places (from 9th to 6th position), which puts us in the first quartile. The range for this indicator is 36.33%-72.67% (Edinburgh City and Clackmannanshire respectively).

There was a decrease (2.28%) in the number of adults receiving any care or support who rate it as excellent or good; despite this, our ranking improved by five places to 9th position. The range for this indicator is 73%-88.12% (Midlothian and West Dunbartonshire respectively).

Between 2010/14 and 2013/16, we saw a small increase (of 1.21%) in the number of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life. Our position of 4th place puts us in the 1st quartile for this measure, an improvement of four places on the previous period. We are also comfortably above the average for this indicator. The range for this indicator is 77%-92.39% (Stirling and East Lothian respectively).

Contextual information:

For indicator SW 4 – the percentage of adults satisfied with social care or social work services - the satisfaction data is drawn from the Scottish Household Survey. Additionally, for the first time, satisfaction measures from the Care and Experience Survey have been included in the Framework this year in recognition that these provide more robust and reliable data in relation to service user experience of social care.

The Council's Spring 2015 Citizens' Panel survey asked respondents to rate how satisfied they were with the services provided by the Council and the satisfaction level for social care or social work services was 64%, just 2% below than the figure provided by the Scottish Household Survey.

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Next steps:

We will continue to monitor satisfaction with HSCP services by analysis of feedback from service users and carers and of complaints and compliments.

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SW 5 Cost of residential care for older adults (65+) - average weekly cost per resident

SW 5: Cost of residential care for older adults (65+) - average weekly cost per resident							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
357.95	13th	368.85	2nd	↓8 places (5th)	316.52	351.73	355.67

What the data tells us:

When the 2014/15 figure for the above indicator was calculated, the number of places in residential care for older adults (65+) was higher than our internal records indicated. The Council has liaised with the Improvement Service regarding this matter and it has been established that some residents have been double counted because they have more than one care type. The agreed number of people has now been revised accordingly. The impact of this amendment is that the average weekly cost per resident in 2014/15 would change from £316.52 to £351.87. The Improvement Service has confirmed that the 2014/15 figure for this measure will be updated when the Framework is refreshed in March 2017.

The data therefore shows that our net cost of residential care for older adults (65+) per week increased by £6.08 in 2015/16. However, our cost is £10.90 lower than the national average. The range for this indicator is £171.15-£959.13 (Dumfries and Galloway and Shetland Islands respectively).

Contextual information:

This comes from, and is linked to, the other priority indicators in this set of adult social care measures which is to positively impact and 'shift the balance of care' for this area of the population and to allow them to be cared for at home or in other community-based settings as opposed to permanent residential care

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settings. The fluctuations in the reported figure can be dependent on the number of placements Inverclyde has funded, as well as the balance between Social Work-funded placements and those that are funded through Free Personal Care (FPC).

Next steps:

Explore this further and conduct further in-depth analysis and benchmarking of the data. Examine the impact of the balance of funding between FPC and Social Work on these figures, benchmarking with partners.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Culture and leisure services

		Change in rank 2014/15-2015/16	
C&L1	Cost per attendance at sport facilities	●	↓ red - declined
C&L2	Cost per library visit	●	↑ green - improved
C&L3	Cost of museums per visit	●	↑ green - improved
C&L4	Cost of parks and open spaces per 1,000 population	●	↑ green - improved
C&L5a	% of adults satisfied with libraries	●	↑ green - improved
C&L5b	% of adults satisfied with parks and open spaces	●	↑ green - improved
C&L5c	% of adults satisfied with museums and galleries	●	↓ red - declined
C&L5d	% of adults satisfied with leisure facilities	●	↔ amber - performance maintained

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Culture and leisure services: 8 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

There are two indicators that should be considered together regarding sport and leisure facilities:

- C&L1** Cost per attendance at sport facilities
C&L5d % of adults satisfied with leisure facilities

C&L1: Cost per attendance at sport facilities							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
2.48	16th	2.99	2nd	↓12 places (4th)	1.52	2.21	1.93

C&L5d: % of adults satisfied with leisure facilities						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
88	3rd	75.67	1st	↔ no change	89.33	88

What the data tells us:

The cost per attendance at sport facilities increased by £0.96 in 2015/16. Our costs for this indicator are comfortably below the Scottish average. However, we are now 16th in Scotland for this measure, a decrease of 12 places between 2014/15 and 2015/16, which put us in the second quartile. The range for this indicator is £0.68-£7.06 (East Ayrshire and West Dunbartonshire respectively).

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Satisfaction data has been sourced from the Scottish Household Survey. The percentage of adults satisfied with leisure facilities is the third highest in Scotland for the second consecutive year. This reflects the significant investment in facilities in Inverclyde. The range for this indicator is 56.67%-94% (Dumfries and Galloway and Orkney Islands respectively).

Contextual information:

The costs are largely set in consultation with Inverclyde Leisure and are therefore not solely in the Council's control.

Leisure services in Inverclyde are managed by Inverclyde Leisure on behalf of the Council. Leisure facilities have benefitted from significant investment which may have resulted in the high rates of satisfaction. In 2008, Inverclyde Council pledged £23 million over five years to deliver new and refurbished leisure facilities across Inverclyde which include a £6 million community stadium at Parklea in Port Glasgow and a £1.8 million refurbishment of Ravenscraig Stadium.

Next steps:

The service will continue to look for opportunities to provide better value for money and deliver efficiencies on an ongoing basis.

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There are two indicators that should be considered together regarding libraries:

C&L2 Cost per library visit

C&L5a % of adults satisfied with libraries

C&L2: Cost per library visit							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
2.94	17th	2.44	3rd	↑1 place (18th)	3.35	3.30	3.67

C&L5a: % of adults satisfied with libraries						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
80.67	15th	77.33	2nd	↑5 places (20th)	81	86.43

What the data tells us:

The data shows that the cost per library visit fell slightly in 2015/16 (by £0.41) which resulted in our national ranking improving by one place to 17th. The range for this indicator is £0.98-£4.85 (Edinburgh City and Argyll and Bute respectively).

Satisfaction levels with local libraries remained high in 2015/16 (at 80.67%) meaning our ranking improved from 20th place to 15th, putting us in the second quartile for this measure. It should be noted that Scottish Household Survey data includes all respondents and not just those who are library users. The

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results of the Citizens' Panel Survey in Spring 2016 put satisfaction with libraries even higher: 83% of respondents who had visited a library in the previous 12 months said they were satisfied or very satisfied with local public libraries. The range for this indicator is 59.33%-95.67% (Scottish Borders and Orkney Islands respectively).

Contextual information:

Inverclyde's library service continues to work hard to increase its visits figure and was pleased to see that the 2.21% increase in visitors between 2013/14 and 2014/15 was followed by a 4.47% rise between 2014/15 and 2015/16; this further decreases the costs per person.

While the cost of running Inverclyde libraries compares well to all other authorities, a number of factors affect the total number of visits recorded:

- we have fewer libraries than the Scottish average;
- our libraries are smaller than the Scottish average;
- all our libraries except one are stand-alone (many other authorities have them in schools, sports centres etc); and
- many areas of Inverclyde have comparatively low levels of literacy.

Additionally, visitor figures include 'virtual visits'; however, as there is no standard definition of this, different authorities may be counting different things. We also conduct extensive outreach work in locations like family centres, nurseries and HMP Greenock, and this use of library services is difficult to capture and reflect as a 'visit'.

Next steps:

Inverclyde Council's libraries service undertakes robust self-evaluation and has a service improvement plan in place. The service also undertakes benchmarking with similar-sized authorities across the central belt of Scotland and contributes to the Family Group benchmarking facilitated by the Improvement Service with the aim of further improving services.

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There are two indicators which should be considered together regarding museums:

C&L3 Cost of museums per visit

C&L5c % of adults satisfied with museums and galleries

C&L3: Cost of museums per visit							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
3.58	15th	3.07	2nd	↑2 places (17th)	3.96	4.60	5.22

C&L5c: % of adults satisfied with museums and galleries						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
82	7th	74	1st	↓1 place (8th)	82.33	80.33

What the data tells us:

The data shows that the cost per visit to the Museum fell for the fourth consecutive year, which took us from the third quartile to the second one in 2015/16. The range for this indicator is £0.31-£18.95 (North Ayrshire and Renfrewshire respectively).

The percentage of adults satisfied with museums and galleries fell slightly (by 0.33%). However, our ranking improved from 8th place to 7th, which means we are still in the first quartile. We are also well above the Scottish average for this measure. Additionally, feedback from the Council's Citizens' Panel showed

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there are high positive satisfaction rates with the McLean Museum and Art Gallery. In the Spring 2015 survey, the Museum was ranked top of the list of Council services that respondents were either satisfied or very satisfied with, attracting a score of 87%.

Contextual information:

The Museum provides a comprehensive service over a number of disciplines including fine art, local history and world cultures to local users and tourists, together with extensive on-line collections information. The high quality collections include items of national and international importance. The Museum is one of Scotland's largest out with the cities. Cities have a higher potential visiting population, so costs per visit for the McLean are relatively higher given the smaller local population which it serves directly. Additionally, Inverclyde is not yet a fully developed tourist destination so the potential number of tourists visiting the area remains low. Given these influencing factors, a ranking of 15th out of 32 local authorities for the cost per museum visit is reasonable.

Next steps:

The Museum is currently closed for refurbishment and it is hoped that visitor figures will increase once it re-opens. In the meantime, a temporary museum and library facility will open in the Business Store in Summer 2017. In addition, the McLean Museum's online catalogue, which contains almost 8,000 illustrated records, is available to view via this web link: [McLean Museum Collections On-Line](#). The Museum has a service improvement plan in place and benchmarks its services against others in Scotland by contributing to the relevant Improvement Service Family Groups.

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There are two indicators that should be considered together regarding parks and open spaces:

C&L4 Cost of parks and open spaces per 1,000 population

C&L5b % of adults satisfied with parks and open spaces

C&L4: Cost of parks and open spaces per 1,000 population							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
31,208	27th	22,232	4th	↑5 places (32nd)	39,582	37,281	37,023

C&L5b: % of adults satisfied with parks and open spaces						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2012/15	2010/14
85.33	18th	85.67	3rd	↑5 places (23rd)	84.33	82.47

What the data tells us:

The performance data shows that the cost of parks and open spaces per 1,000 population decreased significantly (by £8,374) between 2014/15 and 2015/16, resulting in an improved national ranking of five places to 27th. This means we are no longer the most expensive local authority in Scotland regarding the cost of parks and open spaces per 1,000 population. Despite this improvement, however, our performance therefore remains in the 4th quartile and our costs are £8,976 higher than the Scottish average. The range for this indicator is £960-£40,942 (Eilean Siar and West Dunbartonshire respectively).

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Satisfaction data has been extracted from the Scottish Household Survey. There was an increase of 1% regarding satisfaction with parks and open spaces in 2015/16 and our ranking improved by five places. The range for this indicator is 74.33%-93.33% (Scottish Borders and Shetland Islands respectively); our performance for this indicator therefore falls around the mid-point of the range.

Contextual information:

Parks and open spaces is a priority improvement area for the Council, particularly the provision of refurbished play areas. Inverclyde has a declining population whilst the parks establishment remains static, which helps account for increasing costs.

A Citizens' Panel survey in Spring 2015 found that 82% of respondents were either satisfied or very satisfied with parks and open spaces.

Next steps:









Service improvement efficiencies will continue to be introduced to further reduce costs.

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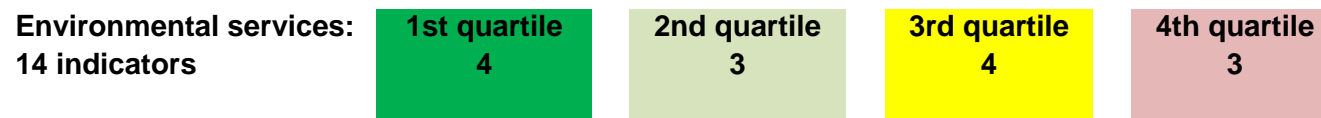
Environmental services

		Change in rank 2014/15-2015/16	
ENV 1	Gross cost of waste collection per premises	not included in the LGBF 2015/16	
ENV 1a	Net cost per waste collection per premises	●	↓ red - declined
ENV 2	Gross cost per waste disposal per premises	not included in the LGBF 2015/16	
ENV 2a	Net cost per waste disposal per premises	●	↑ green - improved
ENV 3a	Net cost of street cleaning per 1,000 population	●	↑ green - improved
ENV 3c	Cleanliness score (% acceptable)	●	↑ green - improved
ENV 4a	Cost of maintenance per kilometre of roads	●	↓ red - declined
ENV 4b	% of A class roads that should be considered for maintenance treatment	●	↑ green - improved

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ENV 4c	% of B class roads that should be considered for maintenance treatment		↔ amber - performance maintained
ENV 4d	% of C class roads that should be considered for maintenance treatment		↓ red - declined
ENV 4e	% of unclassified roads that should be considered for maintenance treatment		↑ green - improved
ENV 5	Cost of trading standards and environmental health per 1,000 population	not included in the LGBF 2015/16	
ENV 5a	Cost of trading standards per 1,000 population		↓ red - declined
ENV 5b	Cost of environmental health per 1,000 population		↓ red - declined
ENV 6	% of Total household waste arising that is recycled		↓ red - declined
ENV 7a	% of Adults satisfied with refuse collection		↑ green - improved
ENV 7b	% of Adults satisfied with street cleaning		↓ red - declined

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16



SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

There are several indicators that can be considered together regarding waste management:

- ENV 1** Gross cost of waste collection per premises (not included in the LGBF 2015/16)
- ENV 1a** Net cost per waste collection per premises
- ENV 2** Gross cost per waste disposal per premises (not included in the LGBF 2015/16)
- ENV 2a** Net cost per waste disposal per premises
- ENV 6** % of Total household waste arising that is recycled
- ENV 7a** % of Adults satisfied with refuse collection

ENV 1: Gross cost of waste collection per premises							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2014/15	2013/14	2012/13
-	2nd	83.49	1st	↑1 place (3rd)	58.74	58.43	67.20

ENV 1a: Net cost per waste collection per premises							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
39.98	3rd	63.40	1st	↓1 place (2nd)	37.91	37.14	42.97

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ENV 2: Gross cost per waste disposal per premises							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2014/15	2013/14	2012/13
-	8th	104.65	1st	↓3 places (5th)	87.90	81.14	78.62

ENV 2a: Net cost per waste disposal per premises							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
82.79	11th	97.02	2nd	↑2 places (13th)	80.97	72.81	72.37

ENV 6: % of Total household waste arising that is recycled							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
54.7	5th	44.3	1st	↓4 places (1st)	56.8	55.5	54.1

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ENV 7a: % of Adults satisfied with refuse collection						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
93	2nd	83	1st	↑2 places (4th)	91	89.2

What the data tells us:

Our net cost of waste collection increased by £2.07. While our ranking reduced by one place, we retained our position in the first quartile. Additionally, our costs are among the lowest in Scotland and considerably below (£23.42) the Scottish average. The range for this indicator is £36.56-£94.44 (Shetland Islands and Highland respectively).

Although our net cost per waste disposal per premises increased by a small amount (£1.82), our ranking improved by two places to 11th. Our costs are well below the Scottish average (by £14.23). The increase in the level of service provision for food waste services required under legislation increased our collection costs accordingly. The range for this indicator is £43.89-£176.82 (Falkirk and Argyll and Bute respectively).

Our recycling performance declined by 2.1% in 2015/16 which resulted in a decrease of four places in the national rankings. Despite this, however, we are fifth in the country for this measure and our performance is more than 10% above the Scottish average. The range for this indicator is 9.2%-59.2% (Shetland Islands and Angus respectively). Reducing landfill tonnages and increasing recycling tonnages increases performance and also costs less as landfill is charged at a higher rate than other processing.

The data regarding satisfaction with refuse collection was sourced from the Scottish Household Survey. There was an increase of 2% in the satisfaction rate with refuse collection in Inverclyde which meant our national ranking improved by two places to second. Additionally, our score

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is very high at 93% which is 10% above the Scottish average. The range for this indicator is 67%-93.33% (Edinburgh City and Shetland Islands respectively).

Contextual information:

The indicators which measure the gross cost of waste collection and disposal were not included in the LGBF 2015/16.

Inverclyde's waste costs are traditionally low compared to other local authorities. The cost of waste collection is determined by the types of services offered and the geographical spread of households (urban or rural). The population trend in Inverclyde is decreasing which impacts on the number of premises. Waste disposal costs on the other hand are centralised and not subject to the location and proximity of premises.

Following the introduction of the Council's Vehicle Tracking System, we carried out a route optimisation exercise which resulted in the reduction of two front-line collection vehicles: one refuse collection vehicle and one food waste vehicle.

The introduction of additional recycling services, for example, our food waste collection service to domestic and commercial premises, had the desired effect of reducing the amount of waste sent to landfill and, in conjunction with that, we experienced a decline in overall waste arisings.

The Council continues to promote its domestic recycling and waste reduction messages. For example, two years ago, we implemented a new segregated glass collection service from the kerbside with the aim of enhancing our performance.

Performance information in relation to waste management is regularly monitored. Trend analysis is carried out internally and reported through the Council's website. Investment in the redevelopment of our recycling centres is underway with our Pottery Street Recycling Centre benefiting from a £1 million refurbishment; the improved facilities at the Recycling Centre include a new access road for cars and vans and a one-way loop providing access to a series of designated recycling bays and bins. It is encouraging to note that, in the Council's Autumn 2015 Citizens' Panel survey, almost two thirds (64%) of respondents said they used the upgraded facilities at the Pottery Street Recycling Centre. Additionally, 100% of the people who had used those facilities rated them as 'good' or 'very good'.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Through intensive communication work and investment in the food waste service, along with the segregated glass collection service and the refurbished Pottery Street Recycling Centre, we enjoy very high levels of customer satisfaction with refuse collection, putting Inverclyde Council in the first quartile for this indicator. The satisfaction rates published by the Scottish Household Survey reflect positively on the service and will be influenced by high levels of service, good quality of communication, responsiveness to customers, helpful staff and consistent services. The Council also measures how satisfied Inverclyde citizens are with Council services through our Citizens' Panel surveys. The question about satisfaction with refuse collection was last asked in the Panel survey carried out in Spring 2015. The results showed that refuse collection ranked in the top two of Council services that people are satisfied or very satisfied with.

In partnership with the Improvement Service, Inverclyde Council is participating in a pilot benchmarking initiative on the subject of waste. The project aims to assess performance and deliver improvements across a number of councils.

Next steps:

The service will re-structure routes and identify improvements in capacity, where possible. In 2015/16, we reviewed our existing residual and Materials Recycling Facility contracts with a view to identifying improvements in service delivery and opportunities to improve our recycling performance accordingly.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

There are three indicators regarding street cleaning which should be considered together:

ENV 3a Net cost of street cleaning per 1,000 population

ENV 3c Cleanliness score (% acceptable)

ENV 7b % Adults satisfied with street cleaning

ENV 3a: Net cost of street cleaning per 1,000 population							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
16,365	24th	15,480	3rd	↑3 places (27th)	18,495	16,735	17,030

ENV 3c: Cleanliness score (% acceptable)							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
94	15th	93	2nd	↑4 places (19th)	94	96	93

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

ENV 7b: % of Adults satisfied with street cleaning						
Inverclyde 2013/16	Ranking	Scotland	Local authority quartile	Change in rank 2012/15-2013/16	2012/15	2010/14
78.67	11th	73.67	2nd	↓ 1 place (10th)	78.67	77.9

What the data tells us:

The cost of street cleaning reduced by £2,130 between 2014/15 and 2015/16; this resulted in an improvement in our national ranking of three places to 23rd which puts us in the third quartile. The range for this indicator is £6,879-£26,460 (Moray and Glasgow City respectively).

Our overall cleanliness index score remained at 94% for the second consecutive year while our ranking improved by four places to 15th. While we are now in the second quartile for this indicator, the impact of significant investment in this area would not affect a major change in performance for Inverclyde. The range for this measure is 81%-99% (Aberdeen City and Midlothian respectively).

In 2013/16, Inverclyde's performance for the indicator which measures satisfaction with street cleaning was 78.67%, the same as the previous period. Our score is also 5% higher than the national average. The range for this indicator is 58.67%-85.67% (Eilean Siar and East Lothian respectively).

Contextual information:

Inverclyde's population is declining whilst streets establishment is static or, in some instances, increasing. The efficiencies and operational measures introduced to date have already improved the street cleaning service's performance and these will continue to be developed with the expectation that further improvements will be achieved in future years.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

In partnership with the Improvement Service, Inverclyde Council is participating in a benchmarking initiative on the subject of street cleaning. The project aims to assess performance and deliver improvements across a number of councils.

Next steps:

Benchmarking already takes place through the Local Environmental Audit and Management System and service efficiencies are being introduced to further reduce costs.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

There are several indicators regarding roads maintenance which should be considered together:

- ENV 4a** Cost of maintenance per kilometre of roads
- ENV 4b** % of A class roads that should be considered for maintenance treatment
- ENV 4c** % of B class roads that should be considered for maintenance treatment
- ENV 4d** % of C class roads that should be considered for maintenance treatment
- ENV 4e** % of unclassified class roads that should be considered for maintenance treatment

ENV 4a: Cost of maintenance per kilometre of roads							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
31,164	31st	10,791	4th	↓1 place (30th)	27,659	25,779	28,270

ENV 4b: % of A class roads that should be considered for maintenance treatment							
Inverclyde 2014/16	Ranking	Scotland	Local authority quartile	Change in rank 2013/15-2014/16	2013/15	2012/14	2011/13
31.2	24th	29	3rd	↑2 places (26th)	33.9	37.8	32.7

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

ENV 4c: % of B class roads that should be considered for maintenance treatment							
Inverclyde 2014/16	Ranking	Scotland	Local authority quartile	Change in rank 2013/15-2014/16	2013/15	2012/14	2011/13
36.2	26th	34.80	4th	↔ no change	38	43.4	44.3

ENV 4d: % of C class roads that should be considered for maintenance treatment							
Inverclyde 2014/16	Ranking	Scotland	Local authority quartile	Change in rank 2013/15-2014/16	2013/15	2012/14	2011/13
44.3	29th	34.7	4th	↓2 places (27th)	46.9	49.1	47.4

ENV 4e: % of unclassified roads that should be considered for maintenance treatment							
Inverclyde 2012/16	Ranking	Scotland	Local authority quartile	Change in rank 2011/15-2012/16	2011/15	2010/14	2009/13
44.5	23rd	40.1	3rd	↑4 places (27th)	47.9	50.8	51.1

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

What the data tells us:

The data shows there was an increase (£3,505) in the cost per kilometre of road maintenance in 2015/16. Our national ranking for this indicator declined by one place to 31st. Our costs are therefore the second most expensive in Scotland and £20,373 more than the Scottish average. The primary reason for our high costs is the substantial investment the Council is putting into our roads to bring them back to a steady state condition. Without this, our long term investment requirements would be even greater. The range for this indicator is £3,997-£55,152 (Dumfries and Galloway and Aberdeen City respectively).

There has been a reduction in the percentage of all classes of Inverclyde's roads which require maintenance treatment:

	Reduction in roads requiring maintenance treatment	Change in national ranking
A class roads	↓ 2.7%	↑ 2 places to 24th place
B class roads	↓ 1.8%	↔ no change 26th place
C class roads	↓ 2.6%	↓ 2 places to 29th place
Unclassified roads	↓ 3.4%	↑ 4 place to 23rd place.

The increased performance of the roads maintenance indicators reflects the investment made via our Roads Asset Management Plan. These improvements are particularly pleasing given that, as the roads condition indicators are averaged over a two year rolling period (with four years for unclassified roads), it can take time for the effect of investment to feed into the indicators. Taking this into account, the enhanced performance of these measures is therefore a considerable achievement for the Council.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Contextual information:

While there is a relationship between costs and performance, other factors are subject to constraints out with the direct control of the Council; for example, Winter maintenance costs. The inclusion of these costs will skew the data according to the severity of the Winter in question; the costs are also skewed in terms of a comparison to other councils, for example, by the geographical location of each council in Scotland. Additionally, the defects in the road surface caused by severe Winter weather may not appear immediately and this can have an effect on subsequent years.

Data relating to roads maintenance treatment is considered robust as it is calculated from machine-based surveys; the vehicles are calibrated to meet a defined specification and all 32 councils' surveys are carried out by the same contractor. Investment levels and costs of maintenance treatments impact on overall roads condition and deterioration rates vary depending on various factors, for example, weather conditions, traffic flows and age profile.

Roads maintenance is a priority for the Council with investment targeted in 2012/13 and further significant three year investment which commenced in 2013/14. The Council prepared and implemented an Asset Investment Strategy and allocated £17 million over three years as the first phase in dealing with the maintenance backlog on the four main asset groups (carriageways, footways, lighting and structures); a strategy and works programme is also being delivered. The Council always seeks to ensure that expenditure is made on a Best Value basis in line with specified service requirements.

At the end of last year, Inverclyde Council was named the most improved performer in Roads, Highways and Winter Maintenance at the Association for Public Service Excellence (APSE) Performance Networks Awards 2016. The APSE Awards highlight the best and most improved local authorities in front line service delivery and recognise councils that have taken part in sharing data to ensure they are delivering good local services using performance information on cost, quality and benchmarking.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Next steps:

Benchmarking takes place via the Society of Chief Officers of Transportation in Scotland Group and APSE.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

The following trading standards and environmental health indicators should be considered together:

ENV 5 Cost of trading standards and environmental health per 1,000 population (not included in the LGBF 2015/16)

ENV 5a Cost of trading standards per 1,000 population

ENV 5b Cost of environmental health per 1,000 population

ENV 5: Cost of trading standards and environmental health per 1,000 population							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2013/14-2014/15	2014/15	2013/14	2012/13
-	20th	23,433.50	3rd	↔ no change	21,412.47	22,400.70	38,225.09

ENV 5a: Cost of trading standards per 1,000 population							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15 - 2015/16	2014/15	2013/14	2012/13
2,792.50	3rd	5,873.30	1st	↓1 place (2nd)	3,067.90	1,992.30	1,908.80

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

ENV 5b: Cost of environmental health per 1,000 population							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15 - 2015/16	2014/15	2013/14	2012/13
17,836	23rd	16,849	3rd	↓1 place (22nd)	18,345	20,408	36,316

What the data tells us:

The data shows that the cost of trading standards in Inverclyde reduced by £275.40 which means we are still amongst the lowest in Scotland with a ranking of 3rd place. The range for this indicator is £1,999-£12,523.10 (East Lothian and Eilean Siar respectively).

Our environmental health costs also reduced in 2015/16 (by £509). While this put us in the 3rd quartile for the third year in a row, with a ranking of 23rd, we are only slightly higher than the national average. The range for this indicator is £7,403-£27,845 (East Renfrewshire and Shetland Islands respectively).

Contextual information:

The indicator which measures the combined cost of trading standards and environmental health was not included in the LGBF 2015/16.

Trading Standards: The figure is based on the service's estimates of costs for 2015/16 as agreed with Finance Services. These costs include management allocations. Inverclyde's costs for trading standards are very low, reflecting the relatively small staff complement. We are however working to ensure that the service punches well above its weight by joint working initiatives with community safety and the anti-social behaviour/wardens' teams to maximise impact.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Environmental Health: The Safer and Inclusive Communities Service comprises a number of services in addition to environmental health which are currently reported through the Environment Local Financial Return (LFR). These services include community safety, public space CCTV, landlord registration and general administration for the Service. The current environmental health LFR submission includes some of those services in addition to what would properly be described as 'environmental health'. Unfortunately, there is still no natural home for these in the LFR scheme.

Since 2012/13, we have engaged in benchmarking with the Association for Public Service Excellence for environmental health. This involved initially reaching agreement on what services we would properly categorise as 'environmental health'. In 2015/16, 25 of the 32 local authorities engaged in the third round of benchmarking. Inverclyde's cost per 1,000 population for environmental health under the benchmarking exercise was £9,120 which placed us in the 2nd quartile. The range of costs was fairly tight with the average coming in at £9,280 per 1,000 population.

Next steps:

The benchmarking process for environmental health indicators will continue.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Corporate assets

		Change in rank 2014/15-2015/16	
Corporate asset 1	% Proportion of operational buildings that are suitable for their current use	●	↑ green - improved
Corporate asset 2	% Proportion of internal floor area of operational buildings in satisfactory condition	●	↑ green - improved

Corporate assets:
2 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

There are two corporate asset indicators that should be considered together:

- Corporate asset 1** % Proportion of operational buildings that are suitable for their current use
Corporate asset 2 % Proportion of internal floor area of operational buildings in satisfactory condition

Corporate asset 1: % Proportion of operational buildings that are suitable for their current use							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
90	7th	79.6	1st	↑1 place (8th)	88.7	87.2	80.3

Corporate asset 2: % Proportion of internal floor area of operational buildings in satisfactory condition							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
89.8	11th	81.5	2nd	↑7 places (18th)	85.2	83.5	82.3

What the data tells us:

The performance data shows that there has been a year-on-year improvement in both the proportion of operational buildings that are suitable for current use and the proportion of the internal floor area of operational buildings that are in a satisfactory condition. Performance is also well above the Scottish average for both indicators.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

The proportion of operational buildings that are suitable for their current use has gone up one place in the national rankings which maintains our position in the first quartile. The range for this indicator is 59.3%-100% (Edinburgh City and Renfrewshire respectively).

Our performance for the second corporate asset indicator improved by 4.6% which resulted in an improvement in our ranking of seven places; this means we move from the 3rd quartile to the 2nd quartile for this measure. The range for this indicator is 40.8%-99.5% (Moray and North Ayrshire respectively).

Contextual information:

The suitability of operational accommodation is measured through the use of questionnaires. Surveys were issued to all occupiers, as they are best placed to advise on the suitability of the property for their Council Service. The questionnaires are broken down into sections which analyse a number of factors and Council Services are asked to grade each question. All properties receiving an overall 'A' or 'B' rating are considered suitable; those with a 'C' or 'D' rating are not. Once all questionnaires are returned from service users, the appropriate overall percentage of properties suitable for use is calculated. New questionnaires are issued every five years, or earlier if there has been a significant change to the property or if the service user changes. The questionnaires were compiled following discussion with other Scottish councils therefore all returns should be on roughly the same basis. Results are benchmarked at the Association of Chief Estates Surveyors' meetings.

Condition surveys on our main properties were carried out in 2008/09. The surveys were broken down into the 11 elements required by Audit Scotland. The surveys and the identified necessary repairs were analysed and each building was given a rating. In the following years, all improvement works or items requiring repair were noted and the grading against each element of each building changed accordingly, as did the overall score. The requirement for condition surveys is that they should be undertaken every five years. New surveys were therefore carried out in 2013/14 by external consultants Watts Limited. Watts' report provided a grading for each property and also included a spreadsheet which detailed all required works, broken down into a traffic light system. Surveys for our smaller properties were carried out by the Council's building surveyors, following the same criteria as Watts. Internal floor areas had already been measured for a number of previous survey reports and these were used to calculate the appropriate percentages for this indicator.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

In 2011/12, two new secondary schools were finished which helped to improve performance in relation to these indicators. Further improvements were achieved in 2012/13 as other properties undergoing refurbishment were completed, such as Whinhill and St Andrew's Primary Schools, Binnie Street Nursery, Gourrock Pool and Ravenscraig Stadium. In December 2013, a major new community campus was opened, replacing one secondary and two additional support needs schools, with a fully refurbished secondary school and a fully refurbished additional support needs school.

Obviously being property, changes cannot be made instantly and there is a time element involved, for example, in marketing/acquiring and refurbishing/building new properties. As such, there is a knock on effect to Council Services which may have to remain in unsuitable properties while waiting for new premises to be prepared. The Council is currently progressing its Office Rationalisation Programme. The Programme has two objectives: firstly, to introduce more modern ways of working, including flexible working, home working and electronic document storage which will reduce the requirement for desks and space; and, secondly, to rationalise and refurbish the office accommodation portfolio resulting in a smaller estate which is in good condition and suitable for purpose. As a result, the Council will be able to dispose of unsuitable and uneconomical properties. This is an on-going process as the Council strives to make savings in property costs.

Next steps:

This is a priority area for the Council as we want to ensure that we deliver services to the public from buildings which are fit for purpose. Further improvements are planned through the Office and Depot Rationalisation Programme and the School Estate Strategy. Progress on these is reported to committee on a regular basis.

One major office refurbishment project will also be undertaken during 2015/17.

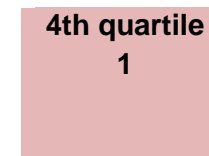
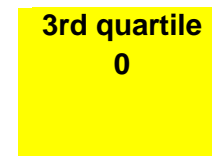
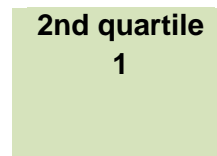
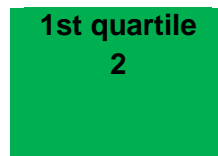
To view the Council's Corporate Asset Management Strategy 2016/18, visit  [Corporate Asset Management Strategy 2016/18](#).

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Economic development

		Change in rank 2014/15-2015/16	
ECON 1:	% of Unemployed people assisted into work from Council operated/funded employability programmes	●	↓ red - declined
ECON 2:	New: Cost per planning application	●	↑ green - improved
ECON 3:	New: Average time (in weeks) per commercial planning application	no activity in 2015/16	
ECON 4:	New: % of Procurement spent on local small/medium enterprises	●	↑ green - improved
ECON 5:	New: Number of Business Gateway start-ups per 10,000 population	●	↑ green - improved

Economic development:
5 indicators



SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

ECON 1 % of Unemployed people assisted into work from Council operated/funded employability programmes

ECON 1: % of Unemployed people assisted into work from Council operated/funded employability programmes							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
19.2	6th	13.91	1st	↓5 places (1st)	25.2	22.3	16.3

What the data tells us:

The performance data for 2015/16 shows that there was a decrease of 6% in the number of unemployed people who were assisted into work from Inverclyde Council operated/funded employability programmes. While we retained our position in the first quartile, we dropped five places in the national rankings. The range for this indicator is 1.1%-31.6% (Argyll and Bute and North Lanarkshire respectively).

Contextual information:

Assisting unemployed people into work is a priority improvement area for the Council. It should be noted that Inverclyde started from a lower base with a less well-developed business base and thereby fewer employment opportunities than many other areas. This makes the positive comparative impact that has been achieved significant. Additionally, the range of programmes which underpin this indicator are delivered through the third sector potentially resulting in a more streamlined delivery method through engaging with third sector organisations. The majority of Inverclyde jobs created via Council operated/funded employability programmes are in the construction sector and arise from community benefits activity.

Local providers and Council-funded provision have made very significant inroads in reducing short term and youth unemployment, both of which are recording historically low rates. Accordingly, the targeting of services and client engagement is increasingly geared towards longer

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

term unemployed Benefit claimants with more complex support requirements. Inverclyde has incorporated support for people with disabilities, learning disabilities, autism, addictions, care experienced and those on long term Incapacity Benefit, sometimes with an average Benefit dependency of over twenty years. The effort and time taken to support this client group into sustained employment is greater and requires more resource, therefore, it is to be expected that the progressions rate will be reduced and further complicated when national programmes through the DWP and Skills Development Scotland have also been reduced.

Inverclyde has a lower density of jobs than other areas. However, in the last few years there were some redundancies which, in a smaller authority like Inverclyde, have a skewed effect. For example, the redundancy and closure of the former Playtex/DB Apparel site increased the number of people unemployed and closed an employer where we had been successful in getting clients into jobs; also, the people being made redundant had, in many cases, been there for many years, therefore, the retraining required to secure jobs in another industry takes longer. Other redundancies during this period included IBM, the first tranche at Texas Instruments, the retail sector and some reduction in the service sector. Additionally, there has been a reduction in the public sector, specifically in reduced vacancies that clients can access. Despite the circumstances, local provision has continued to diversify in engaging employers and targeting areas of growth, such as contact centres and apprentices in engineering.

The Inverclyde labour market remains challenging. Outcome rates are subject to fluctuation and Inverclyde may have improved figures in future. However, it is worth noting that the Inverclyde employability service remains the 6th most successful local council funded and delivered provision, despite the fact that we operate in an area which, in spite of significant efforts, still does not have the jobs density of other parts of the country. Put simply, that means we have a lower number of jobs than our neighbouring local authorities yet we still manage to get proportionately more local residents into work than those council areas. Of equal note is the fact that, in every period of the last year, the average wage in Inverclyde has at last been on a par with the Scottish average which provides a measure about the quality of the jobs.

Inverclyde Council has continued to make significant investment in employability services, with resources identified for end-to-end employability, together with an additional resource for specialist activity. Reducing unemployment and increasing achievements are key objectives of the Single Outcome Agreement 2013/18, the Inverclyde Economic Development and Regeneration and Single Operating Plan 2014/17 and the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2016/19.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Benchmarking takes place against the national indicators and through the work of the Strategic Employability Group.

Next steps:

Continuous improvement is always sought. Economic Regeneration seeks to deliver continuous improvement, to identify gaps in provision and improve effectiveness, for example, in harnessing good practice from other areas.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

There are a two planning indicators that should be considered together:

ECON 2: New: Cost per planning application

ECON 3: New: Average time (in weeks) per commercial planning application

ECON 2: New: Cost per planning application							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
8,276.00	27th	4,832.00	4th	↑3 places (30th)	8,900.00	7,722.80	8,112.80

ECON 3: New: Average time (in weeks) per commercial planning application							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
-	-	11.2	-	-	-	8.8	10.3

What the data tells us:

The performance data for 2015/16 shows there was a reduction of £624 in the cost per planning application in Inverclyde. This improvement resulted in an increase of three places in the national rankings, taking us from 30th to 27th. The range for this indicator is £2,504.50-£11,421.90 (East Lothian and Falkirk respectively).


SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

In terms of indicator ECON 3: Average time (in weeks) per commercial planning application, the Improvement Service advise that 'blank spaces indicate that a local authority either does not provide the service or did not provide data for that indicator'. While Inverclyde Council clearly provides a commercial planning processing service, planning applications may have been categorised in different ways by Scottish local authorities. The Council will liaise with the Improvement Service to clearly establish what information is required to allow the data for this measure to be collated for future reporting years.

Contextual information:

In 2015/16, two planning indicators were introduced to the Framework with the aim of strengthening coverage of this area of local government; historical information for the new measures is available from 2012/13.

Next steps:

For information on the Council's Planning Service, planning process, building standards, listed buildings and more, visit  [Planning, Building Standards and Property](#).

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

ECON 4: New: % of Procurement spent on local small/medium enterprises

ECON 4: New: % of Procurement spent on local small/medium enterprises							
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14	2012/13
26.9	6th	19.7	1st	↑4 places (10th)	23.2	13.7	18.9

What the data tells us:

The performance data for 2015/16 shows there was an increase of 3.7% in the amount of procurement spent on local small/medium enterprises. This improvement resulted in an increase of four places in the national rankings, taking us from 10th position to 6th and into quartile one. The range for this indicator is 5.8%-53.6% (West Dunbartonshire and Shetland Islands respectively).

Contextual information:

In 2015/16, a number of new measures were introduced to strengthen the Framework's coverage of economic development and planning. The above indicator measures the amount of procurement spent on local small/medium enterprises; historical information is also available from 2012/13.

Procurement spend in local government accounts for a significant proportion of total spend. This measure focussing on the proportion of this spend which can be won by small/medium enterprises is an important indicator of the progress councils are making in delivering on their standing commitment to invest in their local economies and create employment.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Next steps:

To find out more about our procurement practices and for information on how to do business with the Council, visit  [Procurement](#).

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

ECON 5: New: Number of Business Gateway start-ups per 10,000 population

ECON 5: New: Number of Business Gateway start-ups per 10,000 population						
Inverclyde 2015/16	Ranking	Scotland	Local authority quartile	Change in rank 2014/15-2015/16	2014/15	2013/14
19.2	16th	16.9	2nd	↑5 places (21st)	18.9	20.8

What the data tells us:

The number of Business Gateway start-ups per 10,000 population increased by 0.3% between 2014/15 and 2015/16. Our ranking subsequently increased by five places to 16th which resulted in us moving into the second quartile. We are also comfortably above the Scottish average for this measure. The range for this indicator is 6.2-26.1 (Glasgow City and Aberdeenshire respectively).



Contextual information:

In 2015/16, a number of new measures were introduced to strengthen the Framework's coverage of economic development and planning; historical information is also available from 2013/14.

This high level indicator is important because new business formation is a good indicator of how conducive we are to entrepreneurship in the business environment. Small businesses are the lifeblood of local town centres and communities. A fundamental aim of local government is to improve the business creation and growth of small businesses in their areas. The provision of good quality support and assistance remains crucial to increasing new business formation and the sustainable growth of enterprises.

SOLACE Improving Local Government Benchmarking Framework Indicators 2015/16

Next steps:

For business support and advice, visit  [Business support and advice](#) and to find out how the Council works in partnership with a number of other agencies to deliver support services to businesses, visit  [Business development](#).

Report To: Policy and Resources Committee **Date:** 21 March 2017

Report By: Brian Moore
Corporate Director, (Chief Officer)
Inverclyde Health & Social Care
Partnership **Report No:** SW/23/2017/BC

Contact Officer: Beth Culshaw
Head of Health & Community
Care **Contact No:** 01475 715283

Subject: AUTISM FRIENDLY INVERCLYDE DEVELOPMENT

1.0 PURPOSE

- 1.1 The purpose of this report is to request the Policy & Resources Committee that the proposed funding for Autism Friendly Inverclyde (150K) is delegated via the HSCP to Inverclyde's Autism Implementation Group to fund priority areas of development highlighted within Inverclyde's Autism Strategy and implementation plan.
- 1.2 To inform the Policy & Resources Committee of the established multi partnership Autism Implementation Group, funding sub-group and reporting structure established to take forward the priority areas highlighted within Inverclyde's Autism Strategy.

2.0 SUMMARY

- 2.1 The Policy & Resources Committee is asked to note that Inverclyde's Autism Strategy & Implementation Plan was developed in 2014 by the HSCP as part of a Scottish Government national initiative and highlights the priorities identified by service users, families, carers and partners in the development of an Autism Friendly Inverclyde.
- 2.2 The Policy & Resources Committee is asked to note that the Inverclyde Autism Strategy group is a partnership between statutory, third sector, service user and families group and is the decision making forum for progressing autism support in developing Inverclyde autism key priority areas identified through public engagement.

3.0 RECOMMENDATION

- 3.1 That the Policy & Resources Committee agrees that the proposed funding for Autism Friendly Inverclyde (150K) is delegated via the HSCP to the Inverclyde Autism Implementation Group to fund developments as highlighted within Inverclyde's Autism Strategy and implementation plan.

Brian Moore
Corporate Director, (Chief Officer)
Inverclyde Health & Social Care Partnership

4.0 BACKGROUND

- 4.1 Similar to a learning disability, Autism is a lifelong developmental disability that affects the way a person relates to people around them. People with Autism have difficulties in making sense of the world, forming relationships, difficulties with verbal and non-verbal communication and as such the difficulties experienced are on a spectrum with degrees of severity.
- 4.2 Inverclyde Autism Strategy was developed in 2014 by the HSCP as part of a Scottish Government national initiative. The Strategy was developed in partnership with people with ASD and their families. The Strategy lays out actions required over a 10 year period to improve the lives of people in Inverclyde with Autism.
- 4.3 The Inverclyde Autism Implementation Group (AIG) was set up in 2014 to oversee the implementation of the Inverclyde autism strategy. This strategy was published in 2014 to cover the ten-year period up until 2024. The strategy was based on a number of themes which would inform how it would be delivered. The main themes identified are:
- Developing positive, enabling and supportive networks
 - Developing a co-ordinated Autism Training Plan for Inverclyde
 - Equal and timely access to an evidence-based pathway for assessment and diagnosis and the support that should follow
 - A co-ordinated system for advice and information about autism
 - Co-ordinated services based on accurate data
 - Services that can be robustly evaluated
- 4.4 The AIG's prime role is to examine how these themes are being rolled out in Inverclyde and the impact they are having on people on the autistic spectrum.

The group is composed of practitioners from all sectors within Inverclyde including:

- Inverclyde HSCP – Adult and Children's services
 - Inverclyde Council
 - Education
 - Third sector organisations
 - Independent housing sector
 - Service users and carers
- 4.5 The group meets monthly and is currently chaired by the Partnership Integration Facilitator (PIF) working with the third sector interface (TSI) in Inverclyde who reports on the work of the group to the Learning Disability Strategic Implementation Group of the HSCP. The work of the AIG fits within the following strategic commissioning themes of the HSCP:
- Recovery and Support to live individually
 - Support for families
 - Inclusion and empowerment
 - Meaningful activities and employability
- 4.6 The AIG has established a funding sub-group consisting of three third sector providers and two officers from learning disabilities services within the HSCP and is chaired by the PIF. This sub-group has delegated authority from the AIG to develop funding proposals for ongoing and future service delivery of autism services in the area and reports back to the AIG.

- 4.7 The funding sub-group will develop funding proposals based on a collaborative partnership model whereby a lead agency will be identified to deliver the proposal but governed by a steering group of agencies who will both contribute to the effective delivery of the service and provide an outcome, monitoring and governance role. This has been agreed to all by all partners in the AIG and all successful funding proposals will be administered within this framework to ensure partnership working and accountability.
- 4.8 The AIG has identified transition from children to adult services as a major gap in service delivery within Inverclyde and such as a development priority for funding for the funding sub-group to develop proposals and subsequent funding applications.

5.0 IMPLICATIONS

Finance

- 5.1 The proposal is that the funding is allocated via the HSCP and as such this will become a ring fenced part of the overall IJB resources.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Earmarked Reserves	Autism Friendly	2017/19	150		

Annually Recurring Costs/ (Savings)

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

Legal

- 5.2 There are no legal issues

Human Resources

- 5.3 None.

Equalities

- 5.4 Has an Equality Impact Assessment been carried out?

Equality Impact Assessments have been carried out on the relevant plans that underpin the HSCP Strategic Plan.

	YES (see attached appendix)
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√	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.
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Repopulation

5.5 The proposal will improve services for people with Autism and their families.

6.0 CONSULTATION

6.1 Inverclyde Autism Strategy Public Event 2014.

7.0 LIST OF BACKGROUND PAPERS

7.1 Inverclyde HSCP Autism Strategy 2014-24.

Report To: Policy and Resources Committee **Date:** 21 March 2017

Report By: Chief Executive **Report No:** PR/07/17/AF

Contact Officer: Aubrey Fawcett **Contact No:** 712701

Subject: Amendment to Riverside Inverclyde (ri) Articles of Association

1.0 PURPOSE

- 1.1 The purpose of this report is to seek Council approval, as one of ri's Members (the other being Scottish Enterprise), to minor amendments to the company's Articles of Association.

2.0 SUMMARY

- 2.1 At its December 2016 meeting, the ri Board considered options on returning to its maximum number of nine directors. It considered options of remaining at its current operating level of eight directors and opportunities regarding the composition of the maximum five Co-opted Directors (there are currently four) which is permitted within the Articles of Association.
- 2.2 ri Board's preferred option was to return to its maximum number of nine directors but with additional flexibility within the composition of Co-opted Directors, which would allow the Board to, for example, secure an additional Director from the Chamber of Commerce or from the local community, whilst retaining the private sector representation at its current level of two.
- 2.3 Such flexibility would allow the ri Board to best supplement the skills, knowledge and experience of its current Directors, in order to continue to drive Riverside Inverclyde forward in successfully delivering its responsibilities to Inverclyde.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that, as one of ri's two member organisations, Council approval is given to the ri Board's proposal to amend the company's Articles of Association, as follows:
- a minimum of one and maximum of two directors drawn from the local community;
 - a minimum of two and maximum of three directors drawn from the private sector; and
 - a minimum of one and maximum of two directors nominated by Inverclyde Chamber of Commerce (or any successor to that body).

Aubrey Fawcett
Chief Executive

4.0 BACKGROUND

- 4.1 The ri Board met on Thursday 15 December 2016, and one of the matters discussed was the re-instatement, and the configuration, of the maximum nine person complement of the Board. The ri Board has been operating with eight directors since 2014.
- 4.2 In the Articles of Association of Riverside Inverclyde, Article 54 states that the Board should secure "as far as reasonably practical" five co-opted directors within the following balance:
one director from the local community;
one director nominated by the Chamber of Commerce; and
up to three directors from the private sector.

Inverclyde Council and Scottish Enterprise are allocated four Partner Directors on the ri Board.

- 4.3 Vacancies for private sector positions were advertised on two occasions, at the beginning and at the end of 2013 (the latter of which filled two of the advertised three private sector vacancies). At the beginning of 2014 the new Board determined to initially work to establish itself as an eight person complement. During 2014-16 the new Board successfully transitioned the ri operation into the Inverclyde Economic Development and Regeneration Single Operating Plan 2014-17, in partnership with Inverclyde Council. In 2016, the Single Operating Plan was revised and extended to 2019. It was appropriate therefore for the ri Board at its most recent meeting, having fully established itself and with a successful transition, to look at options of re-instating the nine person Board complement.

5.0 PROPOSAL

- 5.1 Having discussed options arising from Article 54 (see 4.2 above), the ri Board's decision was to re-instate the full complement of a nine person board, but with having the additional flexibility within the composition of the five co-opted directors as follows:
- a minimum of one and maximum of two directors drawn from the local community;
 - a minimum of two and maximum of three directors drawn from the private sector; and
 - a minimum of one and maximum of two directors nominated by Inverclyde Chamber of Commerce (or any successor to that body)

This flexibility would, for example, allow the ri Board to seek a second nomination from the Chamber of Commerce to fill the existing vacancy, currently identified for the private sector.

- 5.2 The above proposal is supported by legal officers at Scottish Enterprise, Inverclyde Council and Riverside Inverclyde's Company Secretary (subject to Members' agreement and subsequent filing requirements with Companies House and OSCR).
- 5.3 The proposed change would result in the following changes to Riverside Inverclyde's Articles of Association:

From Current:

ARTICLE 50: Composition of the board

Five Co-opted directors, to be comprised of :

50.3. one director drawn from the local community;

50.4 three directors drawn from the private sector; and

50.5 one director nominated by Greenock Chamber of Commerce (or any successor to that body)

ARTICLE 55: re Appointment, vacating of office, re-appointment: Co-opted Directors

The directors shall exercise their powers under article 54 in such a way as to secure (so far as reasonably practicable) that at any given time the Co-opted Directors reflect the following balance :

55.1 one director drawn from the local community;

55.2 one director nominated by Greenock Chamber of Commerce (or any successor to that body); and

55.3 up to three directors from the private sector.

To Proposed:

ARTICLE 50: Composition of the board

Five Co-opted directors, to be comprised of:

50.3 a minimum of one and maximum of two directors drawn from the local community;

50.4 a minimum of two and maximum of three directors drawn from the private sector;

and

50.5 a minimum of one and maximum of two directors nominated by Inverclyde Chamber of Commerce (or any successor to that body)

ARTICLE 55: re Appointment, vacating of office, re-appointment : Co-opted Directors

The directors shall exercise their powers under article 54 in such a way as to secure (so far as reasonably practicable) that at any given time the Co-opted Directors reflect the flexible balance as identified in article 50.3 to ensure continued representation from the local community, from the private sector, and from Inverclyde Chamber of Commerce i.e. a minimum of one and maximum of two directors drawn from the local community; a minimum of two and maximum of three directors drawn from the private sector; and a minimum of one and maximum of two directors nominated by Inverclyde Chamber of Commerce (or any successor to that body).

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					

Annually Recurring Costs / Savings

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if applicable)	Other Comments
n/a					

6.2 **Legal**

The Head of Legal and Property Services has been consulted on this report.

6.3 **Human Resources**

There are no human resource issues arising from this report.

6.4 **Equalities**

There are no equalities issues arising from this report.

YES (see attached appendix)

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

6.5 **Repopulation**

n/a

7.0 CONSULTATIONS

7.1 The Chief Executive has been consulted on this report.

7.2 The Head of Legal & Property Services has been consulted on this report.

7.3 Scottish Enterprise Director of Business Infrastructure and Scottish Enterprise Legal have been consulted on this report.

7.4 ri's Company Secretary has been consulted on this report.

8.0 BACKGROUND PAPERS

8.1 None.

Report To:	Policy and Resources Committee	Date:	21 March 2017
Report By:	Grant McGovern, Head of Inclusive Education, Culture and Corporate Policy	Report No:	PR/05/17/GMcG/MMcK
Contact Officer:	Miriam McKenna, Corporate Policy and Partnership Manager	Contact No:	01475 712042
Subject:	Community Empowerment Act Implementation		

1.0 PURPOSE

1.1 The purpose of this report is to update the Committee on progress towards the implementation of the Community Empowerment (Scotland) Act 2015.

2.0 SUMMARY

2.1 The Community Empowerment (Scotland) Act 2015 was enacted in July 2015, however many parts of the Act have been introduced over the last year as guidance and regulations have been published.

2.2 In summary, the main provisions of the Act are:

- National Outcomes
- Community Planning
- Participation Requests
- Taking over assets
- Participation in Public Decision-Making
- Allotments
- Delegation of Forestry Commissioners' functions
- Supporter Involvement in Football clubs
- Non Domestic Rates

2.3 Set out in paragraph 4 below is a summary of progress in implementing each part of the Act.

2.4 The delivery of the Council's obligations under the Community Empowerment Act go a large part of the way towards meeting the issues set out in the CoSLA report 'Effective Democracy: Reconnecting with Communities' which was remitted to this Committee from the Council. This report discharges that outstanding remit for this Committee.

3.0 RECOMMENDATIONS

3.1 It is recommended that Policy and Resources Committee:

- a. Note the progress made in delivering the requirements of the Community Empowerment Act.

Grant McGovern
Head of Inclusive Education, Culture and Corporate Policy

4.0 BACKGROUND

4.1 The Community Empowerment (Scotland) Act as passed is:

'An Act of the Scottish Parliament to make provision about national outcomes; to confer functions on certain persons in relation to services provided by, and assets of, certain public bodies; to amend parts 2 and 3 of the Land Reform (Scotland) Act 2003; to enable certain bodies to buy abandoned, neglected or detrimental land; to amend section 7C of the Forestry Act 1967; to enable the Scottish Ministers to make provision about supporters' involvement in and ownership of football clubs; to make provision for registers of common good property and about disposal and use of such property; to restate and amend the law on allotments; to enable participation in decision-making by specified persons having public functions; to enable local authorities to reduce or remit non-domestic rates; and for connected purposes.'

4.2 Inverclyde Council has been working to deliver on the main provisions of the Act as they have been enacted and as guidance has been published.

4.3 Part 1: National Outcomes

Requires Scottish Ministers to continue the approach of setting national outcomes for Scotland. They must consult on, develop and publish a set of national outcomes. They must also regularly and publicly report progress towards these outcomes and review them at least every five years. Public authorities and other persons or organisations that carry out public functions must have regard to the national outcomes in carrying out their devolved functions. This part of the Act came into force 15 April 2016. The National Outcomes will be taken into consideration during the development of the Local Outcomes Improvement Plan.

4.4 Part 2: Community Planning

The guidance on Community Planning was published on 20 December 2016, coming into force on that date. Similarly, the sole regulation regarding locality planning also came into force that day, which describes the localities into which CPPs must divide local authority areas for the purpose of carrying out locality planning. It has 2 criteria that such a locality be either an area within the local authority with a population that does not exceed 30,000 or an electoral ward. The guidance can be found at <http://www.gov.scot/Publications/2016/12/8801>.

4.5 The main components of the community planning element that are being developed by the Inverclyde Alliance are the Local Outcomes Improvement Plan (LOIP) and the Locality Plans. Localities have been agreed across all the partners and engagement is planned in order to develop the locality plans in partnership with communities. A launch event will be held on 10 May in the Greenock Town Hall, open to everyone in Inverclyde to attend. This event will feed both the LOIP and Locality Plans. Three further events will be held across May and June in Port Glasgow, Greenock East and Central and Greenock South and South West in community centres, to focus on the specific issues and assets for these communities. Asset based locality plans will be developed from this and agreed with local communities.

4.6 Part 3: Participation Requests

This part of the Act provides a mechanism for community bodies to put forward their ideas for how services could be changed to improve outcomes for their community. This could include community bodies taking on delivery of services. Draft guidance on participation requests has been drafted by the Scottish Government and was published on 14 February 2017. The draft guidance can be found here <http://www.gov.scot/Topics/People/engage/ParticipationRequests/DraftParticipationRequestGuidance?refresh=0.775555568628374>. The Scottish Government expect the regulations to be laid in early 2017 and for the provisions to come into force following the parliamentary process on or around the 1 April 2017. Once officers have had time to read and digest the guidance a further report will be made to a future meeting of this Committee.

4.7 **Part 4: Community Right to Buy Land**

Part 4 of the Act amends the Land Reform (Scotland) Act 2003, extending the community right to buy to all of Scotland, urban and rural, and improving procedures. Part 4 also introduces a range of measures to amend, and in some areas, simplify, the crofting community right to buy. Existing processes for community right to buy will be used by the Council, including the provision for abandoned, neglected or detrimental land. For further information on the changes made to community right to buy relating to community bodies a leaflet can be found here <http://www.gov.scot/Publications/2016/02/1852>. Amendments to Part 2 of the Land Reform Act came into force on 15 April 2016.

Abandoned, neglected or detrimental land

Part 4 of the Community Empowerment (Scotland) Act 2015 introduces a new provision for community bodies to purchase land which is abandoned, neglected or causing harm to the environmental wellbeing of the community, where the owner is not willing to sell that land. This is if the purchase is in the public interest and compatible with the achievement of sustainable development of the land. A consultation paper was also published on the community right to buy abandoned, neglected or detrimental land, at <https://consult.scotland.gov.uk/community-land-team/abandoned-land>. This section is expected to come into force in summer 2017.

4.8 **Part 5: Asset transfer requests**

Provides community bodies with a right to request to purchase, lease, manage or use land and buildings belonging to local authorities, Scottish public bodies or Scottish Ministers. There will be a presumption of agreement to requests, unless there are reasonable grounds for refusal. Reducing inequalities will be a factor for public authorities to consider when making a decision. Relevant authorities will be required to create and maintain a register of land which they will make available to the public.

This part of the act came into force on 23 January 2017. Inverclyde Council has published its register of land on the Council's website here <http://www.inverclyde.gov.uk/council-and-government/register-of-land>. Work is ongoing between Legal, Property and Community Learning and Development as to how asset transfer requests will be managed.

4.9 **Part 6: Delegation of Forestry Commissioners' functions**

This part of the Act allows for different types of community body to be involved in forestry leasing. This opportunity is available under the new Community Asset Transfer Scheme (CATS) for Scotland's National Forest Estate. There are no major implications for the Council in regard to this part of the Act.

4.10 **Part 7: Supporter Involvement in Football clubs**

The Scottish Government is committed to the principle that supporters should have a role in decision-making, or even ownership when the opportunity arises, of their football clubs. The Act provides powers for Ministers to make regulations to facilitate supporter involvement and give fans rights in these areas. A consultation on this issue closed in January 2016, and the Scottish Government is currently considering the responses. There are no major implications for the Council in regard to this part of the Act at this time.

4.11 **Part 8: Common good property**

The Act places a statutory duty on local authorities to establish and maintain a register of all property held by them for the common good. It also requires local authorities to publish their proposals and consult community bodies before disposing of or changing the use of common good assets. Inverclyde Council has published its register of

common good property here <http://www.inverclyde.gov.uk/law-and-licensing/commongood>. Existing processes will be used to fulfil the Council's duties from this part of the Act.

4.12 **Part 9: Allotments**

This part of the Act updates and simplifies legislation on allotments. It requires local authorities to take reasonable steps to provide allotments if waiting lists exceed certain trigger points and strengthens the protection for allotments. Provisions allow allotments to be 250 square metres in size or a different size that is to be agreed between the person requesting an allotment and the local authority. The Act also requires fair rents to be set and allows tenants to sell surplus produce grown on an allotment (other than with a view to making a profit). There is a requirement for local authorities to develop a food growing strategy for their area, including identifying land that may be used as allotment sites and identifying other areas of land that could be used by a community for the cultivation of vegetables, fruit, herbs or flowers.

4.13 A Green Network has been established with representation from a wide range of local environmental groups and including Council officers. This group is keen to take forward the development of a food growing strategy for Inverclyde. Inverclyde Council has been working to identify where additional allotments might be located to respond to any waiting lists. Resource will be required to fulfil the duties in the Act under this part. Guidance in relation to this part of the Act is still awaited.

4.14 **Part 10: Participation in Public Decision-Making**

This is a new regulation-making power enabling Ministers to require Scottish public authorities to promote and facilitate the participation of members of the public in the decisions and activities of the authority, including in the allocation of its resources. Involving people and communities in making decisions helps build community capacity and also helps the public sector identify local needs and priorities and target budgets more effectively. Further information and guidance is awaited prior to any action being undertaken in regard to this part of the Act.

4.15 **Part 11: Non Domestic Rates**

This part of the Act provides for a new power for councils to create and fund their own localised business rates relief schemes, in addition to existing national rates relief, to better reflect local needs and support communities. This part of the Act came into force on 31 October 2015.

This is not a power the Council has used yet. A report was submitted to the Environment and Regeneration Committee last January shortly after this was introduced highlighting that the Council now had the power. There would be cost implications should the Council exercise this power. The report can be found at Item 11 at this link <https://www.inverclyde.gov.uk/meetings/meeting/1828>.

5.0 **NEXT STEPS**

5.1 As further guidance and regulations are published the Council will continue to identify action to be taken to meet the requirements of the Act.

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					

Financial Implications - Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if applicable)	Other Comments
n/a					

6.2 Human Resources: none at present

6.3 Legal: none at present

6.4 Equalities: none at present

6.5 Repopulation: none at present

7.0 CONSULTATIONS

7.1 N/a

8.0 CONCLUSIONS

8.1 Officers of the Council are continuing to keep a watching brief on the guidance and regulations being issued by the Scottish Government and will develop services accordingly.

9.0 LIST OF BACKGROUND PAPERS

9.1 <http://www.gov.scot/Topics/People/engage/CommEmpowerBill>

Report To:	Policy and Resources Committee	Date:	21 March 2017
Report By:	Grant McGovern Head of Inclusive Education, Culture and Corporate Policy	Report No:	PR/06/17/GM/KMcC
Contact Officer:	Karen McCready, Corporate Policy Officer	Contact No:	2146
Subject:	Update on the Public Service Improvement Framework (PSIF)		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on the Council's Public Service Improvement Framework (PSIF) programme.

2.0 SUMMARY

- 2.1 All services within the Council that are not governed by a formal self-evaluation framework (e.g. Care Inspectorate, How Good is our Public Library Service, Validated Self-Evaluation etc.) participate in a rolling programme of self-evaluation using the Public Service Improvement Framework. The Council's latest PSIF programme finished in November 2016. All relevant services have carried out an assessment and improvement plans have been developed. It is the responsibility of each Head of Service to ensure that the Improvement Plan for their service is implemented.
- 2.2 The Improvement Service carried out a review of the PSIF model in late summer 2016 and as a result of this a number of changes were made to the framework. The framework has been streamlined further and now includes statements that reflect changes to the local government landscape e.g. the Community Empowerment Act 2015. The new framework was published on 27 January 2017.
- 2.3 The publication of the new framework is timely as the Council is ready to begin a new programme of assessments. In general, each Service of the Council undertakes an assessment every two years. The first phase of assessments, which will be completed this year, has been drawn up and is attached in Appendix 1. A further report on the PSIF, with a timetable for the second phase of assessments, will be presented to Policy & Resources Committee in January 2018.
- 2.4 Attached at Appendix 2 is a list of examples of the kind of actions set out in the PSIF Improvement Plans for each service who undertook a PSIF assessment.
- 2.5 Appropriate training for officers who will facilitate the new PSIF programme has been approved by the CMT.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note:
- That the Council's 2014/16 PSIF programme is now complete and that each service has produced an Improvement Plan;

- That a new programme of PSIF assessments, as set out in Appendix 1, will begin in March 2017 and will be completed by December 2017. The assessments will be carried out using the refreshed PSIF model;
- A further report on the next phase of the PSIF programme will be presented to the Policy and Resources Committee in January 2018.

Grant McGovern

Head of Inclusive Education, Culture and Corporate Policy

4.0 BACKGROUND

- 4.1 Self-assessment is integral to any continuous improvement process as it enables an organisation to understand its current level of performance and to implement improvement actions that will drive the organisation forward. As such, self-assessment is a cornerstone of Best Value and the level of scrutiny that the Council faces will be influenced by its self-assessment processes.
- 4.2 The Public Service Improvement Framework (PSIF) has been the Council's preferred self-assessment framework since 2008. The framework is an evidence-based tool that helps public services assess performance, identify examples of best practice, areas for service improvement and external benchmarking opportunities. PSIF is the leading performance management/self-assessment framework in Scottish local government and has been widely adopted across the public and third sector. 34 organisations have implemented the framework in some form.
- 4.3 PSIF is based on the EFQM Excellence Model and the self-evaluation questions have been mapped to Customer Service Excellence, Investors in People, EFQM, Best Value and the Education Scotland Improvement Framework. The main difference between the two Excellence Models is that the PSIF reflects the language and culture of public sector organisations whereas EFQM has a largely private sector focus/language.

5.0 PSIF DEVELOPMENTS 2016

- 5.1 The Council's current PSIF programme was completed in November 2016. All services have carried out an assessment and improvement plans have been developed. It is the responsibility of each Head of Service to ensure that the Improvement Plan for their service is implemented.
- 5.2 The Improvement Service carried out a review of the PSIF model in late summer 2016 and as a result of this a number of changes were made to the framework. The framework has been streamlined further and now includes statements that reflect changes to the local government landscape e.g. the Community Empowerment Act 2015. The new framework was published on 27 January 2017.
- 5.3 The publication of the new framework is timely as the Council is ready to begin a new programme of assessments. In general, each Service of the Council undertakes an assessment every two years. The first phase of assessments, which will be completed this year, has been drawn up and is attached in Appendix 1. A further report on the PSIF, with a timetable for the second phase of assessments, will be presented to the Policy & Resources Committee in January 2018.
- 5.4 The Improvement Service recommends that a PSIF assessment is facilitated by an officer who has passed the European Foundation for Quality Management (EFQM) Accredited Assessor training course. Accreditation lasts for a period of 2 years. Previously, a number of officers from across the Council participated in this training however formal EFQM accreditation for all the Council's PSIF assessors has lapsed. The CMT has identified funding from existing budgets to allow two officers to take part in this training.
- 5.5 In addition to this, 12 officers from across the Council participated in a one day EFQM course, facilitated by Quality Scotland on 13 March 2016. The workshop has helped to develop officers' understanding of the characteristics of an excellent organisation as well as the Fundamental Concepts of Excellence, which sets out the foundation for achieving sustainable excellence in an organisation.
- 5.6 Responsibility for monitoring the PSIF programme will lie with the Corporate Quality Improvement Group (CQIG). Reports will also be presented to the CMT as appropriate.

6.0 IMPLICATIONS

6.1 Finance

There are cost implications associated with employees undertaking Quality Scotland training for PSIF. The CMT has agreed that the cost of this will be contained within existing budgets.

Financial Implications:

One off costs

Cost Centre	Budget Heading	Budget Year	Proposed spend from this report	Virement from	Other Comments
00408-000-60226	Core budget	2016/17	£1170	N/A	EFQM in house training for 12 officers
00408-000-60226	Core budget	2016/17	£1,900	N/A	EFQM Accredited Assessor training

Financial implications: Annually recurring costs

Cost Centre	Budget Heading	Budget Year	Proposed spend from this report	Virement from	Other Comments
N/A					

6.2 Legal

There are no known legal implications.

6.3 Human Resources

None

6.4 Equalities

The PSIF model includes a strong focus on equalities.

6.5 Repopulation

Through the improvement planning process, Services will be delivering improved services which will help to ensure that we are a high performing Council. This in turn, will help make Inverclyde a more attractive place in which to work and live.

7.0 CONSULTATION

7.1 This report has been considered by the CMT and the Corporate Quality Improvement Group (CQIG)

8.0 LIST OF BACKGROUND PAPERS

8.1 None

PSIF Programme 2017

SERVICE	DATE
2017	
Environmental & Commercial Services	March 2017
Human Resources & Organisational Development	April 2017
Corporate Policy	August 2017
Finance & ICT	December 2017

Appendix Two

Examples of the key actions from PSIF assessments 2014-16 across services include:

Area 1A: LEADERSHIP - Planning for the Future

- Better communication across service areas
- Cascade of information from management teams across all teams.
- Raise awareness of corporate documents e.g. the Corporate Statement, SOA and CDIP across the service.
- Improve communication of discussions that take place at CMT, DMT and SMT levels, where this is appropriate. Dissemination of information to employees.

Area 1B: LEADERSHIP Creating a Positive Culture

- Raise awareness of HR policies, e.g. Family Friendly policy, so that all employees are aware of eligibility criteria and what the terms and conditions of the policy are.
- Increase awareness across the service of the Equalities duties as set out in the Equality Act 2010.

Area 1C: LEADERSHIP - Engaging Customers, Partners and Other Stakeholders

- Improve Customer Satisfaction through an increase investment in particular service areas
- Develop SLAs where required for the service
- Employees to receive general media training.

Area 2B: SERVICE PLANNING - Communicating and consulting with customers, partners and other stakeholders

- Conduct wider stakeholder engagement
- Improved access to social media e.g. Twitter and text messaging to all the service to be provided more quickly
- Greater access to additional ICT systems such as dropboxes, SharePoint, clouds etc. where this is required for work purposes.

Area 2C: SERVICE PLANNING - Performance Management

- Establish better, consistent and more regular performance reporting across services

Area 3A: PEOPLE - Planning and Managing People

- Develop succession planning within the service

Area 3B: PEOPLE - Developing People

- Improve uptake of the Council's e-learning courses across the service

Area 3C: PEOPLE - Involving People

- Hold meetings of the full service to bring all employees together to set direction of the service and achieve employee engagement.

Area 3E: PEOPLE - Recognising and Caring for People

- Identify ways in which the service can recognise the achievements and dedication of staff.
- Regular team meetings required across all the service. Information to be communicated from SMT meetings.
- Increase awareness within the community regarding service delivery.
- Feedback to employees on how their work impacts on benefits for the wider community
- Carry out a review of personal protective equipment
- Improve the service image and address unwarranted negative press attention.

Area 4B: PARTNERSHIPS AND RESOURCES - Managing Financial Resources

- Training on financial and budgetary management identified as a key element for team leaders and staff responsible for budget spend.
- More awareness of financial risks and pressures at SMT level.

Area 5A: PROCESSES AND SERVICES Managing Customer Needs and Expectations

- Develop SLAs where required for the service

Area 6A: CUSTOMER RESULTS: Customer perceptions

- Gather more customer feedback to ascertain customer views of the service

Area 9B: KEY PERFORMANCE RESULTS: Effectiveness

- Establish how effective customers regard the service to be through customer feedback

Report To:	Policy and Resources Committee	Date:	21 March 2017
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	PR/06/17/WB/JB
Contact Officer:	Janice Boyd, Equalities Officer	Contact No:	01475 712853
Subject:	Equality Mainstreaming Report and Equality Outcomes		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek approval from the Policy and Resources Committee of the mainstreaming report prior to its publication by 30 April 2017, together with approval of refreshed equality outcomes for 2017-21, both of which are required by the Equality Act 2010.

2.0 SUMMARY

- 2.1 The Equality Act 2010 requires listed authorities to publish equality outcomes every four years and report on their progress through a mainstreaming report every second year. The existing equality outcomes cover the period 2013-17 and refreshed outcomes are required to be published by 30 April 2017 covering 2017-21.
- 2.2 The mainstreaming report covers the two year period 2014/15 and 2015/16 and details the action that has been taken against each of the current equality outcomes since the last mainstreaming report which was published in 2015. The report also contains a breakdown of the Council workforce, pay gap information on gender, race and disability and an Equal Pay Statement.
- 2.3 The equality legislation requires the Equalities Mainstreaming Report, together with revised equality outcomes to be published by 30 April 2017. However, in view of there being local elections in May this year, the Scottish Councils Equality Network and COSLA wrote a joint letter to the Equality and Human Rights Commission and the Scottish Government regarding the timescales involved for publication of the documents. The response is attached as Appendix 1 and advises:

“...local authorities should seek provisional sign off for their Mainstreaming Reports and future Equality Outcomes from the outgoing council, as per the timescales required to ensure publication by end April 2017.

The Commission has agreed to defer commencing their compliance checks for 4 – 6 weeks after the new council is in place to allow the incoming council time to consider the Mainstreaming Reports/Equality Outcomes, make any changes they feel are necessary and ratify the final version of their reports/outcomes.”

- 2.4 The Corporate Equalities Group does not anticipate that it will be necessary to utilise the extended timescale for the mainstreaming report, as this is a report on progress that has been made towards previously agreed equality outcomes. The group further considers there is no reason to extend the timescale for approving the revised Equality Outcomes unless major amendments are proposed during the public consultation exercise which is scheduled to finish in the middle of March.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Policy and Resources Committee:

- a. Offers its approval of the draft Mainstreaming Report;
- b. Offers its conditional approval of the draft Equality Outcomes subject to no major amendments being proposed to the outcomes during the public consultation; and
- c. Agrees final approval of the Equality Outcomes is remitted to the incoming members of the Policy and Resources Committee at the first meeting following the local elections in May if major amendments are required following the public consultation exercise.

Wilma Bain
Corporate Director
Education, Communities & Organisational Development

4.0 BACKGROUND

4.1 The Equality Act 2010 replaces previous anti-discrimination laws with a single Act. The majority of the Act came into force on 1 October 2010. Prior to the Equality Act 2010, there were 3 separate public sector equality duties covering race, disability and gender. The Equality Act 2010 replaced these with a new single public sector equality duty covering the protected characteristics of race, sex, disability, sexual orientation, religion and belief, age, gender reassignment, marriage and civil partnership and pregnancy and maternity.

The Equality Duty consists of a General Duty and Specific Duties. The purpose of the specific duties is to enable better performance of the general duty.

4.2 General Duty

The general duty came into effect on 5 April 2011 and has three aims. It requires listed public bodies to have 'due regard' to the need to:

1. eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Equality Act 2010
2. advance equality of opportunity between people from different groups and
3. foster good relationships between people from different groups.

Due regard means conscious consideration is given to the three aims of the general duty as part of the process of decision-making. Whilst there are many examples of work undertaken to tackle unlawful discrimination, the role of public bodies in advancing equality and fostering good relations is less developed. Greater emphasis requires to be placed on how we engage with people who may be experiencing barriers to accessing services or opportunities as a result of a lack of support or thought in relation to their particular requirements, eg a disability or pregnancy and maternity.

4.3 Specific Duties

Specific duties came into effect on 27 May 2012. The specific duties require public bodies to set specific measurable equality objectives and to publish information about their performance on equality, so that the public can hold them to account. All information must be published in a way that makes it easy for people to access it.

Public bodies covered by the specific duties must:

- set specific measurable equality objectives and publish information about their performance on equality
- publish sufficient information to show they have considered the three aims of the general duty across their functions
- publish evidence of equality analysis undertaken to establish whether their policies and practices would further, or have furthered, the three aims of the General Duty
- gather, use and publish employment information
- publish gender pay gap information
- publish an equal pay statement
- consider award criteria and conditions in public procurement

4.4 Under the specific duties, education authorities are required to publish their equality outcomes and mainstreaming report separately from their partner local authority, and these documents have been the subject of a separate report to the Education and Communities Committee. Licensing has also produced a mainstreaming report which was submitted to the Licensing Board in December.

4.5 A copy of the authority wide draft equality outcomes is attached as Appendix 2 together with a list of actions proposed against each outcome (although this list is not exhaustive and can be added to as appropriate) and the draft mainstreaming report is included as Appendix 3.

4.6 The draft outcomes will be subject to community consultation through an online survey on Survey Monkey and at a series of locality meetings which are scheduled to take place late February/early March. If this results in changes being proposed, then these will be summarised and submitted as a separate paper prior to the Policy and Resources Committee meeting.

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					

Financial Implications - Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if applicable)	Other Comments
n/a					

5.2 Human Resources

There are no HR implications resulting from this report.

5.3 Legal

There are no legal implications resulting from this report.

5.4 **Equalities:** This paper aims to progress the Council's commitment to equalities and in doing so comply with the associated legislative requirements.

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.

5.5 Repopulation

There are no repopulation implications resulting from this report.

6.0 CONCLUSIONS

6.1 The Policy and Resources Committee is asked to consider the terms of the letter from Justin Tomlinson MP.

7.0 LIST OF BACKGROUND PAPERS

7.1 None.



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James Fowlie
Director
Integration & Development
COSLA
Verity House

Simon Cameron
Chair
SCEN

21 December 2017

Dear James and Simon

Thank you for your letter of 8 December to myself and Alastair. I am responding on behalf of us both.

We have discussed your request with the Commission and agreed with them that local authorities should seek provisional sign off for their Mainstreaming Reports and future Equality Outcomes from the outgoing council, as per the timescales required to ensure publication by end April 2017.

The Commission has agreed to defer commencing their compliance checks for 4 – 6 weeks after the new council is in place to allow the incoming council time to consider the Mainstreaming Reports/Equality Outcomes, make any changes they feel are necessary and ratify the final version of their reports/outcomes.

The Commission will, however, be checking to ensure drafts have been published within the statutory timescales.

I hope you will agree that this approach provides the flexibility that you were seeking, while remaining consistent with the statutory obligations on public authorities.

[Redacted signature area]

ppYVONNE STRACHAN
Head of Equality, Human Rights & Third Sector Division



Inverclyde Council Equality Outcomes 2017-2021

No	How will we get there? (Action)	How will we know? (Indicators/ Evidence)	Who is responsible?	Which protected characteristics will benefit?
1.	Inverclyde Council's employees and elected members are able to respond confidently and appropriately to the needs of service users and colleagues.			
	Regular face to face and online training sessions available for all employees and elected members	Continue to meet the target of participants in training sessions for equalities (annually)	Equalities Officer	Disability, Sexual Orientation, Gender Reassignment, Race, Religion or Belief, Sex, Age
	Raise awareness of cultural differences to help with community integration	Two cultural awareness seminars to be held (one in 2017, one in 2018)	HSCP/Equalities Officer	
	Communications strategy to be implemented	Improved communications across the Council that reflects the diversity of the Council's employees and the wider community it serves (August 2017)	Corporate Communications Manager	
	Increase Hate Crime awareness for employees and Elected Members	Hate crime awareness will increase, together with an understanding on how/where to report hate crime/incidents (by 2018)	Equalities Officer	
	Access to translation services is improved for service users as required	<ul style="list-style-type: none"> Officer in each service area identified to monitor usage of telephone interpretation service (June 2017) Plan in place for incidents that require face to face translation service (October 2017) 	Equalities Officer Equalities Officer/ HSCP	
	Budget savings will be subject to equality impact assessments	Equality impact assessments for each budget saving available on Council website (ongoing)	All relevant officers	
2.	Inverclyde's children, citizens and communities are able to access our services and buildings with ease and confidence			
	Establish a multi-agency equality group	A multi-agency group is established and communication about equalities issues between communities, the third sector and the council is improved (June 2017)	Equalities Officer	Disability, Sexual Orientation, Gender Reassignment, Race, Religion or Belief, Pregnancy and Maternity

No	How will we get there? (Action)	How will we know? (Indicators/ Evidence)	Who is responsible?	Which protected characteristics will benefit?
	Continue to support refugee families and facilitate engagement with appropriate services	Support provided to refugee families is evaluated on an ongoing basis (ongoing)	All relevant partners	
	Implement actions from Inverclyde's self-assessment surrounding the Pregnancy & Parenthood in Young People Strategy.	<ul style="list-style-type: none"> There will be fewer unplanned pregnancies amongst young women (ongoing) Young people who are becoming parents are provided with ongoing support appropriate to their needs (ongoing) 	Sexual Health Implementation Group Sexual Health Implementation Group	
	Continue to develop services, guidance and support for the transgender community	Where practicable, existing toilet facilities will be redesignated as accessible toilets to meet the needs of the transgender community (on a phased basis up to 2018)	Corporate Equalities Group	
	Continue to improve the condition of roads, pavements in line with the new RAMP.	The Council's Environment, Regeneration and Resources Performance Report will provide evidence of improved roads, pavements (every 2 nd committee cycle in line with the CDIP performance reporting schedule.)	Environmental & Commercial Services - Service Manager (Roads)	
	Continue to work towards improving access to buildings and Council facilities to ensure they are as inclusive as practicable.	An equality access audit process will be rolled out across Council buildings regularly used by the public (annual programme to be agreed)	Equalities Officer/Corporate Equalities Group	
3.	Measures to prevent and eradicate violence against women and girls are making Inverclyde a place where all individuals are equally safe and respected and all women and girls can expect to live free from such abuse and the attitudes that perpetrate it			
	Develop and deliver the Inverclyde Violence against Women Multi Agency Partnership Strategy and yearly action plan.	The Strategy is in place and regular updates on the action plan reported to the Corporate Equalities Group. An annual outcome report is provided to Inverclyde Alliance	Violence Against Women Coordinator	Sex, Race, Religion or Belief

No	How will we get there? (Action)	How will we know? (Indicators/ Evidence)	Who is responsible?	Which protected characteristics will benefit?
4.	There are no barriers in recruitment, training and promotion opportunities for Inverclyde Council.			
	All staff to be asked to update Equal Opportunities status during 2017 to allow the Council to monitor, report on and taken action to remove any barriers in recruitment, training or promotion opportunities	The number of staff disclosing information has increased (by end of 2017)	Organisational Development Team Leader	Disability, Race, Sexual Orientation, Gender Reassignment, Religion or Belief (others also affected but disclosure rates for the above need targeted approach)
	Seek to address any identified pay gap through regular promotions and targeted events.	Gender pay gap has reduced (March 2018)	Head of Organisational Development	
	Council to continue membership of Disability Confident scheme	Council has retained membership of Disability Confident (ongoing)	Organisational Development Team Leader	
Equalities leaflet to be produced to highlight that jobs are not gender specific (2017)	Equalities leaflets/web pages on protected characteristics are available (August 2017)	Organisational Development Team Leader		
5.	All Inverclyde residents have an opportunity to share in the area's economic growth.			
	Facilitate the Disability Confident accreditation scheme for Inverclyde employers.	An increase in the number of employers with Disability Confident accreditation (4 per year)	Workforce Development Team Leader	Disability
	Delivery of actions from Skills Development Scotland Equality and Diversity Action Plan	Monitoring of measures included within Action Plan (ongoing)	Workforce Development Team Leader	All
Ensure equalities are embedded within the Council's procurement approach and documentation	All successful tenderers will have certified their compliance with statutory equality requirements (ongoing)	Corporate Procurement Manager	All	

Mainstreaming Report, Progress on Equality Outcomes and Equal Pay Report

2017



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

Inverclyde Council believes in, and is committed to, the principle of equality of opportunity. The Council recognises its responsibilities as a community leader, service provider and employer to encourage the fair treatment of all individuals and to tackle social exclusion and inequality. It also recognises the benefits this brings to the community, the Council and its employees.

The vision for the Inverclyde area is 'Getting it Right for Every Child, Citizen and Community'. This means that the Council and its partners will work in partnership to create a confident, inclusive Inverclyde with safe and sustainable, healthy, nurtured communities, and a thriving, prosperous economy, with active citizens who are resilient, respected and responsible and able to make a positive contribution to the area. The eight local outcomes, which the Council has adopted as its core strategic outcomes are:

1. Inverclyde's population is stable with a good balance of socio-economic groups.
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.
3. The area's economic regeneration is secured and economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.
4. The health of local people is improved, combating health inequality and promoting healthy lifestyles.
5. A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates.
6. A nurturing Inverclyde gives all our children and young people the best possible start in life.
7. All children, citizens and communities in Inverclyde play an active role in nurturing the environment to make the area a sustainable and desirable place to live and visit
8. Our public services are of high quality, continually improving, efficient and responsive to local people's needs.

There are also a series of wellbeing indicators, which the Inverclyde Alliance has adopted, and which have been adapted and expanded from 'Getting it Right for Every Child' covering the core areas of Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).

These indicators are set out in the Single Outcome Agreement and are as follows:

Safe	Protected from abuse, neglect or harm and supported when at risk. Enabled to understand and take responsibility for actions and choices. Having access to a safe environment to live and learn in.
Healthy	Achieve high standards of physical and mental health and equality of access to suitable health care and protection, while being supported and encouraged to make healthy and safe choices.
Achieving	Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work, leisure or the community.
Nurtured	Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.
Active	Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development.
Respected & Responsible	Respected and shared responsibilities. Citizens are involved in decision making and play an active role in improving the community.
Included	Overcoming social, educational, health and economic inequalities and being valued as part of the community.

The delivery of outcomes across the Council should also take into consideration how they impact on the above wellbeing indicators.

Our Nurturing Inverclyde approach aims to get it right for every child, citizen and community, and this includes how we ensure that people with protected characteristics are safe, healthy, achieving, nurtured, active, respected, responsible and included. There are particular issues for those with protected characteristics within these wellbeing outcomes. For example, keeping people safe from hate crime, ensuring that leisure services are accessible and making sure that no-one is excluded from being a valued part of the communities of Inverclyde.

1.1 Our Legal Obligations

The Equality Act 2010 replaces previous anti-discrimination laws with a single Act. The majority of the Act came into force on 1 October 2010. Prior to the Equality Act 2010, there were three separate public sector equality duties covering ethnicity, disability and gender. The Equality Act 2010 replaced these with a new single public sector equality duty covering the protected characteristics of ethnicity, sex, disability, sexual orientation, religion and belief, age, gender reassignment, and pregnancy and maternity. The equality duty consists of a general duty and specific duties. The purpose of the specific duties is to enable better performance of the general duty. The

legislation also covers marriage and civil partnerships but only for the first aim of the general duty.

General Duty

The general duty came into effect on 5 April 2011 and has three aims. It requires public bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relationships between people from different groups

Due regard means it is necessary to consciously consider the three aims of the general duty as part of the process of decision-making. Whilst there are many examples of work undertaken to tackle unlawful discrimination, the role of public bodies in advancing equality and fostering good relations is less developed. Greater emphasis requires to be placed on how we engage with people who may be experiencing barriers to accessing services or opportunities as a result of a lack of support or thought in relation to their particular requirements, eg a disability or pregnancy and maternity.

Specific Duties

Specific duties came into effect on 27 May 2012. The specific duties require public bodies to set specific measurable equality objectives and to publish information about their performance on equality, so that the public can hold them to account. All information must be published in a way that makes it easy for people to access it.

Public bodies covered by the specific duties must:

- set specific measurable equality objectives and publish information about their performance on equality
- publish sufficient information to show they have considered the three aims of the general duty across their functions
- publish evidence of equality analysis undertaken to establish whether their policies and practices would further, or have furthered the three aims of the General Duty
- gather, use and publish employment information
- publish gender pay gap information
- publish an equal pay statement
- consider award criteria and conditions in public procurement

1.2 Equalities Governance and Organisational Culture

Inverclyde Council has a Corporate Equalities Group whose role is to reinforce and progress the Council's commitment to equalities and in doing so comply with associated legislative requirements.

The focus of the Corporate Equalities Group, which is chaired by the Head of Education, is to:

- drive the Council's commitment to equalities consistently across all services to ensure better equality outcomes
- ensure we are meeting our legislative duties as outlined in the Equality Act 2010
- establish a robust performance and planning framework for equalities

The focus of the Corporate Equalities Group meetings is primarily on understanding and ensuring compliance with the legislative duties arising from the Equality Act 2010. The Group also monitors progress against the published equality outcomes, facilitates support for staff directly involved in delivering the outcomes, and offers relevant services an opportunity to showcase work or projects that relate directly to one or more of the protected characteristics.

1.3 Supporting Directorates/Services to Meet General Duty and Specific Duties

Adopting a 'Business Partner' approach, the Equalities Officer has worked alongside Directorates and Services to help build capacity to effectively mainstream equality and diversity within Inverclyde Council.

Specific examples of interventions have included:

- Reviewing the equality impact assessment process and simplifying the paperwork together
- An option for refresher training for appropriate staff.
- Working alongside staff when conducting equality impact assessments to ensure that due regard is being considered appropriately
- Delivering general equalities training to a wide range of staff, including a session with all Heads of Educational Establishments
- Bringing in Nil by Mouth to deliver a series of training sessions on anti-sectarianism
- Providing support for individual cases where equality considerations may become a potential issue.
- Working alongside partner agencies, including the police and NHS Greater Glasgow and Clyde, to adopt a more cohesive approach to equality and diversity within Inverclyde.
- Establishing a multi-agency equalities forum (modelled on Community Planning Partnerships) that will benefit Inverclyde by ensuring that real value can be added from working in partnership.

2. Equality Outcomes

The equality outcomes have been taken, or rolled up, from the Council's Corporate Directorate Improvement Plans (CDIP) and contribute to the delivery of the general and specific duties of the Single Equality Act 2010. Under the specific duties, education authorities are required to publish their equality outcomes and mainstreaming report separately from their partner local authority. The equality outcomes for the education authority are the subject of a separate report.

Outcome 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.

- In 2014/15, 16 individuals completed hate crime training, this rose to 60 in 2015/16 and, at the time of reporting, stood at 107 for 2016/17 – participants were a mix of Inverclyde Council employees, partner employees and third sector staff/volunteers.
- Following their recent training session, the Council's seven Libraries and the McLean Museum have signed up as 3rd Party Reporting Centres
- Joint promotion of these centres and awareness-raising of hate crime in general with Police Scotland is required to encourage the community to report crimes or incidents in order to get a more accurate picture of the level being carried out.

Outcome 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.

- The Council currently has several equality and diversity e-learning modules covering general equalities and each of the individual protected characteristics
- Hate Crime training covers discrimination against protected characteristic groups covered by the Hate Crime legislation
- Equality Impact Assessment training also covers the different needs of specific groups
- Face to face training sessions provided for staff new to equalities as well as a shorter refresher session
- Targeted training sessions provided to individual services as requested; training provided to Education HQ Admin staff and the Heads of Educational Establishments
- Briefing on local LGBT community provided to Elected Members

Inverclyde Council carries out an Employee Opinion Survey every 3 years. The table below shows that in 2015, 89% of employees agree or strongly agree that the Council accepts and supports equality and diversity. This is a 9% improvement from the 2012 survey.

Inverclyde Council accepts and supports equality and diversity

	2015	2012
Strongly Agree	25%	15%
Agree	64%	65%
Disagree	8%	15%
Strongly Disagree	3%	5%

Outcome 3 – Increased targeted engagement with Inverclyde's children, citizens and communities who have protected characteristics.

- Continuation of Equalities Officer post since 2013
- LGBT Youth Group (Clyde Pride) has 52 registered members
- Adult LGBT Group recently established
- Inverclyde Council on Disability is represented on Corporate Equalities Group
- 118 individuals have completed ESOL courses over the two year period covered by this report (2014/15 and 2015/16)
- Establishment of an Inverclyde-wide equality forum for representatives of public bodies and local community groups to meet together

Case Study – Secondary School Toilet Signs

The Transpire group is a sub group of Clyde Pride for young Trans and is supported through the Council's CLD Youthwork Team. They raised an issue around using toilet facilities within schools. They were often being advised to use the disabled toilet which caused problems, ie in some schools a key for the disabled toilet had to be requested from reception and highlighted the individual to members of staff who often challenged the young person on why a non-disabled individual was using the disabled toilet. The group came up with a solution whereby a toilet could be labelled as an "accessible toilet" that anyone could use – this would also help other individuals such as those with a fear of using a toilet in front of someone else.



The matter was progressed through the Corporate Equalities Group and it was agreed for accessible toilet signs to put on the disabled toilets within Inverclyde secondary schools. The newer schools already had these in place but older buildings had new signs erected. The project has been highlighted at recent youth events and there is talk of "accessible toilet" signs appearing in the national standards and qualities guidance currently being created as well as promotion within the criteria of a new campaign called "Flushed with Success" which will be carried out by young people within Scotland's secondary school toilets in the near future.

Outcome 4 – All services consistently gather and analyse information on their service users by protected characteristics, where appropriate, which is used to inform Improvement Planning.

- All services continue to encourage feedback from their Service users to inform their service delivery
- Both the Council's budget simulator exercise and Citizens' Panel are asked for details relating to protected characteristics
- Education Services has demographic information relating to pupils

It should be noted that the HSCP (formerly the CHCP) was required to create its own equality outcomes which were effective from 30th April 2016; this document therefore only details progress of Outcomes 5-8 up to 2015/16.

Outcome 5 – All staff within CHCP have a greater awareness of the needs of groups with protected characteristics.

- The HSCP Strategic Plan was developed throughout 15/16 and an EQIA was undertaken
- All staff through regular support and supervision sessions have the opportunity to explore the needs of groups with protected characteristics. The e-KSF process requires individuals to provide evidence of their learning in relation to the equalities agenda and this is also raised through the Council's appraisal system.
- Access to achieving and maintaining greater awareness for staff is supported by managers through Learn Pro, the NHS online e-learning module training system and e-learning modules available internally through the Council. Face to face training is also available through opportunities within the HSCP.

- Specific EQIA training was delivered by NHS GGC CIT on undertaking equality impacts of any new strategies and plans.
- Inverclyde HSCP commissions Your Voice/Inverclyde Community Care Forum to undertake a public engagement role through the People Involvement Network. While developing the Strategic Plan and associated Equality Outcomes it became apparent that the network should be reviewed to ensure removal of potential barriers to participation and wider inclusion of protected characteristics groups.

Outcome 6 – Narrow the health inequalities gap through clearly defined programmes of action by our service and in conjunction with our partners.

- A number of inequalities awareness raising sessions were undertaken across the Community Planning Partnership outcome delivery groups and Alliance Board to ensure there was a consistent understanding of the causation of Inequalities.
- Work was undertaken to ensure our most vulnerable groups were responding to the stopping smoking services. This included changes to the service model from fixed groups to rolling groups, supporting those who want to cut down to stop smoking, supporting those who are using e-cigarettes, and ensuring that the wider social determinants of health were addressed, for example financial support, stress management, and employability.
- The Inverclyde Tobacco Strategy was ratified which included an EQIA to ensure that we identify the issues that will have the most impact on different groups.

Outcome 7 – Reduced discrimination is faced by Lesbian, Gay, Bisexual and Transgender people, sensory impaired people and people with learning disabilities in our services.

- Inverclyde was involved in creating a model of best practice on how health and social care workers can be effective in identifying and responding to survivors of gender-based violence amongst people with learning disabilities.
- In order to increase staff knowledge of the impact of discrimination they have access to training, equalities websites, and policy documentation. For example, managers have access to the NHS Transgender Policy and ensure that staff are familiar with this as well as other relevant policies for this outcome.
- Inverclyde has a Sexual Health Local Implementation Group which is chaired by the Director of Education, Communities and Organisational Development. The action plan was reviewed and specific focus related to the LGBT community raised.

Outcome 8 – Information on how different groups access and benefit from our services is more routinely available and informs service planning.

- Through participation in the Afghan and Syrian Resettlement schemes, there has been a requirement to ensure all staff are aware of the need to ensure information is available and translatable in different languages. A number of documents regarding services have been translated into Arabic.
- Information was promoted regarding access to NHS GGC Interpreting services
- The NHS Greater Glasgow and Clyde AIP policy was promoted through a variety of methods and a step-by-step guidance document was sent to staff with a link to the Equalities in Health Website which offers further information and tools to assist staff with the planning and writing of information. Staff forward any information for the

public to the AIP lead for quality checking prior to publishing to ensure that it meets AIP guidelines.

Case Studies – Refugee Integration in Inverclyde

Two sisters from Syria, who were part of the Syrian Vulnerable Persons Relocation Scheme, came to Inverclyde as part of the Council's commitment to the scheme. One of the sisters has a disability which restricts movement in her four limbs. Her sister is her carer.

Inverclyde HSCP, through River Clyde Homes, procured a wheelchair adapted ground floor flat. The flat was fully furnished and is in an area of Greenock close to the town centre and was recently refurbished.

The women were assisted to claim appropriate welfare benefits and were registered at a local GP surgery and at a dental practice in the area. Referrals were made to the Occupational Therapist for additional adaptations and a Home Care Service was put in place.

Neither of the sisters has any English and arrangements are being made for English to be taught at home as the limited mobility of the disabled sister prevents them from travelling to English classes.

Members of the local faith communities have offered a befriending service but the sisters are currently reluctant to be involved in this because of their lack of English. They are, however, in regular contact with other Syrian families in the area.

* * * * *

An Afghan family who relocated to Inverclyde as part of another central Government programme was provided with similar support to the sisters detailed above.

The different challenges presented by this group came mainly from the cultural background of Afghanistan, but also because the mother in the family was brought up during the reign of the Taliban, when women were not allowed access to education. This meant that she could not read or write in her own language.

Another major challenge was the isolation of the woman. Afghan society is very patriarchal and the woman's role is to stay at home and look after the children, take care of the housework etc. This woman did not even have the opportunity to meet or mix with other Afghan women in the area. Her husband had also refused to let her attend the English classes which had been established for the Afghan women.

Eventually, the husband agreed to let her attend the classes which meant that, in addition to learning English, she had the opportunity to engage with other women, not only Afghans. These experiences have transformed her and she is now a very confident and outgoing woman who is challenging traditional roles expected by Afghan men and society.

Outcome 9 – Measures to prevent and eradicate violence against women and girls are making Inverclyde a place where all individuals are equally safe and respected and all women and girls can expect to live free from such abuse and the attitudes that perpetrate it.

- In the last mainstreaming report, it was proposed to change this outcome from the previous wording to “Our aim is to prevent and eradicate violence against women and girls, making Inverclyde a place where all individuals are equally safe and respected and all women and girls live free from such abuse and the attitudes that perpetrated it” but this was altered further as it was seen as an action rather than an outcome.
- A performance indicator has been included in Violence Against Women Multi-Agency Partnership (“MAP”) Action Plan that states “Women and girls feel safe, respected and equal in our communities”
- There are systems in place to address Forced Marriage and Honour Based Violence across services in Inverclyde
- There is a standing item on the MAP agenda to identify and address specific issues that arise for women and their children living with violence against women (“VAW”) in Inverclyde
- All staff in Greenock Prison are aware of VAW and confident in contacting Women’s Aid for support if women prisoners disclose and maintaining ongoing links with workers
- The Mentors in Violence Prevention (“MVP”) programme is now operational in Inverclyde Academy, Clydeview and Notre Dame (in addition to St Stephen’s, St Columba’s and Port Glasgow High Schools where the programme was already active).
- Programmes are being delivered in high schools on awareness of abusive relationships and sexual bullying, and in primary schools in relation to healthy relationships, by staff from Community Learning & Development, Children 1st and Inverclyde Women’s Aid

Outcome 10 – The Council has up-to-date data regarding the protected characteristics of employees.

- Biennial questionnaire asks staff to update their protected characteristic details.
- The questionnaire has been available online since 2014 to encourage responses.
- Paper copies are available and are sent direct to HR for reasons of confidentiality.
- Questions were updated to include sexual orientation, religion and transgender status in the employee profile.

Outcome 11 – Craft workers are assimilated in single status terms and conditions for Local Government Employees.

- This outcome was completed as reported in our Mainstreaming Report for 2015

Outcome 12 – Employees have access to leadership development and training opportunities through the Council’s workforce development and planning process.

- All staff are able to participate in leadership development and training opportunities

- As part of the Performance Appraisal process, learning opportunities are discussed and agreed between the employee and their line manager
- Learning can take place either through e-learning modules or by attendance at classroom-based training sessions
- Staff are also eligible to undertake development through the online Access 2 Learning run by the Improvement Service which includes specific modules for managers.
- More men than women are making use of learning and development opportunities. The percentage of participants at face to face sessions that were male participants was 45.18% and 40% respectively compared with 53.61% and 56.44% for women. This looks like a fairly even split but consideration needs to be given to the fact the Council workforce consisted of more than 70% female for both years so there is a higher proportion of men accessing the training opportunities.

Outcome 13 – People with disabilities get the support to access the technology that they need no matter which library they use.

- ABC funding reduced, ICOD staff member no longer in post and service no longer available in Libraries.
- All assistive technology equipment still available in Libraries.
- Frontline staff received refresher training in use of Assistive Technologies in 2015/16 training plan.

Outcome 14 – Library and museum staff feel they have increased capacity to respond more confidently to the needs of all customers, in particular those with protected characteristics.

- Equalities training remains mandatory on an annual basis. Each member of staff must complete the Brightwave module. In addition all staff will be given the opportunity to attend face-to-face training every three years. This allows for discussion amongst colleagues and helps staff develop a better understanding of the obligation we have as a Council service to promote equalities.
- Library staff have also had awareness training in living with Dementia and all staff are now “Dementia Friends” and all Libraries and the Museum are “Dementia Friendly” establishments.
- In addition Gourock Library scored highly in a recent dementia friendly audit.
- All Libraries are now 3rd Party reporting centres for hate crimes and all staff have been trained to assist those needing to report a hate crime or incident.
- All staff attended Stroke Awareness training in December 2016.
- Nil By Mouth delivered sectarian awareness training to all staff in January 2017.

Outcome 15 – The McLean Museum and Watt Library are fully accessible to people with disabilities, and have been designed with disabled users’ needs in mind.

- This outcome was suspended as this project was dependent on external funding which the Council was unable to source in the current financial climate.
- Capital funding has been made available for partial refurbishment and therefore this outcome will be reconsidered for 2017-21

Outcome 16 – Council buildings do not have any barriers to access and better meet the needs of citizens.

- A Citizen’s Panel survey was carried out in autumn 2016. Just over a third (36%) of all respondents stated that they had visited the main Council buildings in the last 12 months. This peaked at 42% among respondents aged 25-34 years.
- We have asked the local community about access to Council buildings through the Citizens’ Panel since 2008. There has been an increase in the number of people accessing our buildings rising from 26% in 2010 to 29% in 2012 and 41% in 2014, although this has dropped slightly to 36% in 2016. This still exceeds our 2016 target of 42% of the community utilising our buildings. This performance indicator is simply a measure of visits to Council premises rather than a measure of performance.

Have you visited the main Council buildings in the last 12 months?	Total
Yes	36%
No	64%

- Of those people who said they had visited the Council buildings in the last 12 months, 93% of respondents said that they found it either fairly or very easy to access the Council buildings.

How easy did you find it to access the Council buildings?	Total
Very easy	51%
Fairly easy	42%
Neither/nor	3%
Fairly difficult	4%
Very difficult	0%

Respondents who said it was difficult to access the Council buildings gave the following reasons:

- “The automatic door didn’t open!! Got to press a button that’s not near the door”
- “Parking access for drivers and general pedestrian access”
- “The door had to be opened from the inside”
- “Disabled and sight impaired – council don’t think out this when doing access”
- “I notice a number of people stopping me in Oak Mall looking for directions to Council buildings, could be better sign posted from all entrances”
- “I am disabled and can never get a parking space due to constant Portacabins parked in the square. This is appalling and has gone on for years.”
- As detailed in outcome 18 below, an equality audit is to be undertaken which will identify any shortcomings or barriers that make it difficult to access our Customer Service Centre. It is also being considered whether this could be rolled out to other Council buildings to identify areas where improvements could be made to improve access for our community.

Outcome 17 – The conditions of roads and pavements do not prevent older people and those with mobility impairment from accessing shops, services and transport.

- The major investment in Inverclyde's roads infrastructure (Roads Asset Management Plan - RAMP) is in year 5 of a 5 year programme. A further RAMP will be considered from 2017 which will further improve access for all.
- The condition of roads are included as a Local Government Benchmarking Framework indicator and reported as part of the Council's Environment, Regeneration and Resources Performance Report
- Street lighting repairs within 7 days are currently at 100% as is the target of road traffic lights repaired within 48 hours
- The service have a prioritised list for gritting and footway clearance ensuring those in most need have safe movement of vehicle and pedestrian traffic in all weather conditions.

Outcome 18 – The Customer Service Centre is able to offer a range of communication options which meet the needs of people with protected characteristics.

- A range of translation and interpretation services is available when required to support customers who contact the Council.
- Guidance is available for staff on the Council's website regarding minimum requirements for people who may need documents available in alternative formats.
- British Sign Language interpretation is available upon request.
- The Council has access to a loop aid for hearing impaired users who contact us by telephone and an accessible desk for people living with mobility issues.
- Documents in alternative formats will be available upon request.
- An equality audit of service provision from the Customer Service Centre is being undertaken, starting with a self-assessment.

Outcome 19 – Corporate Procurement will ensure that equality impact assessments are built into the tendering process as part of its commodity strategy.

- Procurement has continued to update its documentation in line with legislative changes.
- Equalities impact assessments are completed where relevant.
- New staff inductions include training on Equality Impact Assessments.

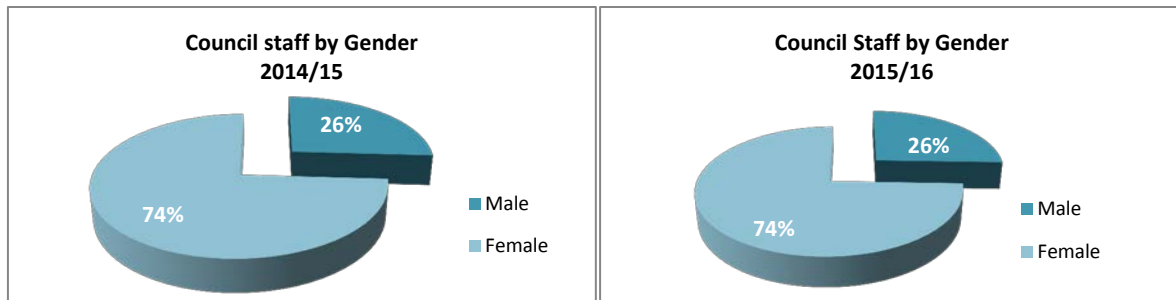
3. Employee Profile

3.1 Headcount Information

For the purposes of this mainstreaming report the headcount figure which is used represents each unique individual who works for Inverclyde Council. Some employees have more than one job within the organisation and therefore the headcount figure used here, and for the breakdown of protected characteristics, will be less than other figures which express the number of jobs within the Council. Modern apprentices are also included within the calculations, with the exception of the gender pay gap.

3.2 Gender

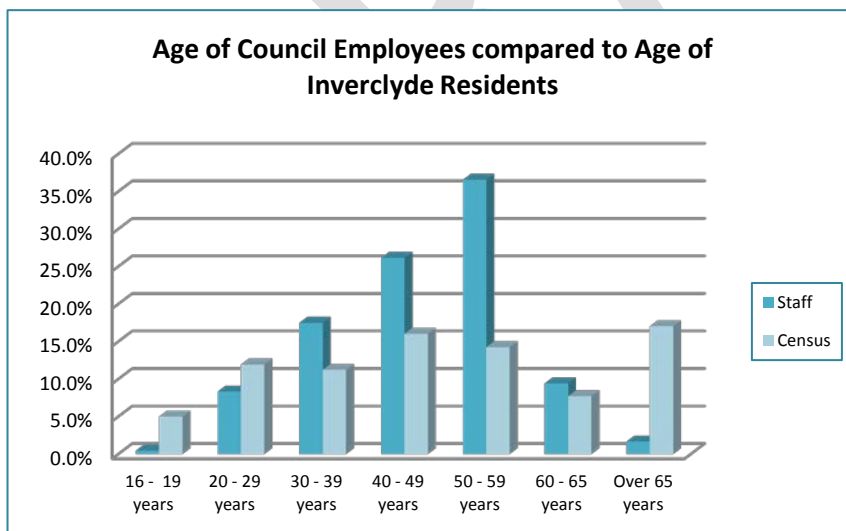
The following charts show the percentage number of female and male employees within Inverclyde Council.



The figure of 74% for female staff in 2014/15 is a small increase (0.12%) on the previously reported figure of 73.88% in 2013/14 and remains stable for 2015/16.

3.3 Age

All Staff	2014/15		2015/16	
16 - 19 years	17	0.4%	18	0.5%
20 - 29 years	346	8.0%	331	8.3%
30 - 39 years	733	17.0%	696	17.5%
40 - 49 years	1153	26.8%	1041	26.1%
50 - 59 years	1552	36.1%	1455	36.5%
60 - 65 years	437	10.2%	375	9.4%
Over 65 years	66	1.5%	66	1.7%



These figures show that 50% of Council employees fall into the age range 40-59 years.

This could illustrate the Council is good at retaining staff, but it may be worth exploring if there is an issue with the Council attracting younger members of staff. These details also indicate Inverclyde Council is increasingly becoming an older workforce, particularly when compared to the age of residents in the area. This is illustrated in the

chart above, which shows the percentage of employees within stated age ranges and compares them to the age of Inverclyde residents (from the 2011 Census). The reasons for this should be explored and appropriate actions considered in order to ensure that the age balance of the organisation reflects the population that it serves.

3.4 Disability

All staff	2014/15		2015/16	
Disability	94	2.18%	83	2.08%
No disability	3028	70.35%	2881	72.35%
Prefer not to answer	466	10.83%	409	10.27%
Null / Blank	716	16.64%	609	15.29%

There is a small improvement in the disclosure figures for 2015/16, but it is marginal. It may be necessary to explore if there is anything that could be done to help staff feel more comfortable about disclosing their personal information. (This relates to disclosure of details relating to all protected characteristics and not just disability.)

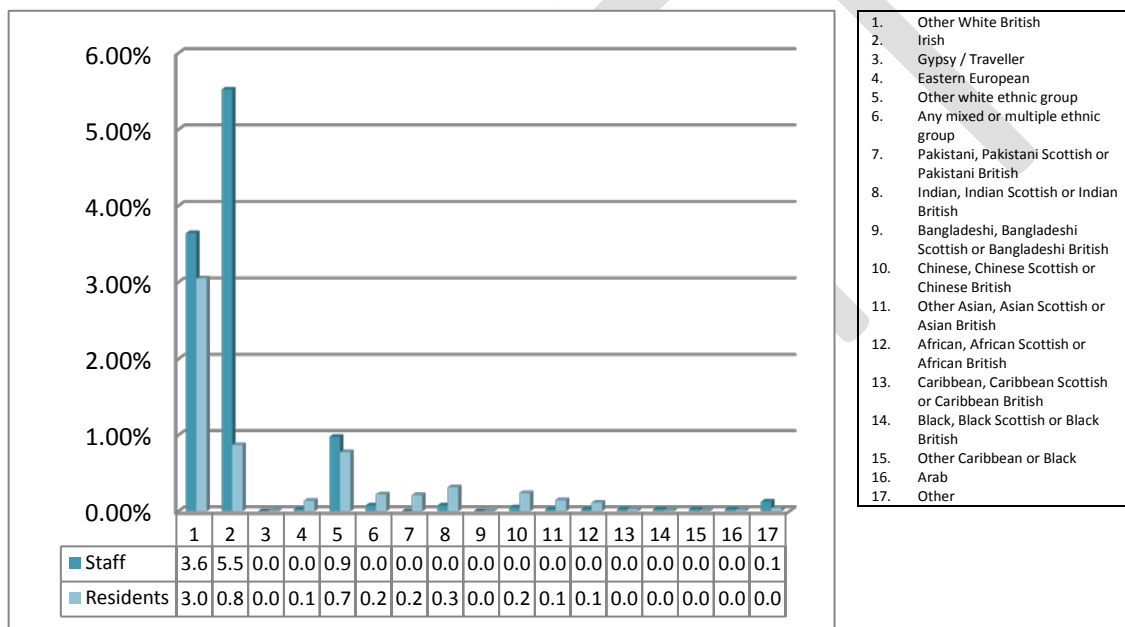
3.5 Ethnicity

All Staff				
Ethnicity	2014/15		2015/16	
White				
a. Scottish	2802	65.10%	2685	67.43%
b. English	57	1.32%	46	1.16%
c. Welsh	<5	0.07%	<5	0.05%
d. Northern Irish	10	0.23%	10	0.25%
e. British	93	2.16%	87	2.18%
f. Irish	255	5.92%	220	5.52%
g. Gypsy / Traveller	-		-	
h. Eastern European	<5	0.02%	<5	0.03%
i. Other white ethnic group	43	1.00%	39	0.98%
Mixed or Multiple Ethnic Groups				
a. Any mixed or multiple ethnic group	<5	0.07%	<5	0.08%
Asian, Asian Scottish or Asian British				
a. Pakistani, Pakistani Scottish or Pakistani British	-		-	
b. Indian, Indian Scottish or Indian British	<5	0.09%	<5	0.08%
c. Bangladeshi, Bangladeshi Scottish or Bangladeshi British	-		-	
d. Chinese, Chinese Scottish or Chinese British	<5	0.02%	<5	0.05%
e. Other Asian, Asian Scottish or Asian British	<5	0.02%	<5	0.03%
African				
a. African, African Scottish or African British	<5	0.05%	<5	0.03%
Caribbean or Black				
a. Caribbean, Caribbean Scottish or Caribbean British	<5	0.02%	<5	0.03%
b. Black, Black Scottish or Black British	-		<5	0.03%
c. Other Caribbean or Black	-		<5	0.03%

Other Ethnic Group				
a. Arab	<5	0.02%	<5	0.03%
b. Other	5	0.12%	5	0.13%
Prefer not to answer	276	6.41%	243	6.10%
Null / Blank	746	17.33%	630	15.82%

The following chart compares the ethnicity of Inverclyde Council staff and residents in the Inverclyde community, although “White Scottish” has been excluded as the dominance of that group made the smaller levels illegible. Based on employees who have disclosed their ethnicity, the Council workforce comprises 67.43% White Scottish compared with 93.79% of Inverclyde residents (based on the 2011 Census). As can be seen from the chart, for the most part, the ethnicity of the Council’s workforce is more diverse than that of the local population.

Ethnicity of Inverclyde Council Staff Compared to Inverclyde Residents (excluding White Scottish)



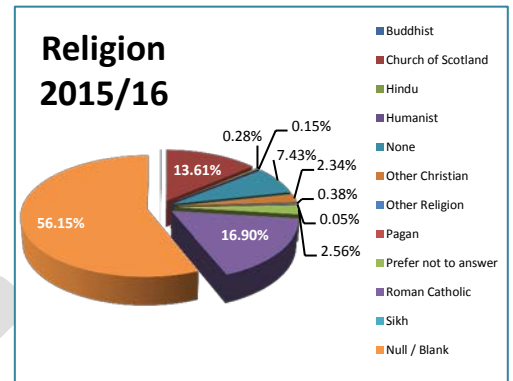
3.6 Sexual Orientation

All Staff				
Sexual Orientation	2014/15		2015/16	
Lesbian, Gay or Bisexual	23	0.53%	25	0.63%
Heterosexual/Straight	1564	36.34%	1612	40.48%
Prefer not to answer	93	2.16%	89	2.24%
Null / Blank	2624	60.97%	2256	56.65%

The level of Council staff disclosing their sexual orientation has increased by more than 8% in 2015/16 compared to the disclosure in 2013/14 (33%).

3.7 Religion and Belief

All Staff				
Religion or Belief	2014/15		2015/16	
Buddhist	6	0.14%	6	0.15%
Church of Scotland	539	12.52%	542	13.61%
Hindu	10	0.23%	11	0.28%
Humanist	9	0.21%	6	0.15%
None	294	6.83%	296	7.43%
Other Christian	90	2.09%	93	2.34%
Other Religion	17	0.39%	15	0.38%
Pagan	<5	0.07%	<5	0.05%
Prefer not to answer	101	2.35%	102	2.56%
Roman Catholic	661	15.36%	673	16.90%
Sikh	<5	0.02%	-	-
Null / Blank	2573	59.78%	2236	56.15%



The disclosure rate for religion has increased but consideration should be given as to possible methods to improve this further.

3.8 Marriage and Civil Partnership Status

All Staff				
Marriage/Civil Partnership	2014/15		2015/16	
Divorced/Separated	252	5.86%	240	6.03%
Living with Partner	228	5.30%	227	5.70%
Married/Civil Partnership	2106	48.93%	1942	48.77%
Single	729	16.94%	739	18.56%
Widowed	49	1.14%	37	0.93%
Prefer not to answer	423	9.83%	371	9.32%
Null / Blank	517	12.01%	426	10.70%

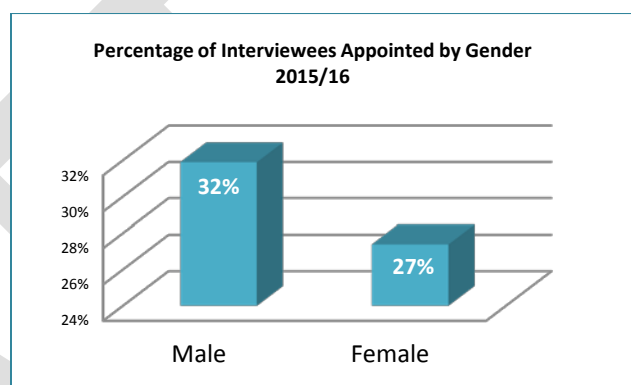
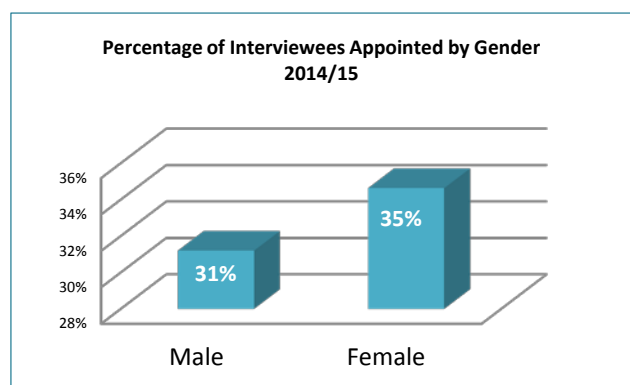
4. Recruitment

4.1 Gender

Gender - 2014/15						
	Applications		Interviews		Appointments	
Male	3910	41.76%	702	29.03%	219	26.94%
Female	5367	57.33%	1698	70.22%	588	72.32%
Prefer not to answer	28	0.29%	7	0.29%	1	0.12%
Blanks	54	0.56%	11	0.45%	7	0.86%

Gender - 2015/16						
	Applications		Interviews		Appointments	
Male	2631	29.80%	536	24.58%	171	27.45%
Female	6117	69.29%	1614	74.00%	442	70.95%
Prefer not to answer	11	0.12%	3	0.14%	1	0.16%
Blanks	69	0.78%	28	1.28%	9	1.44%

An initial look at the tables above would appear to indicate females are more likely to be appointed than males, but the charts below highlight that 31% of males compared with 35% of females were offered a post after interview in 2014/15. This situation reverses in 2015/16 with 32% of males and 27% of females being successful following interview.



Promoted posts	2014/15		2015/16	
Male	17	19.10%	21	29.58%
Female	72	80.90%	51	71.83%
Prefer not to answer	0	0.00%	<5	1.41%

The table above shows the number and percentage of successful applications made by existing employees. This is further analysed for 2015/16 below where the table shows the number of existing employees that applied for a promoted post and the number of appointments made as a result. The percentage success rate shows that females are marginally more likely to be successful when applying for a promoted post. This is the first year appropriate data was gathered to permit this analysis.

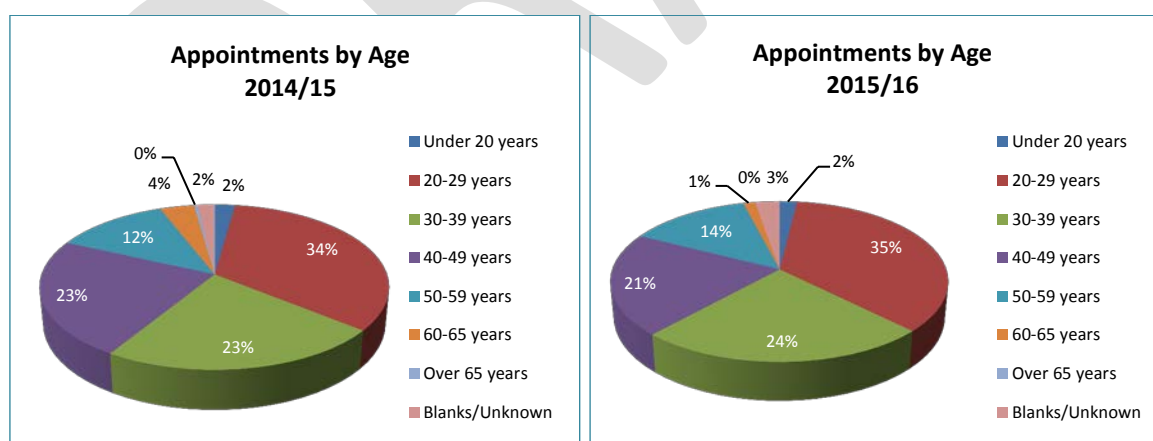
Applications for promoted posts - 2015/16			
	Applications	Appointments	Success Rate
Male	141	21	14.89%
Female	324	51	15.74%
Totals	465	72	15.48%

4.2 Age

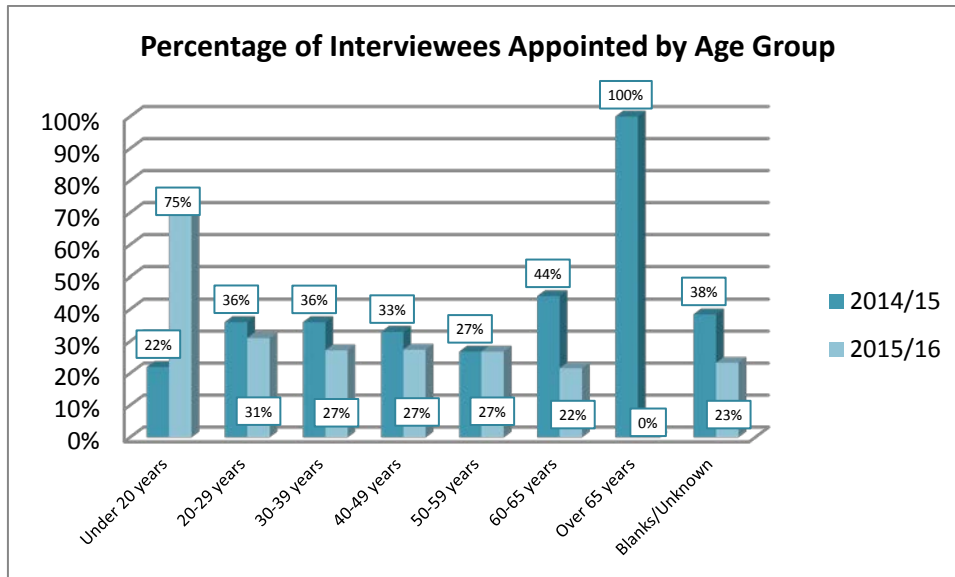
2014/15						
Age Group	Applications		Interviews		Appointments	
Under 20 years	429	4.58%	82	3.39%	18	2.21%
20-29 years	3073	32.83%	761	31.47%	274	33.62%
30-39 years	1847	19.74%	520	21.51%	187	22.94%
40-49 years	2075	22.17%	571	23.61%	188	23.07%
50-59 years	1477	15.78%	374	15.47%	100	12.27%
60-65 years	290	3.10%	68	2.81%	30	3.68%
Over 65 years	11	0.12%	3	0.12%	3	0.37%
Blanks/Unknown	157	1.68%	39	1.61%	15	1.84%

2015/16						
Age Group	Applications		Interviews		Appointments	
Under 20 years	228	2.58%	16	0.73%	12	1.93%
20-29 years	3389	38.39%	712	32.65%	221	35.47%
30-39 years	2077	23.53%	559	25.63%	152	24.40%
40-49 years	1660	18.80%	470	21.55%	129	20.71%
50-59 years	1182	13.39%	313	14.35%	84	13.48%
60-65 years	148	1.68%	37	1.70%	8	1.28%
Over 65 years	6	0.07%	1	0.05%	0	0.00%
Blanks/Unknown	138	1.56%	73	3.35%	17	2.73%

The following charts show the breakdown of successful applicants by age group.



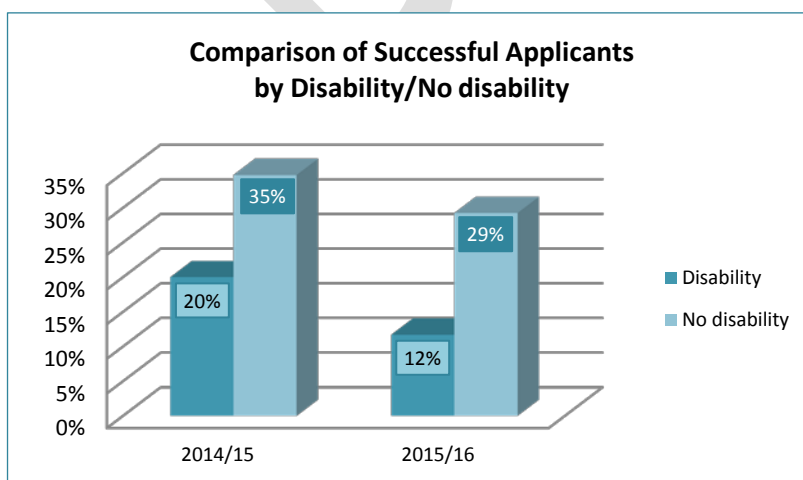
The following chart has taken the number of interviewees within each age group and calculated the percentage of those that went on to be successfully appointed. Interestingly, in 2014/15, only 22% of those aged under 20 years were offered a job compared to 75% within the same age group the following year. For comparison purposes, the general percentage rate for successful interviewees for each year was 34% and 29% respectively.



4.3 Disability

Disability Status - 2014/15						
	Applications		Interviews		Appointments	
Disability	598	6.39%	170	7.03%	34	4.17%
No Disability	8647	92.39%	2222	91.89%	772	94.72%
Prefer Not to Answer	45	0.48%	14	0.58%	2	0.25%
Blanks	69	0.74%	12	0.50%	7	0.86%

Disability Status - 2015/16						
	Applications		Interviews		Appointments	
Disability	267	3.02%	94	4.31%	11	1.77%
No Disability	8424	95.42%	2054	94.18%	601	96.47%
Prefer Not to Answer	54	0.61%	7	0.32%	<5	0.16%
Blanks	83	0.94%	26	1.19%	10	1.61%



While the scheme was live, Inverclyde Council was a 'Double Tick' employer which meant any applicant meeting the minimum job criteria that disclosed a disability was guaranteed an interview. This scheme has now been replaced by the Disability Confident Scheme and the Council has migrated to the scheme at Level 2 to ensure continuation of attraction and retention of disabled employees.

4.4 Ethnicity

Applications	2014/15		2015/16	
White				
a. Scottish	8413	89.89%	7893	89.41%
b. English	-	-	-	-
c. Welsh	-	-	-	-
d. Northern Irish	-	-	-	-
e. British	445	4.75%	370	4.19%
f. Irish	62	0.66%	69	0.78%
g. Gypsy / Traveller	<5	0.03%	<5	0.01%
h. Eastern European	31	0.33%	41	0.46%
i. Other white ethnic group	82	0.88%	90	1.02%
Mixed or Multiple Ethnic Groups				
a. Any mixed or multiple ethnic group	25	0.27%	28	0.32%
Asian, Asian Scottish or Asian British				
a. Pakistani, Pakistani Scottish or Pakistani British	10	0.11%	13	0.15%
b. Indian, Indian Scottish or Indian British	28	0.30%	43	0.49%
c. Bangladeshi, Bangladeshi Scottish or Bangladeshi British	<5	0.01%	<5	0.01%
d. Chinese, Chinese Scottish or Chinese British	9	0.10%	12	0.14%
e. Other Asian, Asian Scottish or Asian British	10	0.11%	9	0.10%
African				
a. African, African Scottish or African British	24	0.26%	11	0.12%
b. African Other	9	0.10%	28	0.32%
Caribbean or Black				
a. Caribbean, Caribbean Scottish or Caribbean British	-	-	14	0.16%
b. Black, Black Scottish or Black British	8	0.09%	11	0.12%
c. Other Caribbean or Black	<5	0.02%	<5	0.01%
Other Ethnic Group				
a. Arab	5	0.05%	5	0.06%
b. Other	21	0.22%	-	-
Prefer not to answer	58	0.62%	81	0.92%
Null / Blank	113	1.21%	107	1.21%

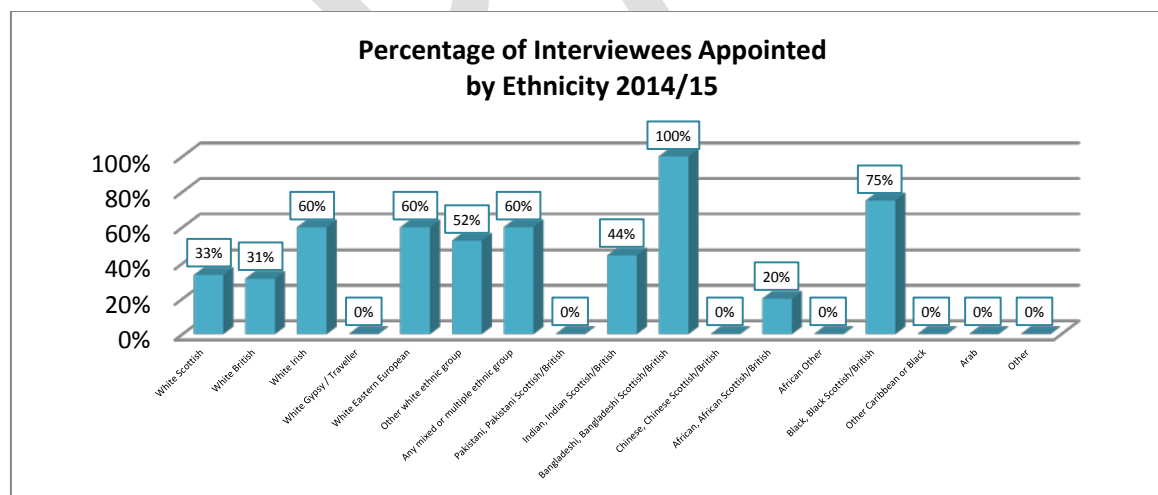
Interviews	2014/15		2015/16	
White				
a. Scottish	2183	90.28%	1990	91.24%
b. English	0	-	-	-

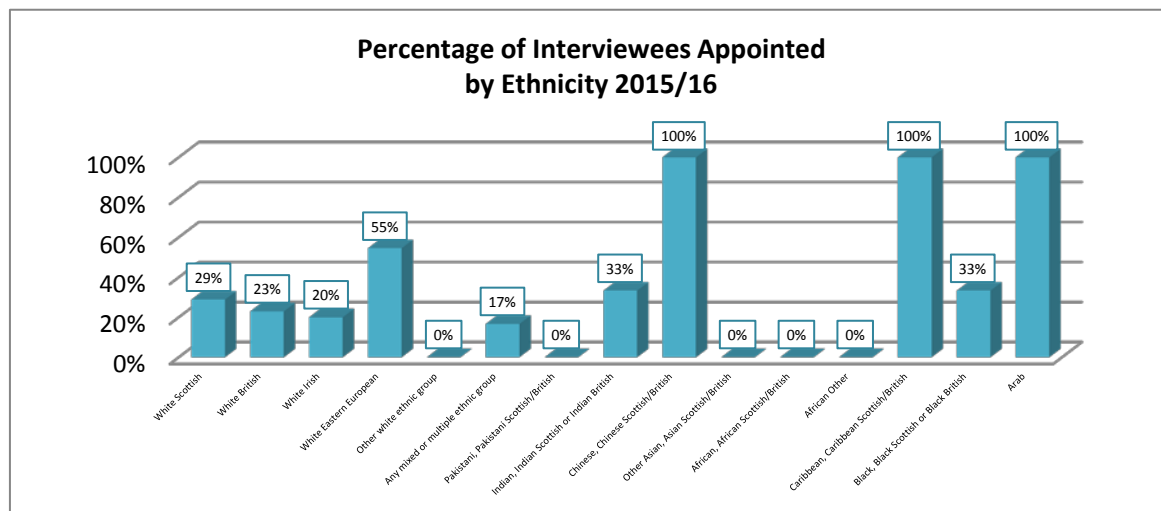
c. Welsh	0	-	-	-
d. Northern Irish	0	-	-	-
e. British	115	4.76%	74	3.39%
f. Irish	15	0.62%	15	0.69%
g. Gypsy / Traveller	<5	0.04%	-	-
h. Eastern European	5	0.21%	11	0.50%
i. Other white ethnic group	21	0.87%	14	0.64%
Mixed or Multiple Ethnic Groups				
a. Any mixed or multiple ethnic group	5	0.21%	6	0.28%
Asian, Asian Scottish or Asian British				
a. Pakistani, Pakistani Scottish or Pakistani British	<5	0.17%	<5	0.18%
b. Indian, Indian Scottish or Indian British	9	0.37%	6	0.28%
c. Bangladeshi, Bangladeshi Scottish or Bangladeshi British	<5	0.04%	-	-
d. Chinese, Chinese Scottish or Chinese British	<5	0.08%	<5	0.05%
e. Other Asian, Asian Scottish or Asian British	0	-	<5	0.05%
African				
a. African, African Scottish or African British	5	0.21%	6	0.28%
b. African Other	<5	0.04%	<5	0.09%
Caribbean or Black				
a. Caribbean, Caribbean Scottish or Caribbean British	0	0.00%	<5	0.09%
b. Black, Black Scottish or Black British	<5	0.17%	3	0.14%
c. Other Caribbean or Black	<5	0.04%	-	-
Other Ethnic Group				
a. Arab	<5	0.08%	1	0.05%
b. Other	<5	0.12%	-	-
Prefer not to answer				
	13	0.54%	10	0.46%
Null / Blank				
	28	1.16%	35	1.60%

Appointments	2014/15		2015/16	
White				
a. Scottish	727	89.20%	574	92.13%
b. English	-	-	-	-
c. Welsh	-	-	-	-
d. Northern Irish	-	-	-	-
e. British	36	4.42%	17	2.73%
f. Irish	9	1.10%	<5	0.48%
g. Gypsy / Traveller	-	-	-	-
h. Eastern European	<5	0.37%	6	0.96%
i. Other white ethnic group	11	1.35%	-	-
Mixed or Multiple Ethnic Groups				
a. Any mixed or multiple ethnic group	<5	0.37%	<5	0.16%
Asian, Asian Scottish or Asian British				
a. Pakistani, Pakistani Scottish or Pakistani British	-	-	-	-

b. Indian, Indian Scottish or Indian British	<5	0.49%	<5	0.32%
c. Bangladeshi, Bangladeshi Scottish or Bangladeshi British	<5	0.12%	-	-
d. Chinese, Chinese Scottish or Chinese British	-	-	<5	0.16%
e. Other Asian, Asian Scottish or Asian British	-	-	-	-
African				
a. African, African Scottish or African British	<5	0.12%	-	-
b. African Other	-	-	-	-
Caribbean or Black				
a. Caribbean, Caribbean Scottish or Caribbean British	-	-	<5	0.32%
b. Black, Black Scottish or Black British	<5	0.37%	<5	0.16%
c. Other Caribbean or Black	-	-	-	-
Other Ethnic Group				
a. Arab	-	-	<5	0.16%
b. Other	-	-	-	-
Prefer not to answer				
	6	0.74%	5	0.80%
Null / Blank				
	11	1.35%	10	1.61%

The charts below show the success rate for interviewees by ethnicity. There appears to be a reasonable level of appointments of individuals from a diverse range of ethnicities. Individuals from some ethnic backgrounds appear to have been less successful one year, and then more successful in the other reported period. As previously advised, the general percentage rate for successful interviewees for each year was 34% and 29% respectively. Some exploration could be useful on the low success rate of those from an African, African Scottish or African British background as only 20% of them were successful in 2014/15 and none in 2015/16.





4.5 Sexual Orientation

Sexual Orientation - 2014/15						
	Applications		Interviews		Appointments	
Lesbian, Gay or Bisexual	154	1.65%	36	1.49%	9	1.10%
Heterosexual/Straight	8792	93.94%	2280	94.29%	771	94.60%
Other	11	0.12%	-	-	-	-
Prefer not to answer	273	2.92%	79	3.27%	23	2.82%
Null / Blank	129	1.38%	23	0.95%	12	1.47%

Sexual Orientation - 2015/16						
	Applications		Interviews		Appointments	
Lesbian, Gay or Bisexual	167	1.89%	36	1.65%	12	1.93%
Heterosexual/Straight	8236	93.29%	2048	93.90%	582	93.42%
Other	30	0.34%	<5	0.14%	-	-
Prefer not to answer	276	3.13%	62	2.84%	18	2.89%
Null / Blank	119	1.35%	32	1.47%	11	1.77%

The above tables indicate no major anomalies between the percentage of applicants and those who were interviewed or appointed into a role. There were 36 LGB interviewees in each reported year with a slight increase of appointments for 2015/16.

4.6 Religion and Belief

Religious/Belief - 2014/15						
	Applications		Interviews		Appointments	
Buddhist	22	0.24%	<5	0.08%	<5	0.12%
Church of Scotland	2076	22.18%	568	23.49%	193	23.68%
Hindu	19	0.20%	<5	0.17%	<5	0.25%
Humanist	11	0.12%	<5	0.04%	-	-
Jewish	2	0.02%	-	-	-	-

Muslim	17	0.18%	6	0.25%	<5	0.12%
None	2610	27.89%	568	23.49%	189	23.19%
Other Christian	569	6.08%	160	6.62%	76	9.33%
Other Religion	147	1.57%	18	0.74%	7	0.86%
Pagan	7	0.07%	<5	0.12%	<5	0.25%
Roman Catholic	3117	33.30%	886	36.64%	288	35.34%
Sikh	9	0.10%	<5	0.04%	<5	0.12%
Prefer not to answer	628	6.71%	174	7.20%	43	5.28%
Null / Blank	125	1.34%	27	1.12%	12	1.47%

Religious/Belief - 2015/16						
	Applications		Interviews		Appointments	
Buddhist	22	0.25%	5	0.23%	<5	0.16%
Church of Scotland	1737	19.68%	463	21.23%	143	22.95%
Hindu	27	0.31%	<5	0.18%	<5	0.16%
Humanist	11	0.12%	<5	0.18%	<5	0.48%
Jewish	<5	0.03%	<5	0.09%	-	-
Muslim	19	0.22%	5	0.23%	-	-
None	2456	27.82%	522	23.93%	147	23.60%
Other Christian	543	6.15%	145	6.65%	48	7.70%
Other Religion	40	0.45%	12	0.55%	<5	0.32%
Pagan	<5	0.05%	<5	0.05%	-	-
Roman Catholic	3174	35.95%	861	39.48%	235	37.72%
Sikh	17	0.19%	<5	0.09%	<5	0.16%
Prefer not to answer	562	6.37%	112	5.14%	27	4.33%
Null / Blank	213	2.41%	43	1.97%	15	2.41%

There are no trends arising from this mainstreaming report, or the last one published in 2015, which suggest any unconscious bias regarding religious or other belief during the selection process.

4.7 Marriage and Civil Partnership Status

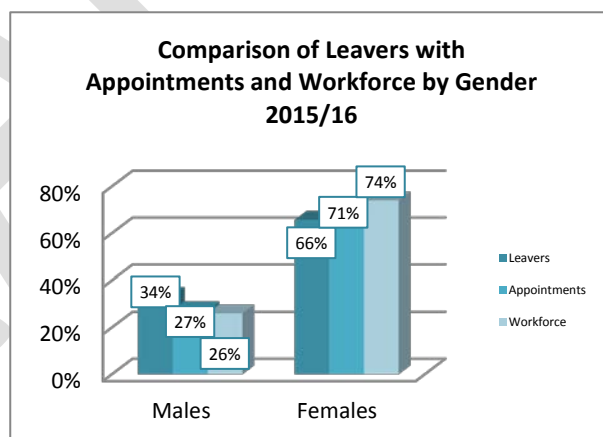
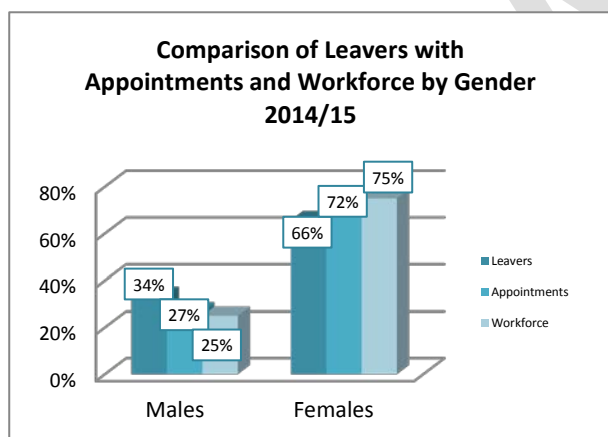
Marriage/Civil Partnership Status - 2014/15						
	Applications		Interviews		Appointments	
Divorced / Separated	642	6.86%	151	6.24%	51	6.26%
Living with Partner	947	10.12%	219	9.06%	71	8.71%
Married / Civil Partnership	2804	29.96%	921	38.09%	324	39.75%
Single	4675	49.95%	1047	43.30%	342	41.96%
Widowed	54	0.58%	18	0.74%	5	0.61%
Prefer not to answer	92	0.98%	25	1.03%	9	1.10%
Null / Blank	145	1.55%	37	1.53%	13	1.60%

Marriage/Civil Partnership Status - 2015/16						
	Applications		Interviews		Appointments	
Divorced / Separated	529	5.99%	140	6.42%	38	6.10%
Living with Partner	1104	12.51%	266	12.20%	72	11.56%
Married / Civil Partnership	2661	30.14%	795	36.45%	248	39.81%
Single	4300	48.71%	916	42.00%	252	40.45%
Widowed	57	0.65%	11	0.50%	-	-
Prefer not to answer	91	1.03%	23	1.05%	<5	0.64%
Null / Blank	86	0.97%	30	1.38%	9	1.44%

5. Leavers

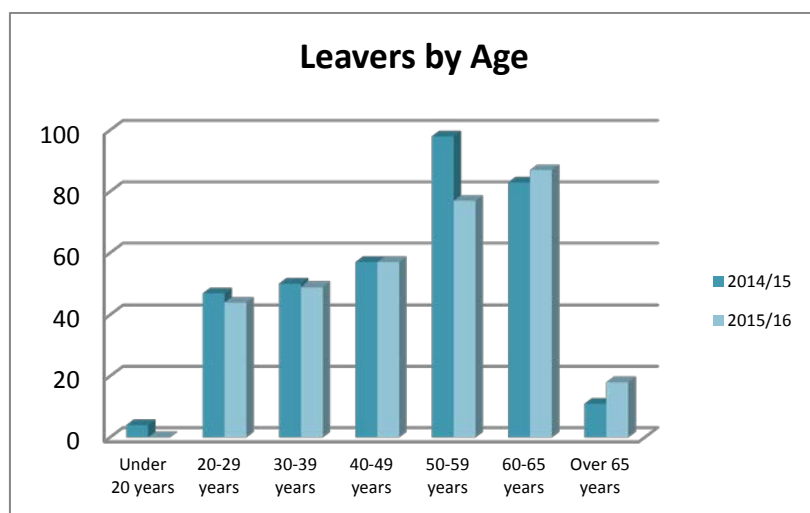
5.1 Gender

Leavers	2014/15		2015/16	
Male	110	29.97%	106	31.93%
Female	240	65.40%	226	68.07%



5.2 Age

Age Category - Leavers	2014/15		2015/16	
Under 20 years	<5	1.14%	-	-
20-29 years	47	13.43%	44	13.25%
30-39 years	50	14.29%	49	14.76%
40-49 years	57	16.29%	57	17.17%
50-59 years	98	28.00%	77	23.19%
60-65 years	83	23.71%	87	26.20%
Over 65 years	11	3.14%	18	5.42%



5.3 Disability

Disability - Leavers	2014/15		2015/16	
	Disability	12	3.43%	9
Not disabled	239	68.29%	244	73.49%
Prefer Not to Answer	35	10.00%	27	8.13%
Blanks	64	18.29%	52	15.66%

5.4 Ethnicity

Ethnicity – All Staff	2014/15		2015/16	
White				
a. Scottish	213	60.86%	215	64.76%
b. English	6	1.71%	10	3.01%
c. Welsh	<5	0.57%	-	-
d. Northern Irish	<5	0.29%	-	-
e. British	9	2.57%	13	3.92%
f. Irish	20	5.71%	20	6.02%
g. Gypsy / Traveller	-	-	-	-
h. Eastern European	<5	0.29%	-	-
i. Other white ethnic group	5	1.43%	<5	1.20%
Mixed or Multiple Ethnic Groups				
a. Any mixed or multiple ethnic group	-	-	-	-
Asian, Asian Scottish or Asian British				
a. Pakistani, Pakistani Scottish or Pakistani British	-	-	-	-
b. Indian, Indian Scottish or Indian British	-	-	<5	0.60%
c. Bangladeshi, Bangladeshi Scottish or Bangladeshi British	-	-	-	-
d. Chinese, Chinese Scottish or Chinese British	-	-	-	-
e. Other Asian, Asian Scottish or Asian British	-	-	-	-
African				
a. African, African Scottish or African British	-	-	<5	0.30%

Caribbean or Black				
a. Caribbean, Caribbean Scottish or Caribbean British	-	-	-	-
b. Black, Black Scottish or Black British	-	-	-	-
c. Other Caribbean or Black	-	-	-	-
Other Ethnic Group				
a. Arab	-	-	-	-
b. Other	-	-	<5	0.60%
Prefer not to answer	21	6.33%	14	4.22%
Null / Blank	72	21.69%	51	15.36%

5.5 Sexual Orientation

All Leavers	2014/15		2015/16	
Lesbian, Gay or Bisexual	<5	1%	<5	1%
Heterosexual/Straight	117	35%	149	45%
Prefer not to answer	6	2%	5	2%
Null / Blank	237	71%	175	53%

There is a high level of null/blanks for sexual orientation, but there is still a significant increase in reporting figures since the last mainstreaming report (90.15% null/blank in 2013/14).

5.6 Religion or Belief

Religion or Belief	2014/15		2015/16	
Buddhist	-	-	-	-
Church of Scotland	27	7.42%	50	15.06%
Hindu	-	-	-	-
Humanist	<5	0.27%	<5	0.30%
None	40	10.99%	39	11.75%
Jewish	-	-	-	-
Muslim	-	-	-	-
Other Christian	5	1.37%	6	1.81%
Other Religion	<5	0.55%	<5	0.30%
Pagan	<5	0.27%	-	-
Roman Catholic	44	12.09%	58	17.47%
Sikh	-	-	<5	0.30%
Prefer not to answer	10	2.75%	9	2.71%
Null / Blank	234	64.29%	167	50.30%

As with sexual orientation, there is a high level of null/blank responses for religion or belief. As can be seen in the tables below, leavers appear to be more comfortable to disclose their marriage and civil partnership status than some other categories. More needs to be done to establish what can be done to improve the disclosure rates. Staff should never be made to feel pressurised to provide their personal details, but a “prefer not to answer” response would be preferable to a null/blank response.

5.7 Marriage and Civil Partnership Status

Marriage/Civil Partnership	2014/15		2015/16	
Divorced / Separated	19	5.22%	21	6.33%
Living with Partner	20	5.49%	32	9.64%
Married / Civil Partnership	143	39.29%	131	39.46%
Single	91	25.00%	74	22.29%
Widowed	7	1.92%	<5	1.20%
Prefer not to answer	32	8.79%	26	7.83%
Null / Blank	52	14.29%	44	13.25%

6. Disciplinary Action

6.1 Gender

Disciplinary Procedures				
	2014/15		2015/16	
Male	18	90.00%	65	76%
Female	<5	10.00%	20	24%

In 2014/15, 90% of disciplinary actions involved males and this dropped to 76% for 2015/16. The last mainstreaming report showed a broadly even split of 51% male and 49% female for 2013/14.

6.2 Age

The age category for individuals involved in disciplinary procedures is shown in the table below. This detail was not available for the last mainstreaming report but, for both the years covered in this report, it can be seen that more than 50% of the individuals involved are aged between 40-59 years.

Age Category	2014/15		2015/16	
16 - 19 years	-	-	<5	2.35%
20 - 29 years	<5	15.00%	6	7.06%
30 - 39 years	5	25.00%	17	20.00%
40 - 49 years	5	25.00%	24	28.24%
50 - 59 years	6	30.00%	30	35.29%
60 - 65 years	<5	5.00%	6	7.06%
Over 65 years	-	-	-	-

6.3 Disability

Disability	2014/15		2015/16	
Disabled	<5	5.00%	-	-
Not disabled	18	90.00%	61	71.76%
Prefer not to answer	<5	5.00%	13	15.29%
Null / Blank	-	-	11	12.94%

6.4 Ethnicity

Disciplinary - Ethnicity	2014/15		2015/16	
White				
a. Scottish	18	90.00%	57	67.06%
b. English	-	-	<5	1.18%
c. Welsh	-	-	-	-
d. Northern Irish	-	-	-	-
e. British	<5	5.00%	<5	3.53%
f. Irish	<5	5.00%	5	5.88%
g. Gypsy / Traveller	-	-	-	-
h. Eastern European	-	-	-	-
i. Other white ethnic group	-	-	-	-
Mixed or Multiple Ethnic Groups				
a. Any mixed or multiple ethnic group	-	-	-	-
Asian, Asian Scottish or Asian British				
a. Pakistani, Pakistani Scottish or Pakistani British	-	-	-	-
b. Indian, Indian Scottish or Indian British	-	-	-	-
c. Bangladeshi, Bangladeshi Scottish or Bangladeshi British	-	-	-	-
d. Chinese, Chinese Scottish or Chinese British	-	-	-	-
e. Other Asian, Asian Scottish or Asian British	-	-	-	-
African				
a. African, African Scottish or African British	-	-	-	-
Caribbean or Black				
a. Caribbean, Caribbean Scottish or Caribbean British	-	-	-	-
b. Black, Black Scottish or Black British	-	-	-	-
c. Other Caribbean or Black	-	-	-	-
Other Ethnic Group				
a. Arab	-	-	-	-
b. Other	-	-	-	-
Prefer not to answer	-	-	9	10.59%
Null / Blank	-	-	10	11.76%

6.5 Marriage/Civil Partnership Status

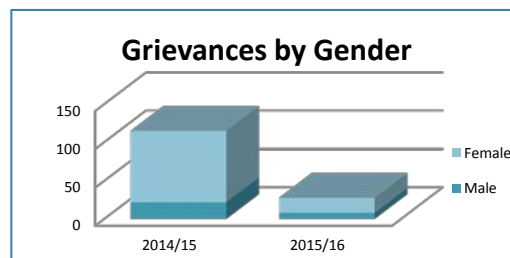
Marriage/Civil Partnership	2014/15		2015/16	
Divorced/Separated	<5	5.00%	<5	3.53%
Living with Partner	<5	5.00%	10	11.76%
Married/Civil Partnership	11	55.00%	41	48.24%
Single	6	30.00%	22	25.88%
Prefer not to answer	<5	5.00%	<5	4.71%
Null / Blank	-	-	5	5.88%

7. Grievances

7.1 Gender

The breakdown of gender for grievances for 2014/15 and 2015/16 is as follows:

Gender	2014/15		2015/16	
Male	22	19.13%	8	28.57%
Female	93	80.87%	20	71.43%



7.2 Age

Age category	2014/15		2015/16	
Under 20	-	-	-	-
20-29 years	<5	1.74%	<5	3.57%
30-39 years	10	8.70%	6	21.43%
40-49 years	30	26.09%	9	32.14%
50-59 years	61	53.04%	12	42.86%
60-65 years	9	7.83%	-	-
Over 65 years	<5	2.61%	-	-

7.3 Disability

Disability	2014/15		2015/16	
Yes	<5	3.48%	<5	11%
No	83	72.17%	20	71%
Prefer not to answer	23	20.00%	<5	7%
Null / Blank	<5	4.35%	<5	11%

7.4 Ethnicity

With regard to ethnicity the following is a breakdown of grievances per ethnic group:

Ethnicity	2014/15		2015/16	
White				
a. Scottish	76	66.09%	18	64.29%
b. English	<5	1.74%	<5	3.57%
c. Welsh	-	-	-	-
d. Northern Irish	-	-	-	-
e. British	<5	0.87%	-	-
f. Irish	10	8.70%	<5	14.29%
g. Gypsy / Traveller	-	-	-	-
h. Eastern European	-	-	-	-
i. Other white ethnic group	<5	0.87%	-	-

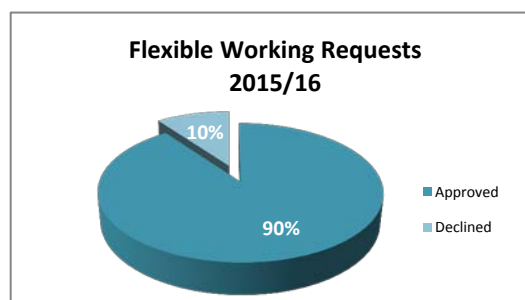
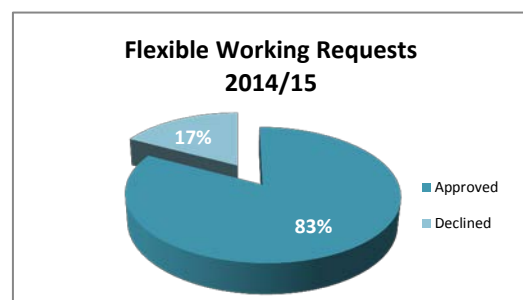
Mixed or Multiple Ethnic Groups				
a. Any mixed or multiple ethnic group	-	-	-	-
Asian, Asian Scottish or Asian British				
a. Pakistani, Pakistani Scottish or Pakistani British	-	-	-	-
b. Indian, Indian Scottish or Indian British	-	-	-	-
c. Bangladeshi, Bangladeshi Scottish or Bangladeshi British	-	-	-	-
d. Chinese, Chinese Scottish or Chinese British	-	-	-	-
e. Other Asian, Asian Scottish or Asian British	-	-	-	-
African				
a. African, African Scottish or African British	-	-	-	-
Caribbean or Black				
a. Caribbean, Caribbean Scottish or Caribbean British	-	-	-	-
b. Black, Black Scottish or Black British	-	-	-	-
c. Other Caribbean or Black	-	-	-	-
Other Ethnic Group				
a. Arab	-	-	-	-
b. Other	-	-	-	-
Prefer not to answer	20	17.39%	<5	7.14%
Null / Blank	5	4.35%	<5	10.71%

7.4 Marriage and Civil Partnership Status

Grievances				
Marriage/Civil Partnership	2014/15		2015/16	
Divorced/Separated	11	9.57%	-	-
Living with Partner	<5	1.74%	<5	7.14%
Married/Civil Partnership	71	61.74%	14	50.00%
Single	11	9.57%	8	28.57%
Widowed	-	-	-	-
Prefer not to answer	16	13.91%	<5	7.14%
Null / Blank	<5	-	<5	7.14%

8. Flexible Working Requests

In 2014/15, there were 58 applications made for flexible working with 48 requests being approved. The number of applications rose to 80 for 2015/16, and 72 of these were successful. The charts below show the success rate for each of those years.



Flexible Working Requests		
	Requests	Increase
2013/14	44	-
2014/15	58	31.82%
2015/16	80	37.93%

As reported in the last mainstreaming report, in April 2014 a new flexible working policy was introduced. It was advised that the number of flexible working applications would be monitored to determine if it is succeeding in encouraging more applications from a wider range of staff. As can be seen from the table above, there has been a steady increase in applications since then and it appears more employees are able to take advantage of the policy.

8.1 Gender

Flexible Working Requests				
	2014/15		2015/16	
Male	5	8.62%	7	8%
Female	53	91.38%	73	86%

8.2 Age

Age Category	2014/15		2015/16	
16 - 19 years	0	0.00%	0	0.00%
20 - 29 years	<5	6.90%	<5	2.50%
30 - 39 years	27	46.55%	31	38.75%
40 - 49 years	16	27.59%	11	13.75%
50 - 59 years	9	15.52%	21	26.25%
60 - 65 years	<5	3.45%	15	18.75%
Over 65 years	0	0.00%	0	0.00%

The table above shows the breakdown of requests by age category. Although the percentages are roughly the same for both years, there is a shift in trend from the data in the last mainstreaming report which showed 47% of the requests made by individuals in the 30-39 years category.

8.3 Disability

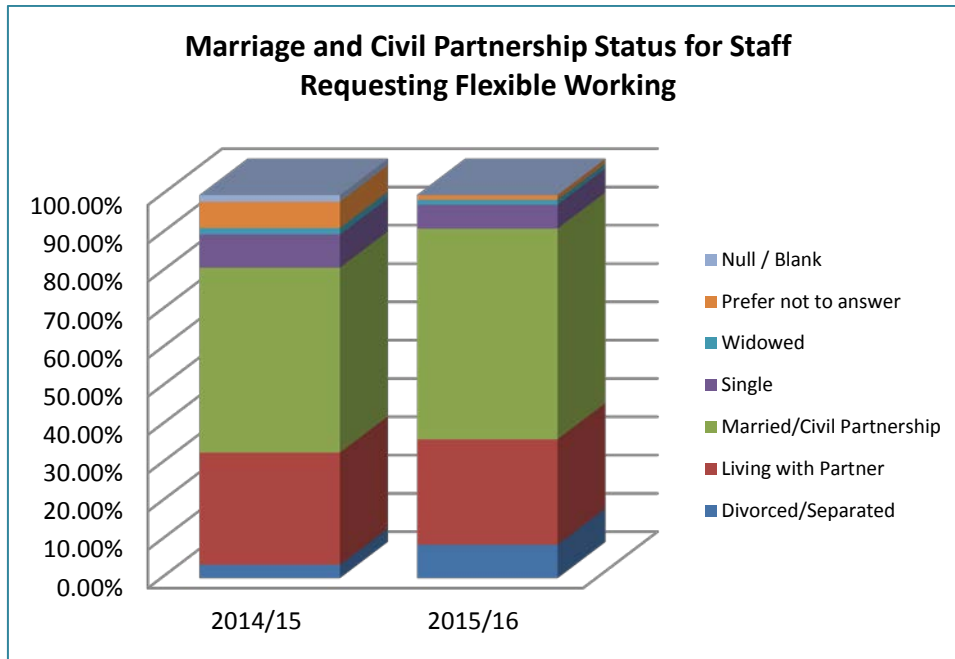
Disability	2014/15		2015/16	
Disabled	0	0.00%	<5	0.37%
Not disabled	52	89.66%	74	92.50%
Prefer not to answer	6	10.34%	<5	1.25%
Null / Blank	0	0.00%	<5	2.50%

8.4 Ethnicity

Ethnicity	2014/15		2015/16	
White				
a. Scottish	38	65.52%	52	65.00%
b. English	<5	1.72%	<5	3.75%
c. Welsh	-		-	
d. Northern Irish	-		-	
e. British	<5	1.72%	<5	3.75%
f. Irish	<5	5.17%	7	8.75%
g. Gypsy / Traveller	-		-	
h. Eastern European	-		-	
i. Other white ethnic group	-		-	
Mixed or Multiple Ethnic Groups				
a. Any mixed or multiple ethnic group	-		-	
Asian, Asian Scottish or Asian British				
a. Pakistani, Pakistani Scottish or Pakistani British	-		-	
b. Indian, Indian Scottish or Indian British	-		-	
c. Bangladeshi, Bangladeshi Scottish or Bangladeshi British	-		-	
d. Chinese, Chinese Scottish or Chinese British	-		-	
e. Other Asian, Asian Scottish or Asian British	-		-	
African				
a. African, African Scottish or African British	-		-	
Caribbean or Black				
a. Caribbean, Caribbean Scottish or Caribbean British	-		-	
b. Black, Black Scottish or Black British	-		-	
c. Other Caribbean or Black	-		-	
Other Ethnic Group				
a. Arab	-		-	
b. Other	<5	1.72%	<5	1.25%
Prefer not to answer	13	22.41%	<5	5.00%
Null / Blank	<5	1.72%	10	12.50%

8.5 Marriage and Civil Partnership Status

All Staff				
Marriage/Civil Partnership	2014/15		2015/16	
Divorced/Separated	<5	5.00%	<5	3.53%
Living with Partner	<5	5.00%	10	11.76%
Married/Civil Partnership	11	55.00%	41	48.24%
Single	6	30.00%	22	25.88%
Prefer not to answer	<5	5.00%	<5	4.71%
Null / Blank	-	-	5	5.88%



9. Adoption

There were no staff on adoption leave for 2014/15 and less than five in 2015/16. Reporting on their protected characteristics has not been included in this report in order to protect their identity.

10. Pregnancy and Maternity

The Council offers a broad range of assistance to pregnant employees and those returning to work after having a baby that go above and beyond the statutory requirements. We do not wish any member of staff to feel discriminated against due to their pregnancy or maternity status. The following case study highlights the experience of an employee during her pregnancy, maternity and return to work.

Pregnancy and Maternity Case Study

Employee B was pregnant in 2014 and on maternity leave in 2015. During her pregnancy, maternity leave and return to work she found her manager and team leader to be very approachable in discussing any concerns she had. She also found that her work colleagues were undaunted by her being a pregnant lesbian and throughout this period they showed much kindness and support.

It would have been beneficial to have a quiet, private space for hospital appointment calls, periods of discomfort during pregnancy and for expressing milk. There was one room that was made available for expressing but it did feel like someone might interrupt, making the process a bit more challenging.

An information pack could be emailed to managers and those expecting so there could be more clarity on what is specifically expected of everyone on satisfying legal requirements i.e. health and safety risk assessments etc.

A phased return would have made the transition easier back to work but to do this would have used up valuable annual leave. Having family friendly options available to temporarily reduce working hours for a few months would have helped significantly.

The keeping in touch days provided a good opportunity to keep up with office, industry developments and maintain CPD hours. It also helped that regular contact was maintained by the line manager throughout maternity leave. Employee B expressed particular delight in feeling that she could occasionally informally visit the office during maternity leave to introduce her new baby to colleagues.

11. Training

It should be noted that the training calculations are for the number of participants in a training event and, therefore, staff that have completed more than one training course will be counted more than once. For the face to face participants, this will only be a small number but it is anticipated that several individuals will have completed more than one e:learning course and therefore trends will be more important than actual figures.

11.1 Gender

The following table shows the breakdown of gender for participants at face to face training sessions.

Face to Face Participants	2014/15		2015/16	
Male	75	45.18%	146	40.00%
Female	89	53.61%	206	56.44%
Unknown	<5	1.20%	13	3.56%

E:learning Participants	2014/15		2015/16	
Male	1752	33.04%	1387	21.60%
Female	3470	65.43%	5027	78.29%
Unknown	81	1.53%	7	0.11%

11.2 Age

The following tables show the breakdown of participants by age category. The last column for the face to face participants table shows the percentage of employees that have participated in a face to face training session in 2015/16, although this should be considered a rough indicator for the reason outlined at the top of section 10. The same calculation has not been applied to the e:learning table due to the high level of individuals who have undertaken more than one course.

Face to Face Participants	2014/15		2015/16		No of employees 2015/16	
16 - 19 years	-	-	13	3.56%	18	72.22%

20 - 29 years	14	8.43%	26	7.12%	331	7.85%
30 - 39 years	20	12.05%	51	13.97%	696	7.33%
40 - 49 years	34	20.48%	84	23.01%	1041	8.07%
50 - 59 years	77	46.39%	142	38.90%	1455	9.76%
60 - 65 years	18	10.84%	34	9.32%	375	9.07%
Over 65 years	<5	0.60%	<5	0.55%	66	3.03%
Unknown	<5	1.20%	13	3.56%	-	-

E:learning Participants	2014/15		2015/16	
16 - 19 years	155	2.92%	183	2.85%
20 - 29 years	642	12.11%	633	9.86%
30 - 39 years	940	17.73%	1090	16.98%
40 - 49 years	1163	21.93%	1716	26.72%
50 - 59 years	1599	30.15%	2145	33.41%
60 - 65 years	684	12.90%	624	9.72%
Over 65 years	39	0.74%	23	0.36%
Unknown	81	1.53%	7	0.11%

11.3 Disability

Face to Face Participants	2014/15		2015/16	
Disability	7	4.22%	11	3.01%
No disability	143	86.14%	299	81.92%
Prefer Not to Answer	9	5.42%	16	4.38%
Blanks	7	4.22%	39	10.68%

E:learning Participants	2014/15		2015/16	
Disability	253	4.77%	260	4.05%
No disability	4180	78.82%	5278	82.20%
Prefer Not to Answer	360	6.79%	422	6.57%
Blanks	510	9.62%	461	7.18%

11.4 Ethnicity

Face to Face Participants	2014/15		2015/16	
White				
a. Scottish	129	77.71%	249	68.22%
b. English	<5	0.60%	13	3.56%
c. Welsh	-	-	-	-
d. Northern Irish	<5	0.60%	<5	0.27%
e. British	<5	1.81%	8	2.19%
f. Irish	18	10.84%	41	11.23%
g. Gypsy / Traveller	-	-	-	-

h. Eastern European	-	-	-	-
i. Other white ethnic group	<5	0.60%	8	2.19%
Mixed or Multiple Ethnic Groups				
a. Any mixed or multiple ethnic group	-	-	-	-
Asian, Asian Scottish or Asian British				
a. Pakistani, Pakistani Scottish or Pakistani British	-	-	-	-
b. Indian, Indian Scottish or Indian British	-	-	-	-
c. Bangladeshi, Bangladeshi Scottish or Bangladeshi British	-	-	-	-
d. Chinese, Chinese Scottish or Chinese British	-	-	-	-
e. Other Asian, Asian Scottish or Asian British	-	-	-	-
African				
a. African, African Scottish or African British	-	-	-	-
Caribbean or Black				
a. Caribbean, Caribbean Scottish or Caribbean British	-	-	<5	0.27%
b. Black, Black Scottish or Black British	-	-	-	-
c. Other Caribbean or Black	-	-	-	-
Other Ethnic Group				
a. Arab	-	-	-	-
b. Other	-	-	-	-
Prefer not to answer	7	2.11%	8	2.19%
Null / Blank	6	1.81%	36	9.86%

E:learning Participants	2014/15		2015/16	
White				
a. Scottish	3967	74.81%	4859	75.67%
b. English	125	2.36%	62	0.97%
c. Welsh	-	-	43	0.67%
d. Northern Irish	<5	0.06%	6	0.09%
e. British	85	1.60%	128	1.99%
f. Irish	277	5.22%	423	6.59%
g. Gypsy / Traveller	-	-	-	-
h. Eastern European	-	-	9	0.14%
i. Other white ethnic group	45	0.85%	112	1.74%
Mixed or Multiple Ethnic Groups				
a. Any mixed or multiple ethnic group	-	-	<5	0.02%
Asian, Asian Scottish or Asian British				
a. Pakistani, Pakistani Scottish or Pakistani British	-	-	-	-
b. Indian, Indian Scottish or Indian British	-	-	-	-
c. Bangladeshi, Bangladeshi Scottish or Bangladeshi British	-	-	-	-
d. Chinese, Chinese Scottish or Chinese British	-	-	-	-
e. Other Asian, Asian Scottish or Asian British	<5	0.02%	<5	0.06%
African				
a. African, African Scottish or African British	-	-	-	-

b. Other African	-	-	13	0.20%
Caribbean or Black				
a. Caribbean, Caribbean Scottish or Caribbean British	<5	0.08%	6	0.09%
b. Black, Black Scottish or Black British	-	-	-	-
c. Other Caribbean or Black	-	-	-	-
Other Ethnic Group				
a. Arab	-	-	-	-
b. Other	12	0.23%	6	0.09%
Prefer not to answer	243	4.58%	227	3.54%
Null / Blank	541	10.20%	522	8.13%

11.5 Sexual Orientation

Face to Face Participants	2014/15		2015/16	
Lesbian, Gay or Bisexual	<5	0%	5	1.37%
Heterosexual/Straight	80	24%	157	43.01%
Prefer not to answer	7	2%	11	3.01%
Null / Blank	78	23%	192	52.60%

E:learning Participants	2014/15		2015/16	
Lesbian, Gay or Bisexual	60	1.13%	91	1.42%
Heterosexual/Straight	2338	44.09%	2666	41.52%
Prefer not to answer	239	4.51%	253	3.94%
Null / Blank	2666	50.27%	3411	53.12%

11.6 Religion or Belief

Face to Face Participants	2014/15		2015/16	
Buddhist	-	-	-	-
Church of Scotland	28	16.87%	51	13.97%
Hindu	-	-	-	-
Humanist	<5	0.60%	-	-
None	28	16.87%	30	8.22%
Jewish	-	-	-	-
Muslim	-	-	-	-
Other Christian	9	5.42%	14	3.84%
Other Religion	<5	0.60%	<5	0.27%
Pagan	-	-	-	-
Roman Catholic	23	13.86%	65	17.81%
Sikh	-	-	-	-
Prefer not to answer	7	4.22%	16	4.38%
Null / Blank	69	41.57%	188	51.51%

E:learning Participants	2014/15		2015/16	
Buddhist	6	0.11%	9	0.14%
Church of Scotland	832	15.69%	883	13.75%
Hindu	-	-	-	-
Humanist	20	0.38%	31	0.48%
None	622	11.73%	716	11.15%
Jewish	-	-	-	-
Muslim	-	-	-	-
Other Christian	145	2.73%	305	4.75%
Other Religion	7	0.13%	18	0.28%
Pagan	-	-	-	-
Roman Catholic	831	15.67%	1011	15.75%
Sikh	-	-	-	-
Prefer not to answer	255	4.81%	164	2.55%
Null / Blank	2585	48.75%	3284	51.14%

11.7 Marriage and Civil Partnership Status

Face to Face Participants	2014/15		2015/16	
Divorced / Separated	16	9.64%	14	3.84%
Living with Partner	14	8.43%	17	4.66%
Married / Civil Partnership	94	56.63%	213	58.36%
Single	29	17.47%	74	20.27%
Widowed	<5	0.60%	-	-
Prefer not to answer	9	5.42%	14	3.84%
Null / Blank	<5	1.81%	33	9.04%

E:learning Participants	2014/15		2015/16	
Divorced / Separated	278	5.24%	479	7.46%
Living with Partner	340	6.41%	473	7.37%
Married / Civil Partnership	2606	49.14%	3155	49.14%
Single	1376	25.95%	1617	25.18%
Widowed	45	0.85%	16	0.25%
Prefer not to answer	245	4.62%	310	4.83%
Null / Blank	413	7.79%	371	5.78%

12. Equal Pay

12.1 Average Total Pay Analysis

2014/15						
Equal Pay Work Group	Male		Female			
	Count	Avg Total Hourly Rate	Count	Avg Total Hourly Rate	Difference	Pay Gap %
A	30	7.65	182	7.65	0.00	0
B	32	7.65	200	7.65	0.00	0
C	144	8.11	513	8.21	-0.10	-1.23
D	144	9.02	627	9.05	-0.03	-0.33
E	157	10.48	142	10.35	0.13	1.24
F	95	11.94	325	11.96	-0.02	-0.17
G	63	13.95	104	13.82	0.13	0.93
H	73	15.59	119	15.60	-0.01	-0.06
I	57	17.33	97	17.43	-0.10	-0.58
J	27	19.05	44	18.91	0.14	0.73
K	45	20.86	59	20.73	0.13	0.62
L	10	22.9	7	22.84	0.06	0.26
M	1	24.42	1	23.03	1.39	5.69
N	5	25.62	6	25.67	-0.05	-0.20
O	15	27.12	15	27.33	-0.21	-0.77
C1	1	60.62	0	0	60.62	
C2	2	53.95	1	53.95	0.00	0.00
C3	2	43.95	0	0	43.95	
C4	5	39.55	5	39.10	0.45	1.14
C5	1	33.34	0	0	33.34	
Educational Psychologist	1	32.15	8	31.45	0.70	2.18
Music Instructor	9	19.17	15	18.63	0.54	2.82
Teacher	116	20.41	532	20.37	0.04	0.20
Principal Teacher	51	25.69	101	24.99	0.70	2.72
Depute Head	7	29.11	38	28.80	0.31	1.06
Head Teacher	10	36.10	23	33.57	2.53	7.01
QIO	3	35.06	2	35.06	0.00	0.00
QIM	0	0	1	36.57	-36.57	
	1106	14.46	3167	13.27	1.19	8.23

*1 – Grade M – this is simply down to the male employee being at a higher point of the banding for his grade, having been in post longer than the female employee. The gap closes significantly for 2015/16 (see below).

*2 - Head Teacher - Inverclyde Council has no control over teaching salaries as they are set nationally. The pay gap here is due to the number of females being Head Teachers in pre-5 and primary schools (which are paid less) in comparison with Head Teachers in secondary schools.

2015/16						
Equal Pay Work Group	Male		Female			
	Count	Avg Total Hourly Rate	Count	Avg Total Hourly Rate	Difference	Pay Gap %
A	28	7.97	167	7.97	0	0
B	18	7.97	186	7.97	0	0
C	123	8.31	465	8.36	-0.05	-0.60
D	133	9.17	582	9.15	0.02	0.22
E	141	10.63	121	10.53	0.1	0.94
F	102	12.06	353	11.98	0.08	0.66
G	59	14.02	100	14.05	-0.03	-0.21
H	58	15.95	110	15.87	0.08	0.50
I	52	17.67	88	17.72	-0.05	-0.28
J	24	19.38	37	19.28	0.1	0.52
K	38	21.19	53	21.08	0.11	0.52
L	9	22.99	8	23.03	-0.04	-0.17
M	2	24.79	1	24.42	0.37	1.49
N	2	26.31	4	26.31	0	0.00
O	18	27.46	11	27.83	-0.37	-1.35
C1	1	61.53	0			
C2	2	54.76	1	54.76	0	0.00
C3	2	44.61	0			
C4	4	39.69	4	39.69	0	0.00
Educational Psychologist	1	32.63	8	31.92	0.71	2.18
Music Instructor	9	19.01	11	19.54	-0.53	-2.79
Teacher	115	20.81	482	20.59	0.22	1.06
Principal Teacher	47	26	95	25.46	0.54	2.08
Depute Head ^{*1}	5	30.24	30	29.33	0.91	3.01
Head Teacher ^{*2}	12	35.94	22	33.74	2.2	6.12
QIO ^{*3}	3	33.51	3	34.71	-1.2	-3.58
QIM	0		1	36.21		
	1008	14.79	2943	13.18	1.61	10.89

*1 Depute Head – Inverclyde Council has no control over teaching salaries as they are set nationally. The pay gap here is due to the number of males in higher paid roles within secondary schools against the lower paid Depute Head Teachers within primary schools

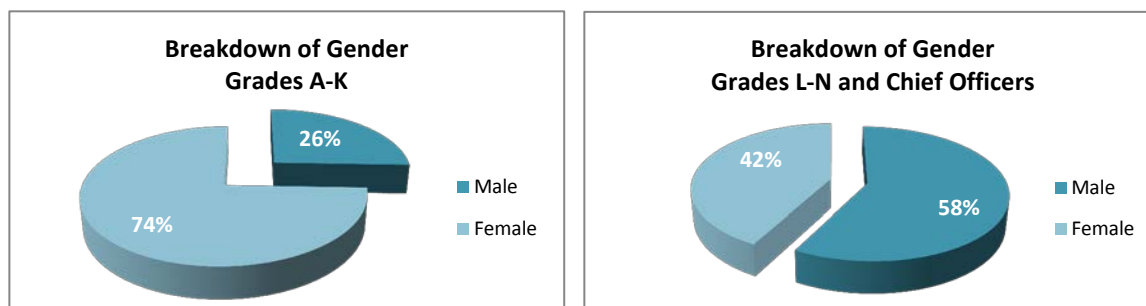
*2 Head Teacher – Similarly to Depute Heads, the pay gap here is due to the number of females being Head Teachers in pre-5 and primary schools in comparison with Head Teachers in secondary schools.

*3 QIO - 2 males are towards the bottom of the grade; the gap will close as they progress up the grade

The above table indicates the average basic total hourly pay (excluding overtime) broken down into male and female employees within each grade.

Across the whole organisation, and taking into account all roles, the average total hourly rate for female employees in 2014/15 was £13.27. The figure for male employees is £14.46. **This represents a total pay gap for the organisation of 8.23% for 2014/15.**

This figure declines slightly for 2015/16 when the average total hourly rate for female and male employees was £13.18 and £14.79 respectively. **This represents a total pay gap for the organisation of 10.89%** for 2015/16.



The pay gap is perhaps better understood by breaking down the gender of employees by grades. For 2015/16, it is evident that females are more likely to be employed than males in Grades A-K. This position alters to more males than females when an analysis of Grades L-N and Chief Officers is undertaken. This shows that more needs to be done to ensure the balance of gender carries throughout the different grades and thus tackles the pay gap.

In order to explore whether there are barriers or cultural issues that prevent females from being employed in the higher grades, a seminar for female employees has been arranged for International Women's Day 2017. This will highlight success stories of female employees within the local authority and offer an opportunity to highlight any issues that discourage female employees from applying for promoted posts.

The disability and ethnicity pay gap information, although not required at this time to be published, are shown below and both present a good and an improving position, further demonstrating the Council's full commitment to equal opportunities for all employees.

Disability Pay Gap 2014/15	No Disclosed Disability		Disclosed Disability		Difference	% Pay Gap
	% of Workforce	Avg Total Hourly Rate (£)	% of Workforce	Avg Total Hourly Rate (£)		
Modern Apprentices ^{*1}	0.58%	6.53	0.02%	6.79	-0.26	-3.98
A	4.75%	7.65	0.19%	7.65	0.00	0.00
B	5.28%	7.65	0.12%	7.65	0.00	0.00
C	14.91%	8.13	0.37%	8.04	0.09	1.11
D	17.73%	9.04	0.21%	9.06	-0.02	-0.22
E	6.82%	10.42	0.14%	10.46	-0.04	-0.38
F	9.51%	11.96	0.26%	11.62	0.34	2.84
G	3.68%	13.88	0.21%	13.54	0.34	2.45
H	4.35%	15.60	0.12%	15.38	0.22	1.41
I	3.40%	17.39	0.19%	17.41	-0.02	-0.12
J	1.56%	18.96	0.09%	18.95	0.01	0.05
K	2.33%	20.79	0.09%	20.58	0.21	1.01
L	0.37%	22.86	0.02%	23.03	-0.17	-0.74
M	0.05%	23.73				

N	0.26%	25.65				
O	0.65%	27.21	0.05%	27.49	-0.28	-1.03
C1	0.02%	60.62				
C2	0.07%	53.95				
C3	0.05%	43.95				
C4	0.23%	39.32				
C5	0.02%	33.34				
Educational Psychologist	0.21%	31.53				
Music Instructor	0.56%	18.83				
Teacher ^{*2}	15.00%	20.41	0.07%	18.20	2.21	10.83
Principal Teacher ^{*3}	3.51%	25.26	0.02%	24.08	1.18	4.67
Depute Head ^{*4}	1.02%	28.87	0.02%	27.92	0.95	3.29
Head Teacher	0.77%	34.33				
QIO	0.12%	33.49				
QIM	0.02%	35.68				
	97.81%	13.61	2.19%	12.70	0.91	6.69

*1 – The difference for modern apprentices exists due to there being a higher rate paid in the 2nd year.

*2 – The gap for teachers is due to there being probationary teachers amongst the low number of those who have declared a disability.

*3 – Principal teachers – this gap is related to placement on the salary scale and all principal teachers will progress until they are on the highest point

*4 – Depute Head Teachers – Inverclyde Council has no control over teaching salaries as they are set nationally. The pay gap here is due to the number of males in higher paid roles within secondary schools against the lower paid Depute Head Teachers within primary schools

Disability Pay Gap 2015/16	No Disclosed Disability		Disclosed Disability		Difference	% Pay Gap
	% of Workforce	Avg Total Hourly Rate (£)	% of Workforce	Avg Total Hourly Rate (£)		
Modern Apprentices	0.70%	6.66	0.05%	6.69	-0.03	-0.45
A	4.70%	7.97	0.18%	7.97	0.00	0.00
B	5.00%	7.97	0.13%	7.97	0.00	0.00
C	14.43%	8.36	0.35%	8.19	0.17	2.03
D	17.84%	9.16	0.13%	9.01	0.15	1.64
E ^{*1}	6.51%	10.59	0.08%	10.27	0.32	3.02
F	11.18%	12	0.25%	11.79	0.21	1.75
G ^{*1}	3.82%	14.05	0.18%	13.40	0.65	4.63
H	4.07%	15.91	0.15%	15.72	0.19	1.19
I	3.34%	17.70	0.18%	17.71	-0.01	-0.06
J	1.43%	19.32	0.08%	19.52	-0.20	-1.04
K	2.16%	21.16	0.13%	20.86	0.30	1.42
L	0.40%	22.99	0.03%	23.38	-0.39	-1.70
M	0.08%	24.54				
N	0.15%	26.31				
O	0.68%	27.57	0.05%	27.90	-0.33	-1.20
C1	0.03%	61.53				
C2	0.08%	54.76				
C3	0.05%	44.61				
C4	0.20%	39.69				

Educational Psychologist	0.23%	32.00				
Music Instructor	0.50%	19.30				
Teacher^{*1}	14.90%	20.71	0.10%	16.85	3.86	18.64
Principal Teacher	3.52%	25.69	0.05%	25.41	0.28	1.09
Depute Head	0.88%	29.51				
Head Teacher	0.85%	34.52				
QIO	0.15%	34.11				
QIM	0.03%	36.21				
	97.91%	13.76	2.09%	13.21	0.55	4.00

*1 – In all 3 situations, the gap is due to placing on salary scale and will reduce annually

In relation to the ethnicity pay gap details provided below, guidance suggested analysis should be carried out based on white and non-white employees. However, definitions selected by some employees do not explicitly define whether an employee is white or not. Analysis has therefore been carried out based on whether an employee is both British **and** white or not. It is considered that many of those who have not disclosed their ethnicity will fall into the white and British category which would reduce the gap. Action will be taken to encourage disclosure, by teachers in particular, for the next reporting period.

Ethnicity Pay Gap 2014/15	White & British*		Not White & British*		Difference	Pay Gap %
	% of Workforce	Avg Total Hourly Rate	% of Workforce	Avg Total Hourly Rate		
Modern Apprentices	0.60%	6.54				
A	4.21%	7.65	0.58%	7.65	0	0.00%
B	5.07%	7.65	0.09%	7.65	0	0.00%
C	11.61%	8.15	1.26%	8.34	-0.2	-2.46%
D	15.21%	9.03	0.79%	9.03	0	0.00%
E	5.58%	10.40	0.40%	10.56	-0.16	-1.54%
F^{*1}	6.51%	11.86	1.63%	12.25	-0.37	-3.12%
G	2.84%	13.77	0.60%	14.15	-0.39	-2.83%
H	3.42%	15.54	0.51%	15.79	-0.25	-1.61%
I	2.44%	17.35	0.65%	17.47	-0.11	-0.63%
J	1.37%	18.91	0.14%	19.23	-0.32	-1.69%
K	1.77%	20.79	0.49%	20.77	0.02	0.10%
L	0.35%	22.85	0.05%	23.03	-0.18	-0.79%
M	0.05%	23.73				
N	0.16%	25.71	0.07%	25.42	0.29	1.13%
O	0.58%	27.21	0.12%	27.33	-0.12	-0.44%
C1	0.02%	60.62				
C2	0.05%	53.95	0.02%	53.95	0	0.00%
C3	0.02%	43.95	0.02%	43.95	0	0.00%
C4^{*1}	0.21%	39.10	0.02%	41.33	-2.23	-5.40%
Educational Psychologist	0.05%	31.52				
Music Instructor	0.09%	17.14				

Teacher	5.30%	18.56	0.28%	18.73	-0.17	-0.91%
Principal Teacher	0.84%	25.17	0.02%	25.04	0.13	0.52%
Depute Head	0.19%	29.09				
Head Teacher	0.26%	33.25				
QIO	0.02%	34.20				
QIM	0.02%	35.68				
	68.85%	11.95	7.75%	13.27	-1.32	-11.05

* Those who did not disclose their ethnicity or chose "prefer not to answer" have been excluded from the analysis

*1 – For both grades highlighted, the gap is due to placing on salary scale and will reduce annually

Ethnicity Pay Gap 2015/16	White & British*		Not White & British*		Difference	Pay Gap %
	% of Workforce	Avg Total Hourly Rate	% of Workforce	Avg Total Hourly Rate		
Modern Apprentices	0.70%	6.66				
A	4.20%	7.97	0.35%	7.97	0.00	0.00%
B	6.16%	7.97	0.10%	7.97	0.00	0.00%
C	11.18%	8.32	1.26%	8.44	0.12	1.42%
D	16.26%	9.14	0.68%	9.20	0.06	0.65%
E	5.43%	10.57	0.38%	10.69	0.12	1.12%
F ^{*1}	8.29%	11.87	1.76%	12.38	0.51	4.12%
G ^{*1}	3.22%	13.96	0.60%	14.40	0.44	3.06%
H	3.37%	15.88	0.35%	16.14	0.26	1.61%
I	2.44%	17.67	0.60%	17.78	0.11	0.62%
J	1.21%	19.30	0.15%	19.52	0.22	1.13%
K	1.71%	21.13	0.45%	21.11	-0.02	-0.09%
L	0.35%	23.03	0.08%	22.92	-0.11	-0.48%
M	0.08%	24.54	0.03%	24.79	0.25	1.01%
N	0.10%	26.31	0.03%	26.31	0.00	0.00%
O	0.60%	27.43	0.13%	27.90	0.47	1.68%
C1	0.03%	61.53				
C2	0.05%	54.76	0.03%	54.76	0.00	0.00%
C3	0.03%	44.61	0.03%	44.61	0.00	0.00%
C4	0.20%	39.69				
Educational Psychologist	0.05%	31.99				
Music Instructor	0.08%	17.21				
Teacher	6.46%	19.01	0.25%	19.58	0.57	2.91%
Principal Teacher	1.36%	25.52				
Depute Head	0.20%	29.65				
Head Teacher	0.33%	33.69				
QIO	0.05%	34.71				
QIM	0.03%	36.21				
	74.14%	12.29	7.24%	13.56	-1.27	-10.33

* Those who did not disclose their ethnicity or chose "prefer not to answer" have been excluded from the analysis

*1 – For both grades highlighted, the gap is due to placing on salary scale and will reduce annually

12.2 Occupational Segregation

Employees have been categorised into eight groups as detailed in the following tables.

2014/15							
Occupational Group	Female	Male	Disability Disclosed	No Disability Disclosed	White & British	Blank/ Prefer not to Answer*	Not White & British
Care	88.47%	11.53%	1.78%	98.22%	79.04%	11.74%	9.22%
Catering	98.89%	1.11%	0.74%	99.26%	88.56%	8.86%	2.58%
Cleaning	89.71%	10.29%	2.94%	97.06%	88.97%	2.94%	8.09%
Clerical and Administrative	89.52%	10.48%	2.59%	97.41%	76.14%	13.90%	9.96%
Managers	46.55%	53.45%	3.45%	96.55%	77.59%	3.45%	18.97%
Operational, Craft and Physical	8.26%	91.74%	2.06%	97.94%	77.28%	19.44%	3.28%
Professional and Technical	60.06%	39.94%	4.69%	95.31%	75.04%	12.10%	12.86%
Teachers	78.76%	21.24%	0.53%	99.47%	32.03%	66.49%	1.48%
Totals	75.06%	24.94%	2.17%	97.83%	69.05%	23.54%	7.40%

2015/16							
Occupational Group	Female	Male	Disability Disclosed	No Disability Disclosed	White & British	Blank/ Prefer not to Answer*	Not White & British
Care	87.88%	12.12%	1.67%	98.33%	80.98%	9.68%	9.34%
Catering	99.10%	0.90%	0.90%	99.10%	92.76%	7.24%	0.00%
Cleaning	96.36%	3.64%	1.62%	98.38%	95.95%	4.05%	0.00%
Clerical and Administrative	89.67%	10.33%	1.89%	98.11%	76.44%	14.33%	9.22%
Managers	46.51%	53.49%	2.33%	97.67%	76.74%	2.33%	20.93%
Operational, Craft and Physical	10.22%	89.78%	2.99%	97.01%	77.81%	19.45%	2.74%
Professional and Technical	60.32%	39.68%	4.60%	95.40%	77.78%	10.48%	11.75%
Teachers	77.69%	22.31%	0.88%	99.12%	38.68%	59.78%	1.54%
Totals	75.32%	24.68%	2.07%	97.93%	71.63%	21.90%	6.47%

* Blanks and those who selected "prefer not to answer" have been included for analysis of ethnicity as they have not disclosed which category they would fall into

The tables above illustrate horizontal occupational segregation within Inverclyde Council over the last two years. This is the first time we have reported on occupational segregation across disability and ethnicity. For disability, employees have been grouped into those who disclosed a disability and those who did not (including those who did not provide this information or chose to select "prefer not to answer"). For the ethnicity pay gap, the blanks and "prefer not to answer" have been shown separately and the remaining employees have been split into "white and British" (those that selected white British, white Scottish, white English, white Northern Irish or white Welsh) or "not white and British" (any other ethnicity, including white other and white Eastern European).

13. Equal Pay Statement

Policy Statement

Inverclyde Council supports the principles of equal opportunities in employment and believes that all staff, regardless of their gender, ethnicity, age, pregnancy and maternity, gender reassignment, sexual orientation, religion or belief, marital/civil partnership status, ethnic origin and disability, should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value.

We believe it is in the Council's interest to ensure that pay is awarded fairly and equitably and proactive steps are taken to address equality issues and pay gaps between men and women. Unless barriers to men's and women's participation in occupations stereotypically dominated by one gender, and to women achieving the most senior posts are removed, then the Council cannot be confident that it is recruiting the most skilled and talented individuals.

The chart on page 15 of the mainstreaming report shows that the ethnicity of the Council's workforce is broadly reflective of the community it serves. However the Council is not complacent about this and will continue to consider methods to attract the broadest possible range of applicants for vacant Council positions in order to ensure that, not just the characteristics of sex, disability and ethnicity, but all of the protected characteristics are appropriately represented within its workforce.

According to our latest data, Inverclyde Council does not have a detrimental ethnicity pay gap and only a minor disability pay gap and it will continue to monitor this and take any appropriate steps to address any imbalance that occurs. It is hoped that registering for the Disability Confident scheme will assist in redressing the slight disability pay gap that is detailed in the Council's mainstreaming report.

We believe, therefore, that we should operate a pay and grading system which is transparent, based on objective criteria and free from bias, on any grounds. We aim to avoid unfair discrimination, to reward fairly the skills, experience and potential of all employees thereby increasing motivation, loyalty, productivity and effectiveness and to enhance the Council's reputation and image.

The Council uses an analytical job evaluation system to assess the value of jobs and their place in the Council's grading structure. For teachers, promoted posts are subject to job sizing for salary purposes.

The Council's grading and pay scheme is based on job evaluation and therefore, satisfies equality impact assessments fully, with the last EQIA completed in 2013 and another due to be carried out in 2018.

In addition the following is presented as a means of further demonstrating the Council's commitment to a culture of equality of opportunity:

- Recruitment and selection – shortleeting is conducted with reference only to experience and qualifications, other personal aspects of the applicant are not known by shortleat panel – interviews are competency based, successful

candidates chosen on merit and captured for all to refer to against selection pro forma with references only being taken up for successful candidates

- Work-life balance – includes a range of varying working patterns for employees to consider
- Flexible working – allows daily attendance flexibility
- Modern Apprentices Scheme – to help recruit young people from that age bracket/group
- Disability Confident – fully signed up for this exciting new development
- Workforce information and activity report – highlights equality and poses challenges to address where relevant
- Diversity training provided through face to face and e-learning opportunities
- Policies and procedures in place to support employees to raise examples of any behaviour exhibited against expected high equality standards – whistleblowing, grievance, dignity and respect
- The Council welcomes a cohort of students with a disability each year on work placement from West College Scotland; around 12 young people are accommodated each time
- Awareness of diversity of local population and recognition of the value for all groups represented in employee population

Our Objectives

We have one simple objective:

- To eliminate any unfair, unjust or unlawful practices that impact on pay equality

Our Actions

In order to put Inverclyde Council's commitment to providing equal pay into practice, we will:

- Continue to work with trade union representatives after implementation of job evaluation and the Single Status Agreement which had developed a new pay and grading model free of sex-bias.
- The new Pay & Grading model introduced at Single Status is based on the national Job Evaluation scheme which was then applied locally following an equality impact assessment by a national expert.
- Pay and Grading and Allowances and Conditions of Service were all looked at for equality implications by the expert at that time. A favourable EqIA was carried out in March 2013 by an independent expert.
- In partnership with trade unions, implement regular equal pay reviews in line with EHRC guidance for all staff, to identify any pay gaps and their causes.
- Assess and review the findings of the equal pay review and take action to address the gaps identified.
- Provide training and guidance for those involved in determining pay and benefits.
- Inform employees of how these practices work and how their own pay is determined.
- Respond to grievances on equal pay as a priority.
- Monitor pay statistics annually.

Responsibility for Delivering the Policy

The Council's Head of Education is the Corporate Management Team lead officer for monitoring and promoting equality across the Council and ensuring the delivery of the Council's Equality Outcomes. The Head of Organisational Development, Human Resources and Communications is responsible for meeting equalities duties in respect of employment and equal pay. He will be responsible for ensuring the commitments made in this policy are implemented.

DRAFT

Report To: Policy and Resources Committee **Date:** 21 March 2017

Report By: Head of Organisational Development, Human Resources and Communications **Report No:** PR/08/17/WB/GB

Contact Officer: George Barbour, Corporate Communications Manager **Contact No:** 01475 712385

Subject: Communications Strategy

1.0 PURPOSE

- 1.1 The purpose of this report is to establish a communications strategy for Inverclyde Council to highlight the broad aims of the Council's communications with residents, employees, trades unions and visitors, the key mechanisms and approaches.

2.0 SUMMARY

- 2.1 Appendix 1 sets out the broad communications strategy covering equalities and communication; media and media planning; employee engagement and workforce communications; communication during severe weather and social media and web development.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy and Resources Committee approve the contents of appendix 1: communications strategy

Steven McNab
Head of Organisational Development, Human Resources and Communications

4.0 BACKGROUND

- 4.1 The Council's Corporate Communications service delivers a range of communications campaign, marketing and design, and advertising on behalf of the Council and the HSCP.
- 4.2 The communications strategy included at appendix 1 highlights the broad approach to communications adopted by the service on behalf of the Council and seeks to consolidate that as the overarching principles by which Inverclyde Council and its services communicate with its stakeholders.
- 4.3 The strategy highlights existing practice for employee and workforce engagement and communication during major change and seeks to adopt that good practice as the overarching principle for internal communications in the Council.
- 4.4 The strategy will be kept under review.

5.0 IMPLICATIONS

5.1 Financial implications - One off Costs

There are no direct financial implications from this report.

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

Financial Implications - Annually Recurring Costs/ (Savings)

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

5.2 Legal implications - There are no direct legal implications arising from this report.

5.3 Human Resources implications – The communications strategy supports the continued communications and engagement with Council employees.

5.4 Equalities implications - The communications strategy includes equalities information and highlights the Council's communications obligations in relation to equality legislation.

Has an equality impact assessment been carried out?

Yes (see attached appendix)

No

5.5 Repopulation implications – Continued good communication across all Council services helps to support the Council's repopulation agenda to promote Inverclyde as a place to visit and to live.

6.0 CONSULTATIONS

6.1 Consultations have taken place with the workforce development and planning group and the Council's equalities officer.

7.0 LIST OF BACKGROUND PAPERS

7.1 None.

APPENDIX 1:

Inverclyde Council: Communications Strategy

Introduction:

This document outlines that our strategy is to use proactive communications to engage with our residents, enhance the reputation of the organisation, and keep staff informed and motivated.

To complement this we will also provide a comprehensive reactive service to robustly protect the Council from unfair criticism.

The strategy outlines:

- Equalities and communication
- Our key communications mechanism
- Our internal communications and engagement principles
- Website and social media communications
- How we will communicate during an emergency or disruption to services

Equalities and communication

There are nine protected characteristics covered by the Equality Act 2010 shown in the diagram below.



The Council has a legal obligation to:

- a) Eliminate unlawful discrimination
- b) Advance equality of opportunity; and
- c) Foster good relations.

To progress these aims, inclusive communication is vital. This means sharing information in a way that everybody can understand. The Act requires public authorities to make reasonable adjustments for disabled people to avoid disadvantage and is clear that reasonable adjustment includes provision of information in an accessible format.

Inclusive communication makes services more accessible for everyone. It will help to achieve successful outcomes for individuals and the wider community. It enables people to live more independently and to participate in public life.

When examining communications mechanisms, consideration needs to be given to whether the method we have selected to communicate is appropriate for those that we wish to receive the message. Also, it should be in a language that they will understand. It may be necessary, in some instances, to use more than one method or have an important communication translated into another language or provide translation through use of the 'Language Line' telephone interpretation service.

Our communications mechanisms

The council has a range of communications mechanism which can be used by council services to promote key messages.

The list below is not exhaustive, but highlights the broad range of day-to-day communications mechanisms employed by Inverclyde Council

Internal	External (print-based)	External (media)	External (online and social)	External (other)
ICON – council intranet	InView newspaper (Spring and Winter)	Press release issued to press and media.	InView newspaper digital edition (Spring and Winter)	Attendance at events or exhibitions
Printed briefings emailed to heads of service for dissemination to staff without PC access.	Publications; leaflets, flyers.	Photocall arranged for press and media.	Social media promotion (organic)	Representation on external bodies (officers)
All member briefings	Partner publications and newsletters	Responding to press and media enquiries.	Social media promotion (paid for)	Representation on external bodies (councillors)
All council emails (issued by corporate communications)	Outdoor advertising (paid for including sites available through partners, eg Riverside Inverclyde sites)	Promotional and public notice advertising in print publications and magazines	Council website news and page content.	Supporting partner campaigns (eg NHS; Police Scotland, COSLA)
Event calendar	Banners and signage	Interviews/filing opportunities arranged for press and media.	Event listings	
Posters on noticeboards		Features in newspapers and magazines.	Plasma screens (2) in Customer Service Centre, Greenock.	
		Event listings	Online advertising on local news websites (eg Inverclyde Now and Greenock Telegraph).	
		Columns in the Greenock Telegraph and other publications		
Insider Council update publication				
Directors brief (HSCP)				
Joint budget group (trade union)				
All member briefings				
Extended corporate management team				

Any new campaign developed by a council service will aim to maximise the use of existing communications mechanisms before creating new ones.

Media and media planning

The council will always co-operate fully and openly with the press and media.

The council's media and social media protocol sets out the guidance which govern press and media publicity. This sets out how the press and media communications function operates and dovetails that guidance with social media activity across the council.

Every effort will be made to meet deadlines and ensure that the Council's message is heard.

We will also work hard to be as proactive as possible so the Council can stay on the front foot and promote its messages to residents and visitors to help ensure they are informed about and able to access local services.

Internal or workforce communications

The Council's internal communications and engagement is well developed for major communications programmes, particularly around budget setting and staff engagement.

The council's corporate management team have regular engagement with trade union representatives through the joint budget group which examines change and budget programmes in consultation with representatives.

During any time of major change or during budget decisions where those decisions could impact on individuals or staff, the internal or workforce communications principle is that employees should receive updates direct and face to face from line manager.

The overall aim is to ensure that employees receive news and updates first from their line manager prior to reading about it in the media.

That could involve advance briefings prior to committee reports being available in the public domain or alerts to employees informing them when public reports are available and encouraging them to review them.

Where appropriate, heads of service and service managers will receive briefings or Q&As to lead discussions to ensure that they have the facts available to provide updates.

Intranet and email:

The council intranet and established emails from corporate communications will be used to communicate key messages. These messages will also be sent to heads of service to cascade to employees who do not have access to the intranet and/or email.

Insider council update:

Insider council update is published after each council meeting to provide a regular update to council employees on key decisions and updates from the Chief Executive. This is produced as pdf, published on the intranet and emailed to employees. A copy is also sent to heads of service to cascade to employees who do not have access to the intranet and/or email.



Design and campaigns

The Council's Corporate Communications service is responsible for design and development of communications and marketing campaigns.

A corporate identity manual is available for Inverclyde Council and for the Inverclyde Health and Social Care Partnership as a working document to guide how the council's and the HSCP visual identities are displayed in various formats.

No material should be produced which breaches these.

The council's design and marketing functions will continue to support all council and HSCP services in developing communications material and in developing creative campaigns.

The design service will continue to engage with the national Creative Exchange to share knowledge and expertise across the wider public sector.

InView newspaper

The council newspaper, InView, is produced twice-a-year, usually around Spring and Winter, and is delivered to every home in Inverclyde.

The content, production and design are carried out in-house by Corporate Communications.

The editorial content of InView aims to reflect the news, policies, decisions and events planned and managed by Inverclyde Council and, where appropriate, by its partners.

Where possible joint promotional opportunities will be made available to partners, for example supporting health and social care promotions or campaigns.

In addition to the printed edition, Inview is also published as a digital edition and made available on the council website and promoted through social media and development will continue to develop the Inview 'brand' for all online and printed newsletters for Inverclyde Council.



Social media

The overall management of social media sits with Corporate Communications, though individual council services and schools are authorised to engage in social media activity.

This authorisation is based on sites being actively used and operated in line with the Council's 'media and social media protocol'.

Built into that protocol is an annual review each year of all social media accounts across the council to assess their engagement levels and relevancy.

The main council social media accounts for the council are managed and operated by Corporate Communications staff and council services seeking to develop social media campaigns should engage with that service.

Disruption to services communications

During civil contingency or periods of disruption to Council services, Corporate Communications will follow the process map below to inform residents of any local issues.

The Council website – www.inverclyde.gov.uk - will be the single trusted source of updated content to allow residents, the media, council employees and customer services staff to obtain real time updates.

In the case of severe winter weather disruption to services, a dedicated page is published at www.inverclyde.gov.uk/winter

Corporate Communications staff will be available during out of office hours to ensure updates can be made to social media during severe winter weather. Council services are required to ensure that any change or update to normal council services, including but not limited to closure of services, is communicated through corporate communications using the disruption to service and severe winter weather communications process.

Disruption to service and severe winter weather communications:

MESSAGES AGREED:

Action: Message agreed at CRMT/service managers/heads of service with corporate communications.

WEBSITE UPDATE:

Action: Update council website. During severe winter weather the update will be on the page: '[.../winter](#)' Any changes to service should be highlighted on front page 'news' section.

ISSUE UPDATE TO PRESS AND MEDIA:

Action: Send website content, link to web page and link to twitter to press and media.
Highlight any changes (facilities/roads closed/open /expected times/days for reopening).
Ensure Scottish Government resilience email are included in update

ALERT TO COUNCILLORS AND CORPORATE MANAGEMENT TEAM:

Action: Email update and link to council website sent to: councillors, CMT, head of HR, OD and comms, and communications team.
Highlight any changes (facilities/ roads closed/open)

EMAIL CUSTOMER SERVICE CENTRE:

Action: send email with link to council website to 'A' mail list for customer service officers.

ICON UPDATE:

Action: Promote link to *web page (eg.../winter)* on ICON news section.
Include any updates relevant to employees and in extreme cases issues an all employee email.

PARTNER/COUNCIL SOCIAL MEDIA SITES UPDATE:

Action: Update social media and forward update and/or link to partner
or other council social media sites.

Civil contingencies

In addition, to the specific weather related emergency process, Corporate Communications link to the West of Scotland Resilience Communications Plan to provide communications support during emergency or civil contingency situations.

Web development

Key to the success of online communications channels is ensuring content is kept fresh and up-to-date.

A core web team has been set up, consisting of around 8 staff members from customer services, corporate communications, ICT and each directorate.

The team will be supported by web authors from each service responsible for uploading content to the website.

This web team will have full editorial and publishing rights for all web sites and have sufficient knowledge of their service areas to make decisions on content.

This core team will act as a direct conduit back to any specialised web sites within their service areas and all requests for new web developments related to the council and its partners must be reviewed and approved by the group.

The core web team will also manage all requests for additional content and change requests for the web sites. The team will meet on a quarterly basis at least and will deliver meeting reports to digital access group (DAG). The team will be responsible for the creation of a new web and online strategy.

The roles and responsibilities are as follows:-

Corporate communications:

- Overall editorial responsibility for the council website and all council online communication channels
- Arrange, facilitate and chair the meetings of the web team on a quarterly basis and ensure that agendas and minutes are generated and made available to team members.
- Channel any requests for any website or other online channels to the core web team for approval.
- Prepare any papers requesting funding or resources for future enhancements to the web site(s) or other online channels for submission to DAG

Customer services:

- Oversee the transactional element of the web site, which will include handling enquires relating to problems with transactional elements such as customers having problems making a payment or opening a link
- In parallel with more services/facilities moving online, it will also be important to manage the Kana knowledgebase and scripts available to customer service centre staff to ensure that this information is consistent with information being presented online.
- Ensure new web developments proposed are directed to the web team for review and approval.

ICT:

- Deal with any technical issues within content management system (CMS), Liaise with supplier
- Technical support to web authors and training in the new content management system.
- Ensure new web developments proposed are directed to the web team for review and approval.

Directorate representatives:

- Identification and link with web authors
- Support the web team to deliver web and digital strategy
- Ensure new web developments proposed from within the directorate are directed to the web team for review and approval.

Web authors:

To support the above web team web authors provide and maintain content primarily for their own service areas. The automation features of the content management system will help this group stay in control of content within their remit.

Report To: Policy and Resources Committee **Date:** 21 March 2017

Report By: Head of Organisational Development, Human Resources and Communications **Report No:** HR/06/17/AW

Contact Officer: Allan Wilson **Contact No:** 01475 712022

Subject: Inverclyde Council Local Negotiating Committee for Teaching Staff

1.0 PURPOSE

- 1.1 The purpose of the report is to advise the Policy and Resources Committee of the revised composition and operation of the Local Negotiating Committee for Teaching Staff (LNCT).
- 1.2 The Committee is also asked to agree that the four management representatives on the LNCT will be officers of the Council rather than Elected Members.

2.0 SUMMARY

- 2.1 On 1 April 2001 the national agreement *A Teaching Profession for the 21st Century* created the negotiating body known as the Scottish Negotiating Committee for Teachers (SNCT).
- 2.2 Inverclyde Council requires to have a Local Negotiating Committee for Teachers (LNCT), which has powers to vary certain devolved conditions of service and to reach agreement on a range of matters not subject to national bargaining.
- 2.3 The LNCT has been revised on the following grounds:
 - It has not been reviewed in recent years and requires to be modernised.
 - The complexity of arrangements to call a meeting and those required to be in attendance for the current LNCT means that it rarely meets.
 - The LNCT can be streamlined, more effective and efficient in its operation.
- 2.4 A formal meeting of the LNCT took place on Tuesday 7 March 2017 and agreed the revised Local Recognition and Procedure Agreement (LNCT01) and this is attached as Appendix 1 for noting by the Committee.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy and Resources Committee:
 - note the revised Local Recognition and Procedure Agreement (LNCT01) attached at Appendix 1; and
 - agree that the management representatives on the LNCT will be officers of the Council rather than Elected Members.

4.0 BACKGROUND

- 4.1 On 1 April 2001 the national agreement *A Teaching Profession for the 21st Century* created a new negotiating body known as the Scottish Negotiating Committee for Teachers (SNCT).
- 4.2 The SNCT is a tripartite negotiating body whose constituent members are drawn from the Convention of Scottish Local Authorities (COSLA), The Scottish Government and the recognised trades unions.
- 4.3 The SNCT requires there to be a Local Negotiating Committee for Teachers (LNCT), which has powers to vary certain devolved conditions of service and to reach agreement on a range of matters not subject to national bargaining. Devolved matters are defined as follows:
- cover agreements;
 - appointment procedures;
 - particulars of employment;
 - expenses of candidates for appointments;
 - transfer of temporary teachers to permanent staff;
 - promotion procedures;
 - staff development arrangements;
 - specific duties and job remits;
 - arrangements for school based consultation;
 - other leave and absence arrangements;
 - notice periods;
 - housing;
 - indemnification procedures;
 - other allowances; and
 - discipline and grievance procedures.
- 4.4 The establishment of, and the terms of conditions of, Inverclyde Council's existing LNCT are covered in a document known as 'LNCT 01 *Local Recognition and Procedure Agreement*'. The committee has been called 9 times since its introduction in 2003, the last time being in January 2011.
- 4.5 The national position across Scotland with regard to the composition of LNCTs is that for the most part all have modernised their approach fairly recently. Of 19 responses from other Councils:
- 3 continue to have Elected Members on their LNCT.
 - 16 have officers and trades union representatives only.
 - The range in the composition of those 16 LNCT's varies from 4 each side to 10 each side. However, 10 councils have no more than 6 members each side.
- 4.6 There is also an informal LNCT which sits regularly to discuss a wide range of education issues, including terms and conditions. This forum is chaired by the Head of Education and its membership includes trades union representatives and management representatives including a representative from Organisational Development and Human Resources. It is a good sounding board for work in progress, updates and provides an opportunity for discussion on projects and other issues. This forum will continue in its current form.
- 4.7 A formal meeting of the LNCT took place on Tuesday 7 March 2017 and agreed the revised Local Recognition and Procedure Agreement (LNCT01) and this is attached as Appendix 1 for noting by the Committee.

5.0 PROPOSALS

5.1 The main changes in the revised LNCT 01 are as follows:

- The proposed composition of LNCT will be 4 trades union members and 4 management representatives. In addition one other trades union representative and one other management representative will act as (joint) secretaries. Currently the existing agreement states that the composition of each side should not exceed 11 members. The management side representatives are currently Elected Members on the Education and Communities Committee and it is proposed that the management side will now be made up from officers of the Council.
- The revised proposal asks that the frequency of meetings will be will be at least one meeting each calendar year which will be the AGM. The current policy states that there will be at least 4 meetings each calendar year providing there is relevant business to be addressed.
- Currently the Director of Legal and Support Services (as was) is the clerk to the LNCT. The revised proposal states that the joint secretaries shall be responsible for making arrangements for, and the administration of, meetings.
- The revised proposal states that, where an agreement with both sides of the LNCT is not possible, then the matter may be referred to Policy and Resources Committee.

5.2 A final meeting of the Formal LNCT under existing arrangements took place on 7 March 2017 and agreed the revised Local Recognition and Procedure Agreement (LNCT01) and this is attached as Appendix 1.

6.0 IMPLICATIONS

6.1 Finance: There are no financial implications in this report.

Financial Implications – One off Costs

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

Financial Implications – Annually Recurring Costs/ (Savings)

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

6.2 Human Resources: all human resources issues are included in this report

6.3 Legal: Legal services have been consulted on this issue and support the proposal.

6.4 Equalities: There are no equality issues.

7.0 CONSULTATION

7.1 Trades union colleagues played a full part in creating the (revised) LNCT01 and are in agreement with the changes to it proposed.

8.0 LIST OF BACKGROUND PAPERS

8.1 Appendix 1 – Local Negotiating Committee for Teachers (revised 2017).

LNCT 01

Inverclyde Council

Education Services

**‘Inverclyde – an Ambitious,
Confident Council’**

LNCT 01

Local Recognition and Procedure Agreement

Local Recognition and Procedure Agreement between Inverclyde Council and the Educational Institute of Scotland, the Scottish Secondary Teachers' Association and the National Association of School Masters/Union of Women Teachers.

1. Inverclyde Council hereby recognises the EIS, SSTA and NAS/UWT as the sole representatives of the teaching staff, Quality Improvement Team, Educational Psychologists and Music Instructors employed by the Council on all matters relating to conditions of service as defined in paragraph 3 of this Recognition and Procedure Agreement and other matters not subject to national bargaining.
2. The Council and the recognised trade unions jointly affirm their commitment to the maintenance of good industrial relations and accept that this Recognition and Procedure Agreement and any formal agreements which arise from it will be binding on the signatory parties.
3. All agreements, orders, settlements and determinations of the Scottish Negotiating Committee for Teachers for teaching staff in school education dealing with:
 - Cover agreements
 - Appointment procedures
 - Particulars of employment
 - Expenses of candidates for appointment
 - Transfer of temporary teachers to permanent staff
 - Promotion procedures
 - Career-Long Professional Learning and Professional Update
 - Specific duties and job remits
 - Arrangements for school-based negotiation
 - Other leave and absence arrangements
 - Notice periods
 - Housing
 - Indemnification procedures
 - Other allowances
 - Discipline and grievance procedures

shall be adopted as the basis for negotiations under the procedure established by the Recognition and Procedure Agreement. All such agreements shall be subject to regular review after no more than 5 years.

4. The purpose of this Recognition and Procedure Agreement is to establish bargaining machinery and a negotiating procedure between the Council and the signatory unions, whereby relevant conditions of service can be determined for all teaching staff, Quality Improvement Team members, Educational Psychologists and Music Instructors.
5. The Council hereby recognises the unions who are signatories to the Recognition and Procedure Agreement as the sole bargaining agents for the matters covered by this Recognition and Procedure Agreement.
6. The Council will negotiate through a self-appointed Management Side. The recognised trade unions will negotiate through a Joint Union Side appointed collectively which will reflect, on a pro-rata basis, the respective membership strengths of each organisation. The Management Side and the Joint Union Side will each appoint a secretary for their respective sides.
7. Negotiations between the two sides shall be conducted within a committee to be known as the Inverclyde Council Local Negotiating Committee for Teachers (LNCT). Meetings of the LNCT shall be held as and when requested by either side with the proviso that there will be at least one meeting each calendar year, which shall be designated the Annual General Meeting, for the purpose of approving the membership of the LNCT, reviewing any standing sub-committees and agreeing the annual priorities.
The joint secretaries shall be responsible for making the arrangements for meetings which shall be arranged within twenty-one days of a request being logged or otherwise by mutual agreement, and for the administration of meetings. Normally, notice of a meeting shall be no less than seven working days.

8. The composition of each side of the LNCT shall be determined by the sides separately, but shall not exceed four members of each side excluding the joint secretaries. The LNCT may, from time to time, appoint from among its own members a sub-committee or sub-committees to discharge each of the functions of the LNCT, as the LNCT may specify.
9. The LNCT will establish an informal LNCT to take forward the LNCT's agreed priorities. The informal LNCT will consist of the joint secretary from each side plus four others nominated from each side.
10. The quorum for a meeting of the LNCT shall be three from the Management Side and three from the Joint Union Side. In the case of a sub-committee, the quorum shall be determined by the LNCT when the sub-committee is first established.
11. The Convenorship of the LNCT will be on the basis of annual rotation. The Council Side will determine the Convenor for a period of one year commencing with the first meeting of the LNCT and the Teachers' Side determine the Vice-Convenor for that period. For the next year the Convenor and Vice-Convenor will be determined by respectively, the Teachers' Side and the Council Side. The Convenorship and Vice-Convenorship will, thereafter be the subject of rotation. The Convenor shall not have a casting vote.
12. Agreements reached by the LNCT shall be binding on the Council and signatory unions where these agreements are within the delegated powers of the Director of Education, Communities and Organisational Development and Head of Organisational Development, Human Resources and Communications. Otherwise, these agreements will require to be referred to the appropriate committee of the Council for approval.
13. A substitute member may attend a meeting of the LNCT and vote, only if the member for whom they are substituting is not present.
14. Agreements reached between the two sides shall be set out in a text jointly approved by the two sides and the text will be subscribed by the joint secretaries. All local agreements shall be reported to the Scottish Negotiating Committee for Teachers.

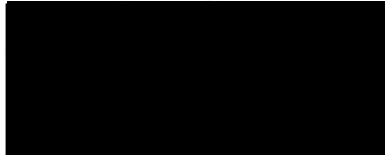
15. The joint secretaries will be available to advise their respective sides on matters relating to agreements reached by the LNCT. In formulating such advice, the joint secretaries may consult with each other whenever they think it appropriate.
16. This Recognition and Procedure Agreement shall take effect as soon as it has been signed on behalf of the Council and on behalf of the Teachers' Side.
17. No variation to this Recognition and Procedure Agreement shall be made except with the consent of both sides to this agreement.
18. The Council hereby agrees to ensure that adequate paid time off shall be granted to all union representatives on the Local Negotiating Committee for Teachers and that particular consideration shall be given to the amount of paid time off work required by the person appointed as union side joint secretary, as well as the necessary facilities covered by ACAS Code of Practice No 3.
19. The signatory parties to this Recognition and Procedure Agreement acknowledge the importance of establishing and maintaining confidence in the negotiating arrangements established under this Agreement and recognise the need to negotiate in good faith.
20. In the event of any dispute being declared between the two sides or where there is a failure to agree at school level on any relevant matter, the Council and signatory unions should seek to resolve the matter, without delay, through discussions in the LNCT. The Council further agrees not to implement any change which is the subject of dispute until the matter has been considered by the LNCT. The signatory unions, likewise, further agree not to implement any form of industrial action unless and until the LNCT has failed to achieve a resolution of the matter in dispute.
21. Where agreement between the two sides of the LNCT is not possible, either side may refer the failure to agree to the Joint Chairs of the SNCT for conciliation. If the conciliation is unsuccessful the Joint Chairs of the SNCT may recommend further procedures for resolution of the difference, including external conciliation or mediation.

LNCT 01

If the conciliation is still unsuccessful then the matter may be referred to the Council's Policy and Resources Committee.

Signed on behalf of the Council:

Name:

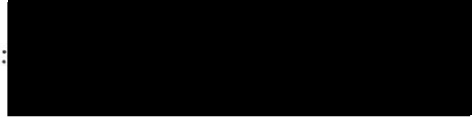


Designation:
CENTRE EDUCATION COMMITTEE

Date: 7/3/2017

Signed on behalf of the Teachers' Side:

Name:



Designation: Joint Chair

Date: 7th March, 2017.

Report To:	Policy and Resources Committee	Date:	21 March 2017
Report By:	Head of Legal and Property Services	Report No:	LP/026/17
Contact Officer:	Gerard Malone	Contact No:	01475 712710
Subject:	Hydro Electric Scheme - Holeburn at Greenock Cut		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Committee with an update on the proposed development of a Hydro Scheme on the Holeburn at the Greenock Cut ("**the Project**"), in partnership between Scottish Water Horizons ("**SWH**") and the Council.

2.0 SUMMARY

- 2.1 The Council and SWH are in partnership to develop the Project and will use the experience gained for any additional locations within the partners' control. The Council and SWH entered into this high-level partnership in November 2013 for purposes of investigating the feasibility and developing outline schemes of mutual interest.
- 2.2 The proposal to develop small hydro schemes within Council/Scottish Water ownership is part of the Council's approach to renewables energy generation. The Climate Change (Scotland) Act 2009 introduced strict carbon reduction targets for Scotland and the Scottish Government has a renewable action plan to promote electricity consumption from renewable energy resource. The Council and Scottish Water Horizons identified the opportunity of developing a renewables energy scheme at the Holeburn at Greenock Cut.
- 2.3 The Committee was provided with an update on this matter at its meeting of 20 September 2016, and remitted to the Head of Legal and Property Services to provide a further update following on tender returns.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the position as outlined in this report.

Gerard Malone
Head of Legal and Property Services

4.0 BACKGROUND

- 4.1 At the meeting of 20 September 2016, the Committee:
- noted the progress on the Project, outlined in that report;
 - noted the potential level of abortive costs in the event the Project were not to proceed; and
 - remitted to the Head of Legal and Property Services to provide a further update to the Committee following by March 2017.
- 4.2 Given their sector expertise, SWH are taking a lead role in the progress of detailed design phase, necessary consent applications and the procurement process in relation to the construction phase of the Project.
- 4.3 SWH have provided Officers with the following by way of an update on the anticipated timeline of the project:
- Mott McDonald have been appointed as the design consultants and prepared a detailed design document;
 - a final design review meeting will take place between Mott McDonald and SWH on Thursday 9th March, following which point the final version of the detailed design document will be completed, submitted to SWH and available for consideration by both it and the Council;
 - necessary SEPA and planning consent applications are currently being prepared by SWH for submission in March this year, to allow these to run in conjunction with the tender process outlined below; and
 - a construction tender package is currently being prepared by SWH with an anticipated date for tender returns in April/May of this year.
- 4.4 From this timeline, it is anticipated that the detailed design will have been completed and tenders returned for the build phase of the Project by April/May of this year. Both the Council and SWH will then be in a position to take a fully costed decision on the Project and a further report will at that stage be brought to the Committee with an update and recommendations.

5.0 IMPLICATIONS

Finance

5.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
tbc	tbc	2016/18	£50,000.00	nil	Represents the potential abortive costs should the project not proceed.

Annually Recurring Costs/ (Savings)

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

Legal

- 5.2 The project is proceeding on a partnership basis with Scottish Water Horizons and the asset contributions, investment and revenue sharing is on the basis of equal share of risks and

benefits. The construction proposals will be dealt with through Scottish Water's procurement procedures.

Human Resources

5.3 None from this report.

Equalities

5.4 None from this report.

Repopulation

5.5 This project involves the Council in the innovative use of its land and water assets for purposes of renewables energy generation. The high level partnership with Scottish Water Horizons and the potential renewables energy generation are all supportive of governmental priorities and local objectives to enhance this area.

6.0 CONSULTATIONS

6.1 The Chief Financial Officer has been consulted on the terms of this report.

Report To:	Policy & Resources Committee	Date:	21 March 2017
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	FJ/LP/023/17
Contact Officer:	Fraser Jarvie	Contact No:	01475 712121
Subject:	Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) Inspection by the Office of Surveillance Commissioners		

1.0 PURPOSE

- 1.1 The purpose of this report is to update Members on surveillance carried out by Inverclyde Council employees under the above Act and advise on the inspection visit by Sir David Clarke, Assistant Surveillance Commissioner, the Inspector appointed by the Office of Surveillance Commissioners (OSC), on 16 November 2016.

2.0 SUMMARY

- 2.1 Until October 2000 the use of covert surveillance and covert human intelligence sources was not subject to statutory control in the UK. From that date arising from the Regulation of Investigatory Powers Act 2000 (RIPA) and the Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) there has been a legal framework which ensures that the use, deployment, duration and effectiveness of covert surveillance and the use of covert human intelligence sources is subject to an authorisation, review and cancellation procedure.
- 2.2 Inverclyde Council employees must comply with the Act and adhere to the authorisation procedures specified in the Council's policy and procedures for authorisation of covert surveillance and covert human intelligence sources approved by the Council following the introduction of the legislation.
- 2.3 Under the Council's authorisation process, applications for directed surveillance or the use or conduct of a source are authorised by a restricted number of authorising officers at a senior level. A central register of authorisations is maintained by the Head of Legal & Property Services who also carries out a gate-keeping role in connection with draft applications.
- 2.4 The Office of Surveillance Commissioners (OSC) provides independent oversight of the use of the powers contained within RIPSA. This oversight includes inspection visits by inspectors appointed by the OSC on a 3-yearly basis. The Chief Surveillance Commissioner reports directly to the Prime Minister and the Scottish Ministers. The Council received a visit in this connection on 16 November 2016. The Inspecting Officer, Sir David Clarke, Assistant Surveillance Commissioner met with senior Officers of the Council as well as the Legal Services Manager responsible for the maintenance of the Central Record of Authorisations. He considered previous recommendations from the last inspection on 27 February 2014. He examined the five authorisations made since the last inspection and the Central Register. Finally at the conclusion of his visit he met with the Chief Executive.
- 2.5 A copy of the inspection report and letter dated 29 November 2016 from the Chief Surveillance Commissioner, Lord Judge, is attached (See Appendix 1). Generally the Chief Surveillance Commissioner, in his covering letter, noted the Inspector's view that the arrangements for dealing with the statutory responsibilities vested in the Council are "sound and fit for purpose".

- 2.6 The two recommendations from the previous inspection report in 2014 were both discharged. It was noted that the policy and guidance document had been updated to take account of the use of the internet and social networking sites and there had been an improved quality in the authorisations of directed surveillance.
- 2.7 Three new recommendations were made by the Inspector and appropriate steps have been taken to ensure that these are complied with. To address the first recommendation the Committee is asked to designate the Head of Legal & Property Services, Gerard Malone, as the RIPSAs Senior Responsible Officer (SRO) and to approve the Head of Education, Ruth Binks and the Acting Head of Safer & Inclusive Communities, Martin McNab as Authorising Officers also. Secondly the present practice of carrying out juvenile test purchase operations without the protection of RIPSAs authorisations is being kept under review by the Council's Trading Standards Officer and thirdly, to ensure that formal reviews of all future authorisations are appropriately conducted at specified intervals, the standard review form will require to be used. The Central Register will also be amended to include a section which records the date of review and the outcome. Lastly it is proposed that an annual report will be submitted to the CMT on the use of RIPSAs authorisations and in addition a report will be submitted every three years to the Policy & Resources Committee following the inspection of the Council.
- 2.8 A copy of the Council's revised RIPSAs Policy and Procedures are attached (See Appendix 2), and Members are asked to approve the amendments made in response to the Inspector's suggestions.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note the Inspection Report (Appendix 1) and the positive outcome of the recent inspection in November 2016.
- 3.2 That the Committee agree that reports on the application of and compliance with the Act are submitted on an annual basis to the CMT and once every three years following the inspection by the OSC, to the Committee.
- 3.3 That the Committee approve the amended RIPSAs Policy and Procedures (Appendix 2).
- 3.4 That the Committee approve the appointment of Gerard Malone, Head of Legal & Property Services as its RIPSAs Senior Responsible Officer (SRO), and the appointment of Ruth Binks, Head of Education and Martin McNab, Acting Head of Safer & Inclusive Communities, as Authorising Officers along with the Chief Executive.
- 3.5 That the Committee note the steps taken to meet the recommendations made by the Inspecting Officer.

Gerard Malone
Legal & Property Services

4.0 BACKGROUND

- 4.1 The use of surveillance to provide information is a valuable resource for the protection of the public and the maintenance of law and order. In order that local authorities and law enforcement agencies are able to discharge their responsibilities, use is made of unaided surveillance and surveillance devices. Where this surveillance is covert i.e. the subject of the surveillance is unaware that it is taking place, then it must be authorised to ensure that it is lawful. CCTV systems in the main will not be subject to this procedure as they are "overt" forms of surveillance. However, where CCTV is used as part of a pre-planned operation of covert surveillance, then authorisation must be obtained.
- 4.2 The use of human beings to provide information (informants) is a valuable resource also for the protection of the public in the maintenance of law and order. These are generally described as "Covert Human Intelligence Sources" (CHIS). It should be noted however that the Council has not so far carried out surveillance in this manner since the introduction of the legislation. There are no immediate plans to make use of this provision.
- 4.3 Currently the following officers have been trained to authorise surveillance under the Act (RIPSA):-
- Aubrey Fawcett, Chief Executive
Gerard Malone, Head of Legal & Property Services
Ruth Binks, Head of Education
Martin McNab, Acting Head of Safer Communities
- 4.4 The two recommendations made by the previous inspecting officer have now been met and three further recommendations have been made following the inspection. Appropriate steps have been taken to respond to these recommendations.
- 4.5 With reference to Paragraph 18 of the Inspection Report, a training session for Social Work staff will take place before 21 March 2017.

5.0 IMPLICATIONS

Finance

- 5.1 None.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

5.2 None

Human Resources

5.3 None

Equalities

5.4 None

Repopulation

5.5 None

APPENDIX 2

INVERCLYDE COUNCIL

POLICY AND PROCEDURES FOR
AUTHORISATION OF COVERT SURVEILLANCE
AND COVERT HUMAN INTELLIGENCE SOURCES

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1. Introduction

- 1.1 The use of surveillance to provide information is a valuable resource for the protection of the public and the maintenance of law and order. In order that local authorities and law enforcement agencies are able to discharge their responsibilities, use is made of unaided surveillance and surveillance devices. Where this surveillance is covert i.e. the subject of the surveillance is unaware that it is taking place, then it must be authorised to ensure that it is lawful. CCTV systems in the main will not be subject to this procedure as they are "overt" forms of surveillance. However, where CCTV is used as part of a pre-planned operation of covert surveillance, then authorisation should be obtained.
- 1.2 The use of human beings to provide information ("informants") is a valuable resource for the protection of the public and the maintenance of law and order. In order that local authorities and law enforcement agencies are able to discharge their responsibilities, use is sometimes made of "undercover" officers and informants. These will be referred to in this document as "covert human intelligence sources" ("CHIS") and the area of work of undercover officers and informants to whom this procedure applies will be referred to as "CHIS work".
- 1.3 Until October 2000 the use of covert surveillance and covert human intelligence sources was not subject to statutory control in the UK. From that date a legal framework ensures that the use, deployment, duration and effectiveness of covert surveillance and the use of covert human intelligence sources is subject to an authorisation, review and cancellation procedure.

2. Definitions

- 2.1 Appendix 1 contains definitions of the terms used within this document.

3. **Policy Statement**

- 3.1 In some circumstances it may be necessary for Inverclyde Council employees in the course of their duties to make observations of a person in a covert manner and to make use of informants and to conduct undercover operations in a covert manner. By their nature such actions constitute an interference with that person's right to privacy and may give rise to legal challenge as a potential breach of Article 8 of the European Convention on Human Rights and the Human Rights Act 1998 ("the right to respect for private and family life").
- 3.2 The Regulation of Investigatory Powers Act 2000 (RIPA) and the Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) ("the Acts") together provide for the first time a legal framework for covert surveillance and the use of covert human intelligence sources by public authorities (including local authorities) and an independent oversight regime to monitor these activities.
- 3.3 Inverclyde Council employees must adhere to the authorisation procedures specified in this document before conducting any covert surveillance or using a source or allowing or conducting an undercover operation.
- 3.4 Employees of Inverclyde Council will **not** carry out intrusive surveillance within the meaning of RIPSA. This is covert surveillance of anything taking place on residential premises or in a private vehicle that involves the presence of an individual on the premises or in the vehicle or is carried out by means of a surveillance device capable of providing information of the same quality and detail as might be expected to be obtained from a device actually present on the premises or in the vehicle.

4. **Objective of the Procedures**

- 4.1 The objective of these procedures is to ensure that all work involving directed surveillance by Inverclyde Council employees is carried out effectively while remaining in accordance with the law. Directed surveillance is defined in the code of practice as covert surveillance undertaken "for the purposes of a specific investigation or operation" and "in such a manner as is likely to result in the obtaining of private information about a person". These procedures should be read in conjunction with RIPSA and the Scottish Executive's Codes of Practice on covert surveillance and the use of covert human intelligence sources.

5. **Scope of the Procedures**

5.1 These procedures apply in all cases where "directed surveillance" is being planned or carried out and in all cases where the use of an undercover officer or source is being planned or carried out. This includes the use of media such as the internet or Social Networking Sites (SNS) (see Appendix 5).

5.2 These procedures do not apply to:-

- Ad hoc covert observations that do not involve the systematic surveillance of a specific person.
- Observations that are not carried out covertly.
- Unplanned observations made as an immediate response to events.
- Covert test purchase transactions under existing statutory powers where the officers involved do not establish a personal or other relationship for the purposes stated (see definition of a covert human intelligence source). As an example, the purchase of a music CD for subsequent expert examination would not require authorisation but where the intention is to ascertain from the seller where he buys suspected fakes, when he takes delivery etc, then authorisation should be sought beforehand.
- Tasks given to persons (whether those persons are employees of the Council or not) to ascertain information which is not private e.g. the location of cigarette vending machines in licensed premises.

5.3 In all cases of doubt, legal advice should be sought from the Head of Legal and Property Services.

6. Principles of Directed Surveillance and the Use or Conduct of Covert Human Intelligence Sources

6.1 In planning and carrying out directed surveillance or CHIS work, Inverclyde Council employees shall comply with the following principles.

6.2 Lawful Purposes

6.2.1 Directed surveillance and source work shall only be carried out where necessary to achieve one or more of the permitted purposes (as defined in the Act) namely:-

- For the purpose of preventing or detecting crime or the prevention of disorder.
- In the interests of public safety.
- For the purpose of protecting public health.

6.2.2 Employees carrying out surveillance shall not interfere with any property or harass any person.

6.2.3 Employees carrying out CHIS work or using sources must be aware that a source has no licence to commit crime. Any source that acts beyond the acceptable limits of case law in regard to this principle risks prosecution.

6.3 Confidential Material

6.3.1 Applications where a significant risk of acquiring confidential material has been identified shall always require the approval of a Corporate Director or the Chief Executive.

6.3.2 Confidential material consists of:

- Matters subject to legal privilege (for example between professional legal adviser and client).
- Confidential personal information (for example relating to a person's physical or mental health).

- Confidential journalistic material.

6.4 Vulnerable Individuals

- 6.4.1 Vulnerable individuals (such as the mentally impaired) will only be authorised to act as a source in the most exceptional circumstances and the authorisation of the Chief Executive or a Corporate Director shall be required.

6.5 Juvenile Sources

- 6.5.1 The use or conduct of any source under 16 years of age living with their parents (or any person having parental responsibilities for them) cannot be authorised in relation to giving information about their parents (or any person having parental responsibilities for them).

- 6.5.2 Sources under the age of 16 can give information about other members of their immediate family in exceptional cases.

- 6.5.3 A parent, guardian or other appropriate adult must be present at meetings with the juvenile source. There must always be an officer with responsibility for ensuring compliance with this requirement.

- 6.5.4 An authorisation for any source under the age of 18 shall not be granted or renewed unless or until:

- The safety and welfare of the juvenile have been fully considered.
- A risk assessment, or an updated risk assessment as appropriate, has been undertaken as part of the application to deploy a juvenile source, covering the physical dangers and the moral and psychological aspects of his/her deployment.

- The authorising officer has considered the risk assessment, or an updated risk assessment as appropriate, and is satisfied that any identified risks are justified.
- The authorising officer has satisfied himself/herself that any risk has been properly explained and understood by the juvenile.

6.5.5 Deployment of juvenile sources will only be authorised by the Chief Executive or a Corporate Director.

7. The Authorisation Process

7.1 Applications for directed surveillance or the use or conduct of a source will be authorised at level of "Investigations Manager" or "Assistant Head of Service" as prescribed in the Regulation of Investigatory Powers (Prescription of Offices etc. and Specification of Public Authorities)(Scotland) Order 2010. For the purposes of Inverclyde Council, the person granting authorisation shall be no lower than Head of Service or its equivalent. For public authorities such as Inverclyde Council, there are no substitutes of lower grade prescribed to authorise "urgent" cases. A list of the current Authorising Officers (AO's) is attached at Appendix 6.

7.2 Authorising officers within the meaning of this procedure shall avoid authorising their own activities wherever possible and only do so in exceptional circumstances. An authorising officer should not also act as a controller or handler of a source. These roles should be separate.

7.3 Authorisations shall be in writing. However, in urgent cases the authorising officer **may approve** applications orally. A case may be regarded as urgent if the time that would elapse before the AO was available to grant the authorisation would, in the judgement of the AO, be likely to endanger life or jeopardise the investigation or operation for which authorisation is being given.

7.4 All applications for authorisations or renewals of authorisations shall be made on the appropriate form (see Appendix 2). The applicant in all cases should complete the form. In urgent cases an oral approval may be given by the authorising officer and in such a case a statement that the authorising officer has expressly granted the authorisation should be recorded on the application form or, if that is not possible, in the applicant's notebook or diary. This should be done by the person to whom the

authorising officer spoke (normally the applicant) and must later be endorsed by the authorising officer. A written authorisation shall be issued as soon as practicable.

7.5 Where an authorisation ceases to be either necessary or appropriate, the authorising officer or an appropriate deputy shall cancel the authorisation on the appropriate form.

7.6 Forms, codes of practice and supplementary material will be available from the Head of Legal and Property Services.

7.7 Any person giving an authorisation must be satisfied that:

- Account has been taken of the likely degree of intrusion into the privacy of persons other than those directly implicated in the operation or investigation ("collateral intrusion"). Measures must be taken, wherever practicable, to avoid unnecessary intrusion into the lives of those affected by collateral intrusion.
- The authorisation is necessary.
- The authorised surveillance is proportionate.
- In the case of source work that satisfactory arrangements exist for the management of the source.

7.8 **Necessity**

7.8.1 Surveillance operations and CHIS work shall only be undertaken where there is no reasonable and effective alternative way of achieving the desired objectives.

7.9 **Effectiveness**

7.9.1 Surveillance operations and CHIS work shall be undertaken only by suitably trained or experienced employees or under their direct supervision.

7.9.2 The Standard Operating Procedure (SOP) detailed in Appendix 4 shall be followed when technical equipment is used in any directed surveillance operation.

7.10 Proportionality

7.10.1 The use of surveillance and sources shall not be excessive i.e. it shall be in proportion to the significance of the matter being investigated. A balance requires to be struck between the degree of intrusion into a person's privacy against the necessity of the surveillance.

7.11 Arrangements for Handling Sources

7.11.1 Authorisation for use of a covert human intelligence source shall only be granted if sufficient arrangements are in place for handling the source. The arrangements that are considered necessary are as follows:-

- There will be at all times a person holding the requisite office, rank or position with the relevant investigating authority who will have day-to-day responsibility for dealing with the source on behalf of that authority and for the source's security and welfare - this should be the source's line manager ("the handler"). There will be at all times another person holding the requisite office, rank or position with the relevant investigating authority who will have general oversight of the use made of that source - this should be the handler's line manager ("the controller").
- There will be at all times a person holding the requisite office, rank or position with the relevant investigating authority who will have responsibility for maintaining a record of the use made of that source - this should be the authorising officer. That record must contain the particulars detailed in Appendix 3.
- The record relating to the use of that source shall be maintained by Inverclyde Council and will always contain particulars of such matters as may be specified in regulations made by Scottish Ministers.
- The records maintained by Inverclyde Council which disclose the identity of the source will not be available to persons except to the extent that there is a need for access to them to be made available to those persons.
- The authorising officer must make an assessment of any risk to a source in carrying out the conduct in the proposed authorisation.

7.12 All authorisations for directed surveillance and use of a source shall be in accordance with these procedures.

7.13 **Use of a Covert Human Intelligence Source with Technical Equipment**

7.13.1 A covert human intelligence source wearing or carrying a surveillance device and invited into residential premises or a private vehicle does not require special authorisation to record activity taking place inside the premises or vehicle where the recording takes place in his presence. Authorisation for the use of that covert human intelligence source may be obtained in the usual way.

7.13.2 Applicants should apply within their own line management structure unless other arrangements have been agreed or it is unreasonable or impractical in the circumstances.

7.13.3 Services wishing to adopt a more devolved authorisation process may do so only on the explicit approval of a written policy by Inverclyde Council; all authorisations must remain within the scope of the Scottish Executive's guidance on authorising grades.

8. **Time Periods - Authorisations**

8.1 Oral applications expire after 72 hours.

8.2 If required, authorisations can be renewed for a further period (three months in the case of directed surveillance and 12 months in the case of the use of a covert human intelligence source) if renewed in writing.

8.3 Written authorisations expire after three months in the case of directed surveillance and 12 months in the case of the use of a covert human intelligence source; these periods begin on the day from which the authorisation took effect.

8.4 Authorisations expire after a period of one month in relation to a source under the age of 18.

9. **Time Periods - Review**

- 9.1 The authorising officer shall review all authorisations at intervals of not more than one month. The appropriate review form should always be used. Details of the review and the decision reached shall be noted on the original application. The results of the review should be recorded on the central register of authorisations.

10. **Time Periods - Renewals**

- 10.1 If at any time before an authorisation would expire (including oral authorisations) the authorising officer considers it necessary for the authorisation to continue for the purpose for which it was given, it may be renewed in writing for a further period beginning on the day on which the previous authorisation ceases to have effect; the renewal periods are three months in the case of directed surveillance and 12 months in the case of the use of a covert human intelligence source. Applications should only be made shortly before the authorisation is due to expire.
- 10.2 Any person entitled to authorise may renew authorisations. Authorisations may be renewed more than once, provided that they continue to meet the criteria for authorisation.
- 10.3 Authorisations for the deployment of a juvenile source are renewable for one further period of one month.

11. **Cancellation**

- 11.1 The authorising officer or appropriate deputy (or a substitute of the same or more senior rank to that of the authorising officer) must cancel an authorisation if he/she is satisfied that the directed surveillance no longer satisfies the criteria for authorisation or the use or conduct of the source no longer satisfied the criteria for authorisation or that procedures for the management of the source are no longer in place. Where possible a source must be informed that the authorisation has been cancelled.
- 11.2 Records should be kept of the use that was made of an authorisation and in particular what material was acquired. This should contain detail of the covert activity conducted under the authorisation, what had been achieved by that covert

activity and what surveillance material, if any, had been acquired. If material has been acquired, then the authorising officer must be satisfied that it is being properly handled, stored or destroyed (for reference see ~The Covert Surveillance Code of Practice, paragraphs 3.16 and 3.17). The OSC preferred form of cancellation should always be used.

12. **Monitoring**

12.1 Each service or discrete location within services must maintain a record of all applications for authorisation (including its users), renewals, reviews and cancellations. The most senior authoriser in that service or at that location shall maintain the monitoring form. (See Appendix 3 for the matters that must be included in the record.)

13. **Security and Retention of Documents**

13.1 Documents created under these procedures are highly confidential and shall be treated as such. Services shall make proper arrangements for their retention, security and destruction, in accordance with the requirements of the Data Protection Act 1998 and Inverclyde Council's Code of Practice.

13.2 The Head of Legal and Property Services shall maintain the central register of authorisations. Authorising officers shall notify him/her of the grant, renewal or cancellation of any authorisations and the name of the authorising officer within one working day to ensure the accuracy of the central register.

13.3 The authorising officer shall retain the original authorisation and all renewal forms until cancelled. On cancellation, the original application, renewal and cancellation forms shall be forwarded to the Head of Legal and Property Services with the authorising officer retaining a copy.

13.4 The authorising officer shall retain the copy forms for at least one year after cancellation. The Head of Legal and Property Services shall retain the original forms for at least five years after cancellation. In both cases, these will not be destroyed without the authority of the authorising officer if practicable.

- 13.5 All information recovered through the use of a source which is relevant to the investigation shall be retained by the authorising officer for at least five years after the cancellation of the authorisation or the completion of any court proceeding in which said information was used or referred to. All other information shall be destroyed as soon as the operation is cancelled.

14. **Oversight**

- 14.1 The Office of Surveillance Commissioners ("OSC") provides an independent review of the use of the powers contained within RIPSA. This review includes inspection visits by inspectors appointed by the OSC.

15. **Complaints**

- 15.1 RIPA established an independent tribunal. This has full powers to investigate and decide any cases within its jurisdiction. A leaflet entitled "Investigatory Powers Tribunal: Regulation of Investigatory Powers Act 2000" sets out the complaints procedure. This is available from the Head of Safer Communities and includes a form for a person to complain to the tribunal.

APPENDIX 1

DEFINITIONS

Covert Human Intelligence Source (“source” or “CHIS”) means a person who establishes or maintains a personal or other relationship with another person for the covert purpose of facilitating anything that:

- covertly uses such a relationship to obtain information or to provide information or to provide access to information to another person, or
- covertly discloses information obtained by the use of such a relationship or as a consequence of the existence of such a relationship

A relationship is used covertly if, and only if, it is conducted in a manner calculated to ensure that the person is unaware of its purpose.

Directed Surveillance is surveillance that is covert but not intrusive and is undertaken

- for the purpose of a specific investigation or a specific operation, in such a manner as is likely to result in the obtaining of private information about a person (whether or not one specifically identified for the purposes of the investigation or operation, and
- otherwise than by way of an immediate response to events or circumstances the nature of which is such that it would not be reasonably practicable for an authorisation to be sought for the carrying out of the surveillance.

Intrusive Surveillance is covert surveillance that:

- is carried out in relation to anything taking place on residential premises or in a private vehicle and involves the presence of an individual on the premises or in the vehicle or
- is carried out by means of a surveillance device capable of providing information of the same quality and detail as might be expected to be obtained from a device actually present on the premises or in the vehicle.

Authorising Officer is the person who is entitled to give an authorisation for the use or conduct of a source in accordance with Section 5 of the Regulation of Investigatory Powers (Scotland) Act 2000.

Private Information includes information about a person relating to that person’s private or family life.

Residential Premises means any premises occupied or used, however temporarily, for residential purposes or otherwise as living accommodation.

Private Vehicle means any vehicle that is used primarily for the private purpose of the person who owns it or of a person otherwise having the right to use it. This does not include a person whose right to use a vehicle derives only from having paid, or undertaken to pay, for the use of the vehicle and its driver for a particular journey. A vehicle includes any vessel, aircraft or hovercraft.

Handler means the person referred to in Section 4(6)(a) of the Regulation of Investigatory Powers (Scotland) Act 2000 holding an office or position with the Local Authority and who will have day to day responsibility for:-

- dealing with the source on behalf of the Local Authority;
- directing the day to day activities of the source;
- recording the information supplied by the source; and
- monitoring the source’s security and welfare.

Controller means the person/the designated managerial Officer within the Local Authority referred to in Section 4(6)(b) of the Regulation of Investigatory Powers (Scotland) Act 2000 responsible for the general oversight of the use of the source.

The conduct of a source is action of that source falling within the terms of the Regulation of Investigatory Powers (Scotland) Act 2000 or action incidental to it.

The use of a source is any action to induce, ask or assist a person to engage in the conduct of a source or to obtain information by means of an action of the source.

APPENDIX 2
FORMS FOR AUTHORISATION

Directed Surveillance

DS1 - Application for Authority for Directed Surveillance

DS2 - Application for Renewal of Directed Surveillance Authority

DS3 - Cancellation of Directed Surveillance

Authorisation of the Use of Conduct of a Covert Human Intelligence Source (CHIS)

CHIS1 - Application for Authorisation of the Use or Conduct of a Covert Human Intelligence Source

CHIS2 - Application for Renewal of the Use or Conduct of a Covert Human Intelligence Source

CHIS3 - Cancellation of the Use or Conduct of a Covert Human Intelligence Source

APPENDIX 3

PARTICULARS TO BE CONTAINED IN RECORDS

- (a) the identity of the source;
- (b) the identity, where known, used by the source;
- (c) any relevant investigating authority other than the authority maintaining the records;
- (d) the means by which the source is referred to within each relevant investigating authority;
- (e) any other significant information connected with the security and welfare of the source;
- (f) any confirmation made by a person granting or renewing an authorisation for the conduct or use of a source that the information in paragraph (e) has been considered and that any identified risks to the security and welfare of the source have where appropriate been properly explained to and understood by the source;
- (g) the date when, and the circumstances in which, the source was recruited;
- (h) the identities of the persons who, in relation to the source, are discharging or have discharged the functions mentioned in section 7(6)(a) to (c) of the 2000 Act or in any order made by the Scottish Ministers under section 7(2)(c);
- (i) the periods during which those persons have discharged those responsibilities;
- (j) the tasks given to the source and the demands made of him or her in relation to their activities as a source;
- (k) all contacts or communications between the source and a person acting on behalf of any relevant investigating authority;
- (l) the information obtained by each relevant investigating authority by the conduct or use of the source;
- (m) any dissemination by that authority of information obtained in that way; and
- (n) in the case of a source who is not an undercover operative, every payment, benefit or reward and every offer of a payment, benefit or reward that is made or provided by or on behalf of any relevant investigating authority in respect of the source's activities for the benefit of that or any other relevant investigating authority.

APPENDIX 4

STANDARD OPERATING PROCEDURE

Regulation of Investigatory Powers (Scotland) Act 2000 Standard Operating Procedures on the use of Technical Equipment for Directed Surveillance

1.0 Introduction

- 1.1 The aim of this document is to set out standard operating procedures on the use of technical equipment where it becomes necessary for Inverclyde Council to undertake Covert Directed Surveillance in compliance with the Regulation of Investigatory Powers (Scotland) Act 2000.
- 1.2 Surveillance falls into three categories: Directed Surveillance: Intrusive Surveillance: Covert Human Intelligence Sources. Councils must not conduct intrusive surveillance.

2.0 Office of Surveillance Commissioners: Procedures & Guidance

- 2.1 Officers whose duties require them to consider the question of Covert Directed Surveillance are to make themselves familiar with the Regulation of Investigatory Powers (Scotland) Act 2000 and the attendant Procedures & Guidance issued by the Office of Surveillance Commissioners (OSC). The Procedures and Guidance is a protected document and is not to be made available to any member of the public in any form without the written permission of the OSC.
- 2.2 Officers will adhere to the Council's Policy and Procedures as well as the requirements of the Act and Guidance.

3.0 Operational Considerations

- 3.1 Each investigation will be different and needs to be considered on its own merits. Where it has been deemed necessary and proportionate to conduct Directed Surveillance (see guidance) an assessment will be carried out in respect of the location to be placed under surveillance.
- 3.2 The assessment will take account of the nature of the operation, and the evidence to be obtained. Consideration will be given to the safety of the public in general, the safety of any person who is to accommodate investigating officers and/or specialist equipment. Consideration will be given to the question of collateral intrusion including the likelihood of obtaining confidential information in the course of the operation. Officers will consider the capability of any equipment to be deployed, and ensure that intrusive surveillance is avoided. Intrusive surveillance involves information of a quality that would have been obtained if a person or device were placed in a property, vehicle or vessel, even if the person or equipment was outwith that place.

4.0 Application for Directed Surveillance

- 4.1 Officers will complete an application for Directed Surveillance, ensuring that an up-to-date form is used. Forms are amended by the OSC from time to time.

5.0 Surveillance Equipment

- 5.1 A master record of all technical equipment held for the purposes of surveillance will be kept in a RIP(S)A folder in a secure location with the equipment. Make, model and serial numbers will be recorded on the record.
- 5.2 When the use of technical equipment has been authorised for the purposes of covert directed surveillance, the equipment issued will be signed for by the officer installing the equipment at the host location. The time and date of issue will be recorded along with the location concerned. A note will be taken of the Unique Reference Number allocated to the authorisation in the Central Register of Authorisations. This information will be replicated on the Form of Council RIP(S)A records for transfer to the Registry Keeper when the operation has been completed.
- 5.3 A surveillance equipment mandate will be presented to, and signed by the responsible person at the host location where equipment is installed. The Investigator will also sign the mandate which is an agreement regarding the care of the equipment and its safe return to Inverclyde Council when required.

6.0 Review and Cancellation

- 6.1 The Regulation of Investigatory Powers (Scotland) Act 2000 requires Authorising Officers to set review dates for each operation. Authority to conduct directed surveillance ceases automatically after three months (unless renewed). Operational officers should note that both review and cancellation must be completed by 2359hrs on the day preceding the set dates. Accordingly, operational officers will make a note of the dates set for review and cancellation on the Form of Council RIP(S)A Records and will conduct their own review of the situation to meet with, or exceed the nominated date.
- 6.2 When authority to cancel the operation has been given, the case officer will recover the equipment and complete the Form of Council RIP(S)A Records accordingly. The equipment will be 'signed in' on the record of equipment issued and returned. A note is to be made on this record in the event that equipment has to go elsewhere to be tested or repaired.

Attachments: Register of Equipment
Surveillance Equipment: Guidelines & Mandate

SURVEILLANCE EQUIPMENT: GUIDELINES & MANDATE

Inverclyde Council

Social Protection Team

A.S.I.S.T.

**Surveillance Equipment
Guidelines For Clients**

1. Do not tamper with equipment.
2. In the event of an incident taking place, contact A.S.I.S.T immediately.
3. Confidentiality:

Please ensure you inform no one that there is surveillance equipment installed within your property. This may put you, your premises, the equipment, and the surveillance operation at risk.

4. Confirmation

I have read the aforementioned guidelines and rules regarding the installation of surveillance equipment in my property and I agree to abide by them.

I will return the surveillance equipment to the Council's representative when I am requested to do so. I understand that if any of the equipment placed within my property is willfully damaged whilst in my possession, then I may be responsible for the cost of its repair or replacement.

Signed.....

Witnessed.....

DATE:.....

REGISTER OF EQUIPMENT

ASIST - CAMERA SERIAL NUMBERS

New Wireless System

Name	Serial Number	Description
Camera 1	AFU00402	Bullet Camera 1
Camera 2	CAM321	Bullet Camera 2
Camera 3	411343	PTZ
Removable Hard Drive 1	2050	
Removable Hard Drive 2	1797	
Pelicans	110	

Older System

Name	Serial Number	Description
Camera 4	AP04032073	Standard Camera
Camera 5	AP04032071	Standard Camera
Camera 6	C043309	Bullet Camera
Camera 7	D018657	Spy Hole Camera
Hard Drive 3	A1X041458003	Silver hard drive
Hard Drive 4	A1X041051003	Silver hard drive
Monitor 1	CIU00342	Small Monitor
Monitor 2	KDC12893	Large Monitor

Pinhole Camera System

Computer	PC018667	Standard Computer
Monitor	50L8002741	17" Monitor

New RACAM

The following equipment will be used -

Digital Camera Samsung Serial no: C5556V2C9010483

Bullet camera: Serial No C043309

Time Space Digital Recorder: Serial No 115176 Time space removable Hard Drive 115176

Time Space Monitor: Serial No: 115726

APPENDIX 5

THE INTERNET AND SOCIAL NETWORKING SITES

Circumstances that Might Give Rise to an Authorisation of Directed Surveillance

The fact that digital investigation is routine or easy to conduct does not reduce the need for authorisation. It is important to note that individual social networking sites vary in their operation and care should be taken to understand how they work.

If there is any covert use (i.e. the other party does not realise the enquirer is a Council employee) made of these media in support of a specific investigation or operation and any privacy settings are passed, then there are good grounds to consider granting an authorisation for directed surveillance.

Where privacy settings are available but not applied the data may be considered "open source" and an authorisation is not usually required. However, repeat viewing of "open source" sites may constitute directed surveillance and this has to be considered on a case by case basis. It is not unlawful for a Council Officer to set up a false identity but it is inadvisable to do so for covert purposes without authorisation.

CHIS

If a relationship is likely to be established or maintained (i.e. the activity is more than mere reading of the site's content) then a CHIS authorisation should be considered.

The identity of a person likely to be known to the subject of interest should not be adopted without authorisation and explicit consent of the person whose identity is used.

With regard to test purchases the criteria for directed surveillance should be applied on a case by case basis. However, CHIS authorisation is only required for the use of an internet trading organisation such as eBay when a covert relationship is likely to be formed. The use of disguised purchaser details in a simple, overt, electronic purchase does not require a CHIS authorisation, because no relationship is usually established at this stage.

The guidance at note 288 of the OSC Procedures and Guidance (Dec 2014) should be followed in relation to these issues.

APPENDIX 6
AUTHORISING OFFICERS

1. The Chief Executive – Aubrey Fawcett
2. The Head of Education – Ruth Binks
3. The Head of Legal & Property Services – Gerard Malone
4. The Head of Safer & Inclusive Communities – current Acting Head, Martin McNab

(As at 1 March 2017)