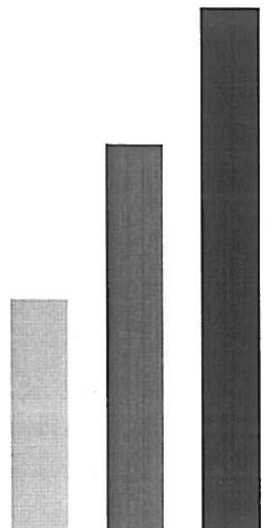


Agenda 2013

Policy & Resources Committee

For meeting on:

21	May	2013
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Ref: RMcG/MS

Date: 8 May 2013

A meeting of the Policy & Resources Committee will be held on Tuesday 21 May 2013 at 3 pm within the Municipal Buildings, Greenock.

ELAINE PATERSON
Head of Legal & Democratic Services

BUSINESS

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

NEW BUSINESS

2. **The Equality Act 2010 - Specific Duties: Equality Outcomes and Mainstreaming Report**
Report by Corporate Director Education, Communities & Organisational Development

PERFORMANCE MANAGEMENT

3. **Policy & Resources Capital Programme (2012/13 - 15/16) - Progress Report**
Report by Corporate Director Environment, Regeneration & Resources and Chief Financial Officer
4. **Capital Programme 2012/16**
Report by Chief Financial Officer
5. **Policy & Resources Committee 2012/13 Revenue Budget - Period 11 to 28 February 2013**
Report by Chief Executive, Corporate Director Environment, Regeneration & Resources, Corporate Director Education, Communities & Organisational Development and Chief Financial Officer
6. **General Fund Revenue Budget 2012/13 as at 28 February 2013**
Report by Chief Financial Officer
7. **General Fund Revenue Budget 2013/14**
Report by Chief Financial Officer
8. **Procurement - Update**
Report by Chief Financial Officer
9. **Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013-2016**
Report by Corporate Director Environment, Regeneration & Resources



**Healthy
Working
Lives**



10. **Education, Communities and Organisational Development Corporate Directorate Improvement Plan**
Report by Corporate Director Education, Communities and Organisational Development

NEW BUSINESS

11. **An Overview of Local Government in Scotland 2013 - Accounts Commission Report**
Report by Chief Financial Officer
12. **Welfare Reform Update**
Report by Chief Financial Officer
13. **Inverclyde Alliance Repopulation Outcome Delivery Group - Funding Allocation**
Report by Corporate Director Environment, Regeneration & Resources
14. **Services to Gypsies/Travellers**
Report by Corporate Director Inverclyde Community Health & Care Partnership
15. **Suspension of Standing Orders to Pilot New Electronic Tendering System**
Report by Corporate Director Environment, Regeneration & Resources

REMITTS FROM COMMITTEES

16. **Comet Canopy: Remit from Environment & Regeneration Committee**
Report by Corporate Director Environment, Regeneration & Resources
17. **John Wood Street and Bay Street, Port Glasgow: Remit from Environment & Regeneration Committee**
Report by Corporate Director Environment, Regeneration & Resources

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

NEW BUSINESS

18. **Appendices C and D Relative to Agenda Item 14 (Services to Gypsies/Travellers) Providing Information on Sites in Private Ownership** Para 6
19. **Property Services - Transfer to New Services and Restructure** Para 1
Report by Corporate Director Environment, Regeneration & Resources on proposals for a revised structure for Property Assets & Facilities Management and the transfer of services to the new Legal & Property Services and Environmental & Commercial Services

REMITTS FROM COMMITTEES

20. **Lease of Premises - John Wood Street, Port Glasgow: Remit Paras 2, 6 & 9 from Environment & Regeneration Committee**

Report by Corporate Director Environment, Regeneration & Resources on a remit from the Environment & Regeneration Committee relative to the lease of premises at John Wood Street, Port Glasgow

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

Report To:	Policy and Resources Committee	Date: 21 May 2013
Report By:	Albert Henderson (Corporate Director Education, Communities and Organisational Development)	Report No: PRO87/13/AH/WB
Contact Officer:	Wilma Bain (Head of Education/Chair of Corporate Equalities Group)	Contact No: 01475 712824
Subject:	The Equality Act 2010 – Specific Duties: Equality Outcomes and Mainstreaming Report	

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with a set of draft Equality Outcomes and a Mainstreaming Report which are both required to be published by 30 April 2013 as part of our legislative duties under The Equality Act 2010.

2.0 SUMMARY

- 2.1 The bulk of the work undertaken by the Corporate Equalities Group since it reconvened has been to understand the legislative duties outlined in the 2010 Equality Act, and what these mean for Inverclyde Council.
- 2.2 To ensure the Council was addressing the legislative requirements from The Equality Act 2010, a series of Equality Act 2010 awareness-raising sessions for Directors, Heads of Service, Service Managers, Elected Members, Head Teachers and Heads of Early Years establishments were delivered by the Corporate Equalities Group. In addition, Directorates were supported with the production of Equality Outcomes through advice being built into Directorate Planning guidance, a workshop for staff directly involved in Directorate Planning, and a series of drop-in clinics on Directorate Planning which also supported the production of Equality Outcomes.
- 2.3 If the Equality Outcomes do not seek to further the needs of the General Duty in relation to every relevant protected characteristic, we must publish reasons why. The draft Equality Outcomes for Inverclyde Council cover all protected characteristics.
- 2.4 By no later than 30 April 2015, we must publish a report on the progress made to achieve the Equality Outcomes we publish on 30 April 2013. Thereafter we must report on progress at intervals of not more than 2 years from the date on which our last report was published.
- 2.5 A fresh set of Equality Outcomes must be published within 4 years of publishing the previous set of Equality Outcomes.
- 2.6 The Equality Outcomes (shown in Appendix 1 of the Mainstreaming Report) have been taken from, or rolled up from, the Council's Corporate Directorate Improvement Plans (CDIP) and contribute to the delivery of the General Duty and Specific Duties of the Single Equality Act 2010.
- 2.7 The Mainstreaming Report outlines the progress we have made to make the Equality Act legislative duties integral to the exercise of our functions as a Council.
- 2.8 Under the Specific Duties, Education Authorities are required to publish their Equality

Outcomes and Mainstreaming Report separately from their partner Local Authority. Inverclyde Council's Education Equality Outcomes and associated Mainstreaming Report are shown as appendices 2 and 3 in the attached Mainstreaming Report.

3.0 RECOMMENDATIONS

- 3.1 The Policy and Resources Committee is asked to approve the draft Equality Outcomes and associated Mainstreaming Report.

Albert Henderson
Corporate Director of Education, Communities and 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, and pregnancy and maternity.

The Equality Duty consists of a General Duty and Specific Duties. The purpose of the specific duties is to enable the better performance of the General Duty.

General Duty

The general Duty came into effect on 5 April 2011 and has 3 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

Having *due regard* means consciously thinking about the 3 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 will require 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, 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 3 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 3 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

Under the Specific Duties, Education Authorities are required to publish their Equality Outcomes and Mainstreaming Report separately from their partner Local Authority. A draft set of Equality Outcomes and associated Mainstreaming Report for Inverclyde Council will be presented for approval to the Education and Communities Committee at their next meeting on 7 May 2013.

5.0 PROPOSALS

5.1 None

6.0 IMPLICATIONS

6.1 Finance

To support Inverclyde Council's commitment to the principle of equality of opportunity, a temporary Equalities Officer post has been advertised to support to the Council on promoting equality of opportunity and eliminating unlawful discrimination in service delivery both as an employer and a provider of services to the community.

6.2 Legal

There are legal implications if we do not publish our Council and Education Authority Equality Outcomes on 30 April 2013.

6.3 Personnel

There are no personnel implications.

6.4 Equalities

This paper aims to progress the Council's commitment to Equalities and in doing so comply with the associated legislative requirements for the Education Authority.

7.0 BACKGROUND PAPERS

7.1 None

THE EQUALITY ACT 2010 – MAINSTREAMING REPORT (APRIL 2013)

Getting It Right For Every Child, Citizen and Community

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. 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. Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations.
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 share 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.

The Equality Act 2010 – Key Messages

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, and pregnancy and maternity.

The Equality Duty consists of a General Duty and Specific Duties. The purpose of the specific duties is to enable the better performance of the General Duty.

General Duty

The general Duty came into effect on 5 April 2011 and has 3 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

Having *due regard* means consciously thinking about the 3 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 will require 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, 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 3 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 3 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

The Role of the Council's Corporate Equalities Group

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 Corporate Equalities Group was reconvened in September 2010 although progress was still being made in a number of areas relating to Equality and Diversity. The membership of the group was refreshed and the newly appointed Head of Education took on the role of chairing the group.

The focus of the Corporate Equalities Group 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

Since it reconvened in September 2010, the focus of the Corporate Equalities Group meetings has primarily been on understanding the legislative duties arising from the Equality Act 2010 and what these mean for Inverclyde Council.

Key outputs from the Corporate Equalities Group since it reconvened in September 2010 include:

- a portal facility has been set up on ICON containing all Council equalities advice documents and associated templates
- there has been a revision of the Equality Impact Analysis guidance and toolkit
- Equality Impact Analysis is now built into the budget savings process across all Directorates
- the inclusion of consideration of Equality and Diversity (in particular in relation to the Specific Duties) is now in the revised Directorate Planning guidance
- an Equality and Diversity e-learning course has been developed which is now a compulsory element of induction procedures for all new Council employees
- Translation and Interpretation support/information established
- Inverclyde Council participated in the In-Ren Project which focused on community engagement with minority ethnic groups (October 2011 - April 2012)

- A series of Equality Act 2010 awareness-raising sessions for Directors, senior managers and elected members were delivered
- A workshop was delivered to support Directorate/Services with the identification of appropriate Equality Outcomes

Supporting Directorates/Services to Meet General Duty and Specific Duties

Following a series of Equality Act 2010 awareness-raising sessions for Directors, Heads of Service, Service Managers and elected members, the Corporate Equalities Group focused on supporting Directorates with the publication of Equality Outcomes to ensure the Council met its legislative requirement for 30 April 2013.

Advice on equality outcomes has been included in the Council's new Directorate Planning Guidance. Directorates were encouraged to prepare Equality Outcomes and Directorate/Service Plans in tandem, using the Equality Outcomes as a way of helping Directorates to meet strategic priorities.

Directorates were advised that Directorate Plans should include improvement actions which will be undertaken to make sure the Directorate is meeting its public sector duty on equality and should list any Equality Impact Assessments carried out or to be carried out on key policies referenced in the Plan.

To further support Directorates with the preparation of Equality Outcomes, the Corporate Equalities Group delivered a ½ day workshop entitled 'Preparing Equality Outcomes' in December 2012 for those members of staff who would be involved in the production of Directorate Plans for 2013/16. To support this process 'drop-in' clinics were organised to support Directorates with the production of Directorate Plans and the associated production of Equality Outcomes.

Equality Outcomes and Next Steps

The Equality Outcomes (shown in Appendix 1) have been taken from, 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 shown in Appendix 2 and the associated mainstreaming report is outlined in Appendix 3.

Appendix 4 shows the required employment data on the composition of Inverclyde Council's workforce and gender pay gap, including statements which set out our policy on equal pay and information on occupational segregation.

Where do we want to be?

- Requirements of the General Duty and Specific Duties are embedded in service delivery across all Directorates
- Service delivery better meets the needs of people with protected characteristics

How will we get there?

- continue to provide support and guidance to all Directorates
- appoint an Equalities Officer to progress the Council's commitment to Equalities consistently across all services to ensure better outcomes
- increase representation on Corporate Equalities Group to include a wider range of people with protected characteristics
- implement and monitor the Corporate Equalities Group action plan for 2013/14
- develop an Equalities Monitoring Framework (including workforce monitoring and Service user monitoring) to assist with the implementation of the public sector duty.

Conclusion

The Equality Act 2010 informs how we deliver our services, and we are committed to ensuring that equality of opportunity is reinforced at the highest level through our decision-making processes, strategies and plans.

The public sector equality duty is about achieving real and positive outcomes for men and women across Scotland, and Inverclyde Council will strive to ensure that the communities of Inverclyde will benefit from this equality duty at a local level. We are committed to creating a culture where Service delivery practices recognise, respect, value and harness difference for the benefit of all service users, members of the public and employees.

Corporate Directorate Improvement Plan Actions - Delivering the Equality Duty

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.

The outcomes which are set out below have been taken from, 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.

There are a number of other improvement actions which feature in each CDIP which also contribute to the delivery of equality and diversity across the Council which are not duplicated here, but can be found in the CDIPs by clicking here [add hyperlink once CDIPs are published on web].

Council services provide support for a wide variety of Inverclyde's population and some of these services are tailored to particular protected characteristics for example:

- English as a Second or Other Language (ESOL) Provision through Community Learning and Development
- Inverclyde Centre for Independent Living
- Older people's services
- Early years services
- Additional Support Needs services in Education
- Violence Against Women Multi Agency Partnership
- Pavements have dropped kerbs and textured pavements

There remain, however, a number of areas where we want to improve outcomes for our children, citizens and communities with protected characteristics. These are set out in the table below.

- The General Duty is:
 1. Eliminate unlawful discrimination, harassment and victimisation
 2. Advance equality of opportunity between people from different groups
 3. Foster good relationships between people from different groups
- Wellbeing outcomes – these are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

DRAFT EQUALITY OUTCOMES – APRIL 2013

Equality Outcome	Performance Indicators	General Duty - which part? 1. Eliminate 2. Advance 3. Foster	Lead Directorate, Service or Group	Well-being Indicator
Through an increase in third party reporting facilities, people with protected characteristics feel safer within their communities, and levels of hate crime are reduced.	<ul style="list-style-type: none"> • Number of employees trained in third party reporting • Number of establishments offering third party reporting • Number of hate crimes reported • Community feedback 	All	Corporate Equalities Group in partnership with Police Scotland	Safe
Council employees and elected members are able to respond confidently and appropriately to the needs of Service users and colleagues who have protected characteristics.	<ul style="list-style-type: none"> • Number of employees and elected members who have undergone Equalities training • Feedback from employees and Service users 	All	Corporate Equalities Group HR	Respected Responsible
Increased targeted engagement with Inverclyde's children, citizens and communities who have protected characteristics.	<ul style="list-style-type: none"> • Increase in the range of community groups with protected characteristics that the Council is engaging with • Feedback from community groups disaggregated by protected characteristics 	All	Corporate Equalities Group Community Engagement & Capacity Building Network	Included

Equality Outcome	Performance Indicators	General Duty - which part? 1. Eliminate 2. Advance 3. Foster	Lead Service or Group	Well-being Indicator
All services consistently gather and analyse information on their Service users by protected characteristics, where appropriate, which is used to inform Improvement Planning.	<ul style="list-style-type: none"> • Service user data is disaggregated by protected characteristics, where appropriate • Service user data is included as part of self-evaluation processes 	All	Corporate Equalities Group Corporate Policy Team	Included
Community Health Care Partnership				
All staff have a greater awareness of the needs of groups with protected characteristics	<ul style="list-style-type: none"> • Services have made further improvements through the views of people with protected characteristics 	All	CHCP	Healthy Nurtured Respected Responsible Included
Narrow the health inequalities gap through clearly defined programmes of action by our services and in conjunction with our partners	<ul style="list-style-type: none"> • Barriers to all services are removed for people with protected characteristics • Services have made further improvements by taking the views of people with protected characteristics into account 	All	CHCP	Healthy Included
Reduced discrimination is faced by Lesbian, Gay, Bisexual and Transgender people, sensory impaired people and people with learning disabilities in our services	<ul style="list-style-type: none"> • Services have made further improvements through the views of people with protected characteristics 	1, 2	CHCP	Healthy Nurtured Respected Responsible Included

Equality Outcome	Performance Indicators	General Duty - which part? 1. Eliminate 2. Advance 3. Foster	Lead Directorate, Service or Group	Well-being Indicator
Information on how different groups access and benefit from our services is more routinely available and informs service planning	<ul style="list-style-type: none"> • We will monitor use of translation, alternative formats and website, and monitor implementation of CSLP; AIP and CSP 	All	CHCP	Healthy Nurtured Respected Responsible Included
Education, Communities and Organisational Development				
Services for women affected by domestic abuse are tailored to their needs with intervention focused on family centred approaches	<ul style="list-style-type: none"> • Evidence of involvement through engagement groups • Engagement with women feeds into development and delivery of services • Women who are subjected to Gender Based Violence feel better supported. 	All	Safer and Inclusive Communities	Safe Nurtured Respected Responsible Included
The Council has up-to-date data regarding the protected characteristics of employees	<ul style="list-style-type: none"> • Number of employee survey returns 	All	HR	Respected Included
Craft workers are assimilated in single status terms and conditions for Local Government employees	<ul style="list-style-type: none"> • Evidence of consultation with employees and Trade Unions • Results from Job Evaluation • Number of contracts issued 	All	HR	Respected Included

Equality Outcome	Performance Indicators	General Duty - which part? 1. Eliminate 2. Advance 3. Foster	Lead Directorate, Service or Group	Well-being Indicator
Employees have access to leadership development and training opportunities through the Council's workforce development and planning process	<ul style="list-style-type: none"> • Number of staff trained • Number of staff undertaking leadership roles 	1, 2	HR	Achieving Included
People with disabilities get the support to access the technology that they need, no matter which library they use.	<ul style="list-style-type: none"> • Increased numbers of people using library-provided assistive technologies • Users report increased confidence in accessing adaptive technologies 	All	Libraries, Museums and Archives	Included Achieving
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.	<ul style="list-style-type: none"> • Improved customer satisfaction levels • Improved levels of staff confidence 	All	Libraries, Museums and Archives	Included
The McLean Museum and Watt Library are fully accessible to people with disabilities, and have been designed with disabled users' needs in mind.	<ul style="list-style-type: none"> • Increased customer satisfaction levels • Increased visitor figures 	All	Libraries, Museums and Archives	Included Respected Responsible
Environment, Regeneration and Resources				
Council buildings do not have any barriers to access and better meet the needs of citizens including access, prayer rooms etc	<ul style="list-style-type: none"> • % of public areas with Council buildings suitable for and accessible to disabled people 	1,2	Property Assets and Facilities Management	Included

Equality Outcome	Performance Indicators	General Duty - which part? 1. Eliminate 2. Advance 3. Foster	Lead Directorate, Service or Group	Well-being Indicator
The condition of roads and pavements do not prevent older people and those with mobility impairment from accessing shops, services and transport.	<ul style="list-style-type: none"> • % of the road network that should be considered for maintenance treatment 	1,2	Environmental and Commercial Services	Active Included
The Customer Service Centre (CSS) is able to offer a range of communication options which meet the needs of people with protected characteristics	<ul style="list-style-type: none"> • Range of options available for engaging with CSS are available • Translation and Interpretation is offered 	1,2	Customer Services	Included
Corporate Procurement will ensure that equality impact assessment is built into the tendering process as part of its commodity strategy	<ul style="list-style-type: none"> • No of tenders received and equality impact assessments undertaken 	All	Finance	Included

Education Specific Equality Outcomes

Equality Outcome	Performance Indicators	General Duty Which part?	Lead Service/Group	Well-being Indicator
All children and young people get the support they need in relevant areas through the Staged Intervention and Assessment process	<ul style="list-style-type: none"> Increased levels of attainment and achievement across all protected characteristics Relevant paperwork completed and acted upon 	All	Education	Included Achieving
All staff use Equality guidance to promote equal opportunities, fairness, justice, good relations and positive attitudes to all members of their community	<ul style="list-style-type: none"> All pupils can fully access the curriculum with no barriers to their learning 	All	Education	Included
All school communities recognise and respect people of diverse age, race, faith, gender, sexual orientation, disability and ethnic culture	<ul style="list-style-type: none"> Equalities outcomes are embedded in the policies, values and practices of all our educational establishments 	All	Education	Included

EDUCATION SERVICES

EQUALITIES – MAINSTREAMING REPORT (as at April 2013)

INTRODUCTION

Education Authorities are required by the General Duty of the Equality Act 2010 to:

- Eliminate discrimination
- Advance equality of opportunity, and
- Foster good relations

Under the Specific Duties, Education Authorities are required to publish their Equality Outcomes and Mainstreaming Report separately from their partner Local Authority. In addition, Education Authorities are required to publish employment information. The information required under the Specific Duties must be published by 30 April 2013.

To address the requirements of the Equality Act 2010, an Education Focus Group, with representation from early years, primary and secondary sectors, as well as Psychological Service, Community Learning and Development and teacher Trade Unions, produced a draft set of Equality Outcomes based on the “Getting it Right for Every Child” agenda and using the advice and guidance from the Equality and Human Rights Commission:

- All children and young people get the support they need in relevant areas through the Staged Intervention and Assessment process
- All staff use Equality guidance to promote equal opportunities, fairness, justice, good relations and positive attitudes to all members of their community
- All school communities recognise and respect people of diverse age, race, faith, gender, sexual orientation, disability and ethnic culture

These outcomes encompass all three parts of the General Duty. They will be achieved by continuing to embed the ‘Responsibilities of All’ in the principles and practices of the health and wellbeing curriculum leading to effective support for all learners to achieve positive outcomes across learning, and by working together to strive for sustainable improvement in our educational establishments.

The draft outcomes were later approved by Heads of education establishments and the Council’s Corporate Equalities Group. These Equality Outcomes will be presented to the Education and Communities Committee on 7 May 2013 for approval.

BACKGROUND TO THE PROGRESS MADE IN MAINSTREAMING THE EQUALITY DUTY

The Equality Champions (Education) Focus Group was established to raise awareness of equalities issues and to act as an advisory group for Education Services. This is the main consultative group for equalities in Education, and equality-related issues are routinely referred to this group. The membership of this group was revised at the start of session 2012/13.

The remit of the group consists of four strands, namely:

1. To ensure that Education Services staff – including school staff – are kept well informed about the meaning of ‘equality’
2. To identify equality issues across Inverclyde schools that need to be addressed
3. To offer advice for schools through a series of ‘Equalities Advice Notes’
4. To contribute to reviews of documentation and procedures as appropriate

The Equality Champions (Education) Focus Group has to date issued a series of Equalities Advice Notes to schools and establishments:

- Equalities advice note 1.1 Ethnic dress, diet and worship (revised)
- Equalities advice note 1.2 Racist Incident reporting
- Equalities advice note 1.3 LGBT
- Equalities advice note 1.4 Disability
- Equalities advice note 1.5 Equality Act 2010
- Equalities advice note 1.6 Examples of schools’ equalities work

This has contributed to existing good practice and continuous improvement in the three main strands: equality, diversity and inclusion. Inverclyde schools/ educational establishments can demonstrate many examples of good practice in relation to all three strands. The list below highlights good practice that we are aware of in Inverclyde. This is *not* in any way intended to be a prescriptive or an exhaustive list.

As well as providing a summary of the sort of things that go on in our schools/educational establishments, it could also be useful to schools preparing for inspection in terms of them not overlooking good work that they are actually doing. It may also help with the completion of the equalities section in annual Standards and Quality Reports by reminding people of the sort of activities they could mention.

Examples:

- Taking account of cultural backgrounds and meeting language needs
- Vetting resources/ materials for stereotyping
- Establishing vision and values and promoting these (e.g. respect, inclusion)
- Involving parents in their child’s education in order to improve learning for all
- Celebrating diversity through events and embracing all cultures and religions
- Working with disaffected learners and their families to motivate or reintegrate
- Providing Access courses to ensure that the needs of all learners are met
- Recognising achievement and promoting tolerance and diversity through assemblies
- Promoting rigorous anti-bullying policies that protect people with ‘protected characteristics’ (e.g. bullying relating to ethnicity, gender orientation etc.)
- Promoting equality and diversity widely through the curriculum

- Promoting a sense of global equity/ fairness through global citizenship
- Having a family worker who meets all new families and makes home visits, promoting equality objectives
- Participating in the 'Creating Confident Kids' programme
- Bystander project – 'Mentors In Violence Prevention (MVP) Scotland'
- Being proactive in developing positive and supportive relationships with parents especially those who are experiencing challenging circumstances
- Adapting the building and providing mobility training to ensure access for all
- Developing strong links with a neighbouring denominational/ non-denominational school
- Changing the timing and organisation of parents' evenings to accommodate the working patterns of parents from ethnic minority backgrounds
- Holding a whole-school anti-racist event (e.g. assembly) to combat racist views
- Hosting a year or class event (e.g. Show Racism the Red Card) to tackle racism
- Taking forward an initiative based on work with an overseas partner school aimed at developing greater understanding of equality and diversity
- Focussing on raising boys' attainment to address attainment differences
- Addressing gender barriers in work experience/ world of work, sport, dance and other extra curricular activities
- Inviting more gender/ race role models to come into school
- Working on emotional literacy/self-esteem with disadvantaged young people
- Talking about people being different and providing opportunities for discussion
- Ensuring learners have equal access to the four aspects of learning including outdoor learning

Protected Characteristic	Some features of good practice	Example
Disability	<ul style="list-style-type: none"> • Disabled access and facilities/ equipment • Inclusive ethos • Promotion of understanding of disability • 'Reasonable adjustments' made 	A pupil with Downs Syndrome is coming into P3. Community Health staff come into the P3 class before the pupil arrives and also afterwards to help the pupils understand and to explain how they can help.
Race	<ul style="list-style-type: none"> • Culture of respect • Vetting of resources for stereotypes • Challenging racist attitudes • Other cultures valued 	As a follow-on from Show Racism the Red Card's 'Islamophobia' workshop, senior pupils plan and run an anti-racism day for S1 to S3.

Sex (Gender)	<ul style="list-style-type: none"> No glass ceilings – e.g. subject choice No barriers in extra curricular Confronting sexist attitudes Male/ female role models 	A school carries out a rigorous evaluation of their option choice process, with particular focus on choice by gender. An action plan is drawn up based on the findings
Sexual orientation	<ul style="list-style-type: none"> Tolerance as a core value Strong anti-bullying strategy Pastoral support Multi-agency working, as required 	A male friend of an openly gay male pupil is subject to repeated name-calling. The school addresses this through bringing in a counsellor to work with a group of pupils to encourage more tolerant attitudes.
Gender Reassignment (transgender)	<ul style="list-style-type: none"> Awareness raising as appropriate (staff and other/ certain pupils) Sensitivity over e.g. facilities Working closely with parents Close working with health professionals 	A S3 girl discloses that she wishes to be treated as a boy. Staff from a transgender support organisation are invited into the school to lead training and information sessions for staff and for the girl's year group.
Religion or belief	<ul style="list-style-type: none"> Tolerance of different views Promotion of respect for other faiths and for people with no religious belief Alternative arrangements for individuals where appropriate (e.g. religious observance) 	(Approaches may vary in denominational and non denominational schools in the delivery of RE) Work has been carried out by the pupils of St Stephen's High School and Port Glasgow High School, who share a school campus, to develop a better understanding of different religions and beliefs
Pregnancy and maternity	<ul style="list-style-type: none"> Promoting multi-agency working Facilitating continuing education Pastoral support 	Home tutor support is organised for a pupil who is pregnant, and arrangements made to enable her to sit her exams.
All of the above	<ul style="list-style-type: none"> Overarching equalities day or event with the focus on Inverclyde Education Services' core values of respect, honesty and tolerance (plus the school's additional core values) 	Includes input from a theatre group on fairness and on the different perspectives on an issue

DEVELOPMENT OF EQUALITY POLICY

An Equality Policy has been developed by the Equality Champions (Education) Focus Group with support from the Corporate Equalities Group. The purpose of the Equality Policy is to describe Education Services' focus in promoting equality and providing a coherent approach to tackling and addressing discrimination, harassment and disadvantage wherever it is found. The policy, based directly upon statutory requirements, will enable schools and educational establishments to:

- guide and support arrangements to promote equal opportunities, fairness and justice for all, and eliminate unlawful discrimination and harassment/bullying
- develop appropriate, relevant learning and teaching experiences, and effective working practices in relation to equalities
- ensure compliance with statutory duties introduced by legislation such as the Equality Act 2010

The following principles underpin this policy:

- a commitment to realising the potential of all children, young people, Communities and staff within equal and inclusive learning environments by;
 - putting people at the heart of what we do
 - nurturing an ethos of achievement
 - striving for sustainable improvement
 - working co-operatively
- a commitment to consult and include all stakeholders in relation to the development of education services, promotion of equal opportunities and development/review of all equality schemes
- the elimination of unlawful discrimination and harassment/bullying (on grounds of race, disability, gender/gender reassignment, faith and age)
- the promotion of equal opportunities, good relations and positive attitudes between people of all ages, faiths, cultures, ethnic groups and sexual orientation
- a commitment to participate, both locally and nationally, in the development of equality resources and events including those that celebrate diversity

Roles and Responsibilities

The Equality Policy outlines clear roles and responsibilities for the following stakeholders:

Director of Education and Heads of Service

The Director of Education and Heads of Service are responsible for implementing this policy by:

- promoting equal opportunities, fairness, justice, good relations and positive attitudes across and between all members of Education Services
- recognising, valuing, promoting and celebrating diversity across Education Services
- supporting schools and early years establishments to implement this policy and monitor its impact
- supporting educational establishments to develop their working practices through the provision of information, guidance and professional development opportunities
- evaluating, assessing and reporting on the impact of the policy
- collating and monitoring equalities data from schools and educational establishments and publishing this data as appropriate

Head Teacher/Head of Establishment

The Head Teacher/Head of Establishment is responsible for implementing this policy by:

- supporting Education Services in fulfilling its statutory duties and associated priority actions
- designating one or more senior/promoted member(s) of staff within the school/educational establishment to undertake specific equality responsibilities

- evaluating the extent to which all policies, schemes and practices promote equality and eliminate discrimination and harassment/bullying across the educational establishment
- providing data as required by Education Services including:
 - educational outcomes for male and female learners
 - learners' access to the curriculum eg course choices
 - educational outcomes for looked after children and young people
 - the achievements of learners with disabilities
 - attendance/exclusion data
 - the educational opportunities available for pupils for whom English is an additional language

Senior Members of Staff

Designated senior/promoted staff have responsibility for implementing this policy by:

- promoting equal opportunities, fairness, justice, good relations and positive attitudes across and between all members of the school/early years establishment
- recognising, valuing, promoting and celebrating diversity across the entire school/early years establishment as appropriate
- ensuring that the equality policy is understood, adhered to and promoted across the entire school/early years establishment as appropriate
- ensuring that the needs of all learners (particularly vulnerable learners) are identified and met by employing approaches which encourage access to and remove barriers from learning
- supporting all members of the educational establishment in fulfilling their equality responsibilities
- liaising, as appropriate, with the relevant Head of Service and Continuous Improvement Team on equality matters
- ensuring that all incidents of alleged discrimination and harassment/bullying are recorded and investigated with appropriate action taken
- providing regular information and guidance and promoting professional development opportunities, in relation to equality, for all staff
- co-ordinating work on equality matters for pupils, staff, parents and the wider school/establishment as appropriate
- supporting the Head Teacher/Head of Establishment in collating data as required by Education Services

All Staff

All staff are responsible for the implementation of this policy by:

- promoting equal opportunities, good relations and positive attitudes across and between all members of the school/early years establishment
- recognising, valuing, promoting and celebrating diversity across the entire school/early years establishment as appropriate
- ensuring that the Equality Policy is understood, adhered to and promoted
- across the entire school/early years establishment as appropriate
- ensuring that the needs of all learners (particularly vulnerable learners) are identified and met by employing approaches which encourage access to and
- remove barriers from learning
- working collaboratively with colleagues, partner agencies and parents/carers to meet the needs of all learners
- supporting the Head Teacher/Head of Establishment and designated senior
- staff in carrying out their respective equality responsibilities
- dealing with and recording alleged incidents of discrimination and harassment/bullying
- acquiring and maintaining knowledge and understanding of relevant Equalities legislation
- participating in equalities-related continuing professional development opportunities.

Parents/Carers

All parents/carers are responsible for the implementation of this policy by:

- promoting equal opportunities, fairness, justice, good relations and positive attitudes across and between all members of the school/early years establishment
- recognising, valuing, promoting and celebrating diversity across the school/early years establishment as appropriate
- supporting members of the school/early years establishment to meet their child's needs by employing approaches at home which encourage access to and remove barriers from learning
- supporting members of the school/early years establishment, especially their own children, to realise their potential
- supporting Education Services and its arrangements for promoting equal opportunities and addressing discrimination, harassment and disadvantage wherever it is found
- reporting all matters of inequality and alleged discrimination and harassment/bullying to the Head Teacher/Head of Establishment

SUPPORT RESOURCES FOR SCHOOLS AND EARLY YEARS ESTABLISHMENTS

The following support resources will assist schools and early years establishments to meet their legislative duties as outlined in the Equality Act 2010:

- **HOW GOOD IS OUR SCHOOL?** (A practical guide to school self-evaluation)

Quality Indicator 5.6 - Equality and Fairness

Themes:

- Approaches to inclusion
- Promoting equality and fairness
- Ensuring equality and fairness

- **HOW GOOD IS OUR COMMUNITY LEARNING AND DEVELOPMENT?**

Quality Indicator 5.9 Inclusion, Equality and Fairness

Themes:

- inclusion of excluded communities, groups and individuals
- addressing barriers to participation
- access to specialist services to meet specific needs
- promoting inclusion, equality, fairness and positive attitudes to social and cultural diversity
- compliance with equalities legislation

- **DOCUMENTS**

- Promoting Diversity and Equality: Developing Responsible Citizens for 21st Century Scotland (Education Scotland February 2013)
- Evaluating education and care placements for looked after children and young people part 1 (HMIE)
- Inclusion and equality part 2 (HMIE) A resource supporting the evaluation of education for pupils with additional support needs in mainstream schools
- Inclusion and equality part 3 (HMIE) A resource promoting good practice in race equality (2004)
- Inclusion and equality part 4 (HMIE) A resource supporting the evaluation of educational provision for bilingual learners
- A closer look at inclusion and equality in particular the needs of gypsy travellers (HMIE)
- Evaluating education and care placements for children and young people in care (HMIE)

- **SOME USEFUL WEB SITES**

- www.equalityhumanrights.com
- www.educationscotland.org.uk
- www.education.ed.ac.uk/ceres
- www.universities-scotland.ac.uk/raceequalitytoolkit

NEXT STEPS

Education Focus Group

The next stage for the Education Focus Group is to update current guidance and produce further guidance for establishments to help them understand the implications of the new legislation for their policies and planning.

We need to ensure that schools and early years establishments understand the legislative requirements and the Focus Group plan to produce a simplified leaflet summarising the main points of the General Duty and Specific Duties, and advice on how best to meet the requirements along with an associated checklist.

The group will also issue advice on incorporating equalities requirements into existing policies and planning using Inverclyde's GIRFEC agenda.

Education Services

To ensure that all schools and early years establishments comply with the legislative General Duty and Specific Duties, Inverclyde Council Education Services will:

- issue comprehensive guidelines/advice notes on equality matters through a series of Equalities Advice Notes giving examples of good practice
- implement and maintain Council-wide monitoring procedures
- provide a range of continuing professional development opportunities for Education staff including an e-learning course on Equalities
- support schools and early years establishments to regularly review
- their equalities policy and communicate it through school handbooks and school/establishment websites
- Promote and publicise the Equality Outcomes and evidence to demonstrate improvements and good practice in schools/educational establishments



Gender Pay Gap Information

Table 1: Occupational Segregation by Gender by Grade

Equal Work Group	Organisation	Male			Female		
	Count	Count	% of Group	% of Male	Count	% of Group	% of Female
A	208	34	16.35	3.31	174	83.65	5.76
B	223	33	14.8	3.21	190	85.2	6.29
C	603	116	19.24	11.28	487	80.76	16.11
D	752	137	18.22	13.33	615	81.78	20.34
E	300	156	52	15.18	144	48	4.76
F	372	69	18.55	6.71	303	81.45	10.02
G	145	58	40	5.64	87	60	2.88
H	185	56	30.27	5.45	129	69.73	4.27
I	138	48	34.78	4.67	90	65.22	2.98
J	64	24	37.5	2.33	40	62.5	1.32
K	100	46	46	4.47	54	54	1.79
L	19	12	63.16	1.17	7	36.84	0.23
M	3	1	33.33	0.1	2	66.67	0.07
N	12	5	41.67	0.49	7	58.33	0.23
O	26	13	50	1.26	13	50	0.43
C1	1	1	100	0.1	0	0	0
C2	3	3	100	0.29	0	0	0
C3	2	1	50	0.1	1	50	0.03
C4	8	5	62.5	0.49	3	37.5	0.1
C7	1	1	100	0.1	0	0	0
Craft	20	20	100	1.95	0	0	0
Educational Psychologist	4	0	0	0	4	100	0.13
Music Instructor	20	8	40	0.78	12	60	0.4
Teacher	627	116	18.5	11.28	511	81.5	16.9
Principal Teacher	128	44	34.38	4.28	84	65.63	2.78
Deputy Head	43	9	20.93	0.88	34	79.07	1.12
Head Teacher	31	10	32.26	0.97	21	67.74	0.69
Other	13	2	15.38	0.19	11	84.62	0.36
	4051	1028	25.38	100	3023	74.62	100

Inverclyde Council have 4051 employees with an additional 250 multi-post holders. Of this 1028 are male or 25.38% of the overall population. For females the figures are 3023 or 74.62%. This female dominant profile is common in a local authority environment. It is notable that within Grades A through to C7 we note a significant proportion of females in the lowest 6 grades. This represents 1,913 employees or 63% of total female employment. In general females are less well represented in the more senior positions in the Council.

Table2: Occupational Segregation by Gender by Role:

Roles which are female dominant (greater than 70% occupation) are summarised as follows:

Job Title	F	M	% Female	Grand Total
Library Assistant	22		100.00%	22
Learning Assistant	20		100.00%	20
Principal Teacher Primary	16		100.00%	16
Facilities Keyholder(Cleaning)	14		100.00%	14
Supervisory Assistant	13		100.00%	13
Catering Assistant	129	1	99.23%	130
Early Yrs Educ/Child Care Off	131	2	98.50%	133
Classroom Assistant	77	2	97.47%	79
Facilities Assistant(Cleaning)	143	4	97.28%	147
Home Support Worker	366	11	97.08%	377
Customer Service Rep	23	1	95.83%	24
ASN Auxiliary	140	7	95.24%	147
Depute Head Teacher Primary	20	1	95.24%	21
Basic Teacher Primary	224	13	94.51%	237
Facilities Supervisor-Cleaning	32	2	94.12%	34
Social Work Assistant	16	1	94.12%	17
Catering Manager	27	2	93.10%	29
Homemaker	13	1	92.86%	14
Basic Teacher	12	1	92.31%	13
Learning Asst Special Schools	42	4	91.30%	46
Clerical Assistant	176	17	91.19%	193
Depute Head of Centre	9	1	90.00%	10
Family Support Worker	9	1	90.00%	10
Admin Assistant	36	5	87.80%	41
Basic Teacher Special	31	5	86.11%	36
Senior Clerical Assistant	65	11	85.53%	76
Mobile Alarm Attendant	11	2	84.62%	13
Social Support Worker	16	3	84.21%	19
Social Worker	70	14	83.33%	84
Social Worker Snr Practitioner	10	2	83.33%	12
Probationary Teacher	21	5	80.77%	26
Senior Home Support Worker	20	5	80.00%	25
Head Teacher Primary	16	4	80.00%	20
Occupational Therapy Assistant	8	2	80.00%	10
Day Centre Officer	17	5	77.27%	22
Finance Officer	9	3	75.00%	12

Chartered Teacher	52	19	73.24%	71
Senior Social Worker	8	3	72.73%	11
Asst Service Manager	13	5	72.22%	18
Principal Teacher Secondary(G)	17	7	70.83%	24

Roles noted as male dominant are noted as follows:

Job Title	F	M	% Male	Grand Total
Street Sweeper		35	100.00%	35
Refuse Labourer		29	100.00%	29
Chargehand Gardener		18	100.00%	18
Chargehand Refuse Driver/Lab		17	100.00%	17
Roadworker		17	100.00%	17
Bus Driver		14	100.00%	14
Gardener (Unqualified)		13	100.00%	13
Park Attendant		13	100.00%	13
Gardener (Qualified)		12	100.00%	12
Janitor	1	10	90.91%	11
Technician	2	19	90.48%	21
Service Desk Technician	1	9	90.00%	10
Sole Janitor	2	16	88.89%	18
Community Warden	4	20	83.33%	24
School Crossing Patroller	9	23	71.88%	32

The above tables highlight gender dominant roles. These roles reflect the broader occupational segregation experienced across the Local Government sector. There is strong gender based segregation noted in traditional 'female' roles of Teaching and Caring and for 'male' roles in former manual worker categories such as Roadworker, Drivers and Gardeners.

Table 3: Gender pay gap.

Equal Work Group	Male		Female			
	Count	Avg Total Hourly Rate	Count	Avg Total Hourly Rate	Difference (£)	Pay Gap (%)
A	34	6.44	174	6.49	-0.06	-0.86
B	33	6.99	190	7.06	-0.08	-1.09
C	116	8.11	487	8.13	-0.01	-0.18
D	137	8.98	615	8.97	0	0.03
E	156	10.49	144	10.18	0.31	2.98
F	69	12.21	303	12	0.21	1.71
G	58	14.02	87	13.74	0.28	1.99
H	56	15.59	129	15.49	0.1	0.67
I	48	17.13	90	17.23	-0.1	-0.57
J	24	18.81	40	19.02	-0.21	-1.11
K	46	20.64	54	20.51	0.13	0.63
L	12	22.46	7	22.25	0.21	0.92
M	1	24	2	24	0	0
N	5	25.18	7	25.27	-0.08	-0.33
O	13	26.94	13	26.74	0.2	0.73
C1	1	61.46	0			
C2	3	56.06	0			
C3	1	45.67	1	45.67	0	0
C4	5	40.63	3	40.63	0	0
C7	1	34.65	0			
Craft	20	11.61	0			
Educational Psychologist	0		4	26.82		
Music Instructor	8	16.75	12	16.39	0.36	2.14
Teacher	116	18.86	511	18.18	0.67	3.58
Principal Teacher	44	23.52	84	22.42	1.1	4.68
Deputy Head	9	26.8	34	25.51	1.29	4.82
Head Teacher	10	32.98	21	29.45	3.53	10.7
Other	2	30.3	11	17.22	13.08	43.17
	1028	14.12	3023	12.48	1.64	11.63

Inverclyde Council has a gender pay gap in favour of male employees of 11.63% on the basis of the percentage difference between average total hourly rate pay (excluding overtime) between men and women.

3. Equal Pay Audit

The Council undertook an equal pay audit which followed the five step approach as recommended by the Equalities and Human Rights Commission (EHRC) thus:

- Step 1. Decide the scope of the review and identify the data required;
- Step 2. Select jobs of like work, work rated as equivalent or work of equal value;
- Step 3. Apply a standard set of reporting templates to help identify the pay gaps in the organisation;
- Step 4. Find out which aspects of your pay system are contributing to any pay gaps;
- Step 5. Obtain expert advice and guidance on the steps needed to implement equal pay.

Step 1: Decide the scope of the review and identify the data required.

The audit examined the equality of pay by reference to the 'protected characteristics' as defined in the Equality Act 2010. In the act the protected groups are defined as:

- Gender
- Disability
- Age
- Marriage and civil partnerships
- Pregnancy and maternity
- Race
- Religion and belief
- Sexual orientation
- Gender re-assignment

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 specify the requirement to publish a number of key statistics by 30 April 2013. In particular:

1. Gender pay gap information. (see section 2 above);
2. Equal Pay statement relating to equal pay policies for:
 - (i) women and men and;
occupational segregation within its workforce, being the concentration of:
 - (i) women and men (see section 2 above)

The requirement is extended to include similar information in relation to disability and racial groups but this does not apply to the first statement as of April 2013. However the audit was extended to include an analysis by:

- Gender
- Disability
- Ethnicity

The audit incorporated an analysis of pay including base pay and total pay including other additional pay elements.

The data provided for the analysis contained details of all current employees including their salary position at 15th February 2013 values plus all individual pay element allowances on an annualised basis. This data was imported into the 'Equal Pay Reviewer' software tool for analysis.

The scope of the audit covered all employees with the exception of the following specific exclusions from the data:

- Councillors;
- Teachers

In total this provided for a population of 3,185 employee records. Pay and grade arrangements for Teaching staff are out with the control of Inverclyde Council and whilst they are employees of the Council, the pay levels are not within Council control and are therefore excluded from the following analysis.

Step 2: Select jobs of like work, work rated as equivalent or work of equal value;

A critical step in the assessment of equal pay is the measure used for comparison of the various categories of employees. The clearest and most appropriate measure is the 'work rated as equivalent' one whereby employees have been evaluated under an appropriate scheme of job evaluation.

Inverclyde Council has applied the SJC job evaluation scheme up to and including those of Grade O. Implementation of the 'single status agreement' took place several years ago. This covers 3,133 employees. We do have a small number of post holders out with the single status agreement but employed directly by the Council and whose pay levels are under the control of the Council. This includes Senior Management and Craft employees. This increases the number of employees to 3,185.

The scheme of job evaluation applied, the SJC is an objective robust mechanism for the assessment of roles against the 'work rated as equivalent' measure of the Equality Act. The additional Craft and Senior Management employees are presented in their own respective grade groups for presentation here.

Step 3&4: Apply a standard set of reporting templates to help identify the pay gaps in the organisation and find out which aspects are contributing to any gaps;

This section is the bulk of our analysis and will be broken down into component parts thus:

- i. Equality Impact Assessment of the grading structure

- ii. Gender Pay Analysis
- iii. Disability Pay Analysis
- iv. Ethnicity Pay Analysis

i. Equality Impact Assessment of the Inverclyde Council pay Structure

The pay structure

This section will take a top level review of the pay and grading structure currently applied by Inverclyde Council.

The pay structure for all single status staff can be summarised as follows:

GRADE	GRADELINES	SCP's							ANNUAL INC STEPS
A	225	2	4						1
B	245	4	6	8	10				3
C	270	10	12	14	16	18	20		5
D	300	20	22	24	26				3
E	335	26	28	30	32	34	36		5
F	370	36	38	40	42	44	46		5
G	400	46	48	50	52	54	56		5
H	430	56	58	60	62	64			4
I	460	64	66	68	70				3
J	490	70	72	74	76				3
K	530	76	78	80	82				3
L	565	82	84	86	88				3
M	600	88	90	92					2
N	645	92	94	96					2
O	n/a	96	98	100					2

In addition to this Craft workers remain remunerated according to the 'Grey book' scheme of Pay and Conditions of Service which currently sits outside and separate to the single status agreement.

A separate pay structure is in place for Head of Service and Director posts thus.

Chief Exec grade C1 =100% salary.

Corporate Directors -C2 = 89% of the CE

Heads of Service –C4, C5 and C7 are on one of 3 individual rates.

The current single status pay structure is underpinned by the following key principles.

Pay structure based on the SJC Pay Spine

The model analysed is based on the SJC pay spine. The pay structure contains a number of key elements.

- i. Progression through the grade is by one annual step incremental progression equivalent to two SJC scale points as per the grade structure.
- ii. A number of grades contain 'abutment points' i.e. the same increment point on the pay spine appears in the higher grade.
- iii. No grades contain 'overlapping' points whereby a lower increment in the higher grade applies than in the preceding grade.

From a pure design point of view, the assurance of Equal Pay directs us to a number of key principles. Failing to achieve these principles is not a definitive statement of pay inequity; however, the failure to achieve these principles may give rise to challenge in the future.

Good practice encourages us to avoid the adoption of tenure based annual increments beyond five steps.

Amongst the substantive grades, C, F and G contain the largest number of increments, that being a total of 5 steps. Thus it can take an employee five years to progress from minimum to maximum point. This, in 'good practice' terms, is acceptable.

The adoption of overlapping points between grades is potentially discriminatory.

The issue of utilising overlapping points is not always apparent when undertaking an Equal Pay Audit. Where we do have an overlap, there is a potential for an employee to challenge their pay point if this is lower than an overlapping grade on the basis of equal value. In the case of Inverclyde, we note that all grades 'abut' but no grade 'overlaps'. It is reasonable to apply the same increment point at the maximum of a lower grade and at the minimum of a higher grade on the basis that the initial increment in the higher grade is a 'development' point whilst the employee fully develops into the role. Once this is achieved the employee will be paid higher than any employee in the lower evaluated grade. It is reasonable to apply these 'abutting' points.

Total Pay Gap:

If we include all additional pay elements in our analysis to present total pay we note the following pay gap analysis:

Equal Work Group	Male		Female			
	Count	Avg Total Hourly Rate	Count	Avg Total Hourly Rate	Difference (£)	Pay Gap (%)
A	34	6.44	174	6.49	-0.06	-0.86
B	33	6.99	190	7.06	-0.08	-1.09
C	116	8.28	487	8.13	0.15	1.76
D	137	8.98	615	8.99	0	-0.05
E	156	10.53	144	10.18	0.35	3.31
F	69	12.21	303	12	0.21	1.71
G	58	14.09	87	13.74	0.35	2.45
H	56	15.62	129	15.49	0.13	0.82
I	48	17.17	90	17.23	-0.06	-0.35
J	24	18.81	40	19.02	-0.21	-1.11
K	46	20.64	54	20.51	0.13	0.63
L	12	22.46	7	22.25	0.21	0.92
M	1	24	2	24	0	0
N	5	25.18	7	25.27	-0.08	-0.33
O	13	26.94	13	26.74	0.2	0.73
C1	1	61.46	0			
C2	3	56.06	0			
C3	1	45.67	1	45.67	0	0
C4	5	40.63	3	40.63	0	0
C7	1	34.65	0			
Craft	20	11.61	0			
	839	12.58	2346	10.47	2.11	16.77

An overall pay gap is presented in favour of males of 16.77%.

5. Living Wage Proposal Impact Assessment

Inverclyde Council, like most Local Authorities in Scotland, is due to introduce a commitment to increase the total pay rate of their lowest paid employees. An allowance which increases guaranteed total pay to a minimum of £7.50 per hour is to be introduced. The impact that this has on gender pay equity can be summarised as follows:

Firstly, an examination of who will receive the allowance is informative:

Grade	Gender	Job Holders affected	% of total	Total jobholders
A	F	174	100.00%	174
A	M	34	100.00%	34
B	F	190	100.00%	190
B	M	33	100.00%	33
C	F	39	8.01%	487
C	M	14	12.07%	116

All employees in Grades A and B will receive a supplement which effectively equalises pay to £7.50 per hour. Grade C is less affected with 8% of all females and 12% of all males impacted.

The introduction of the new payment has the following impact on the total pay gap:

Equal Work Group	LIVING WAGE	NO LIVING WAGE
	Pay Gap (%)	Pay Gap (%)
A	-0.33	-0.86
B	1.8	-1.09
C	1.82	1.76
D	-0.05	-0.05
E	3.31	3.31
F	1.71	1.71
G	2.45	2.45
H	0.82	0.82
I	-0.35	-0.35
J	-1.11	-1.11
K	0.63	0.63
L	0.92	0.92
M	0	0
N	-0.33	-0.33

Equal Work Group	LIVING WAGE	NO LIVING WAGE
	Pay Gap (%)	Pay Gap (%)
O	0.73	0.73
C1		
C2		
C3	0	0
C4	0	0
C7		
Craft		
	16.30	16.77

An overall pay gap is presented in favour of males of 16.3%. This represents a reduction from the earlier pay gap presented in the main audit report which was 16.77%. We can deduce from this that the proposed living wage supplement contributes to pay equity.

It is important to note that the base pay structure remains unaffected and that those in Grades A, B and C will retain their base pay position. Thus the rate of pay for the job is defined by job evaluation and retains a differentiation between the grades. The additional allowance payment will cover the balance between employees' base pay rate and £7.50 per hour.

The proposal for the introduction of the living wage affects a significant number of low paid female employees which contributes to a small reduction in the pay gap.

Inverclyde Council

Equality in Employment

Monitoring and Employee Profiles



1st April 2012 to 31st March 2013

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1.0 Introduction

Inverclyde Council identified being an employer of choice as a priority to help us deliver quality services needed by the residents of Inverclyde.

The four key drivers identified in delivering this are as follows:-

- High achieving leadership and management
- Building workforce capacity
- Competitive recruitment and retention
- Positive employment experience

Fundamental to achieving this goal is equality of employment opportunities as the Council strives to ensure that equal opportunities underpin all aspects of employment and employment policies. The Council's Equal Opportunities Policy and Equality Outcomes demonstrate commitment from Inverclyde Council to be responsive and inclusive to all equality groups.

2.0 The statutory context

The Equality Act 2010 was introduced in April 2010 and consolidated previous individual pieces of equalities legislation together into one single act to modernise the law and the protections afforded to individuals under the law. The Equality Act should make it easier for individuals to be aware of their rights under the law, and for services and organisations to meet their legal responsibilities also.

The purpose of the Act is to ensure that everyone, whether at work or in using a service has the right to be treated fairly. It protects people from discrimination on the basis of certain characteristics. These are known as protected characteristics and they vary slightly according to whether a person is at work or using a service.

The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Pregnancy and maternity
- Race
- Religion and Belief
- Sexual Orientation
- Sex
- Marriage and civil partnership (the law provides protection in the area of employment and vocational training only)

As a local authority, Inverclyde Council is required to implement the Public Sector Equality Duty in addition to the provisions of employment, education and training. This is comprised of two elements, the general duty and the specific duty.

The **general duty** was developed for public bodies due to the significant impact that the delivery of public services has on people's lives. The general duty is intended to ensure that, if followed, services are designed to meet the diverse needs of the community and are inclusive. The Council is required, when in the exercise of its functions, to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The intention of the equality outcomes we have developed is to tackle any disadvantages which may exist in our communities.

3.0 External Environment

The environment in which the Council recruit, select and retain staff has changed significantly with the introduction of the National Recruitment Portal. One example is councils across Scotland working together and with partners on the development and implementation of a new Equalities in Employment Monitoring form which is now used on the 'myjobscotland' website. The Council now collects additional information relating to caring responsibilities and types of impairment to ensure that our recruitment and employment policies and practices are fit for purpose.

Externally, the recession has continued to see increasing unemployment and a change in the type of jobs that people are applying for. This job uncertainty may also impact on the number of leavers decreasing. We can see the impact of unemployment on the Council with an increase in the average number of people applying for each available post.

4.0 Reporting

This report will be available to the public and to all employees, via the Council website and intranet.

5.0 Data Protection

In producing this monitoring data, the Council has to meet the requirements of the Data Protection Act, in particular to protect the privacy of individuals. Therefore we use a percentage as appropriate.

6.0 Employee Profile - Analysis of 2012/13 Figures

In 2012 the Council began a verification exercise to capture relevant monitoring information across all protected characteristics. IT systems are currently being further developed to be able to report against all characteristics.

The information below represents the whole Council workforce. Education Teaching staff are reported separately.

Inverclyde Council has 4051 employees with an additional 250 employees being multi-post holders, a total of 4301 people.

6.1 Gender

The gender profile is 74.62% female and 25.38% male employees for the Council overall.

Whole Council (%)		
Female	Male	Total
74.62	25.38	100

The gender profile for Education is 78.16% female and 21.84% male employees.

Education Teaching Staff (%)		
Female	Male	Total
78.16	21.84	100

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The number and percentage of the highest paid 2% and 5% of earners among council employees that are women (please note this excludes teachers).

Total number of employees in top 2% = 69 employees

Total number of women employees in top 2% = 29 employees.

Percentage of women employees in top 2% = 42%.

Total number of employees in top 5% = 166 employees

Total number of women employees in top 5% = 79 employees.

Percentage of women employees in top 5% = 47.6%.

The percentages of women and men in the top 2 and 5 percent of earners do not correspond to the proportions of women and men across the Council. Further work is required to investigate where the high earning posts are to identify any barriers to these post for women. Additionally further work will be undertaken to help women progress in their careers to reach more senior positions, such as the existing Leadership Development Programme.

6.2 Disability

Whole Council by Directorate (%)					
Directorate	Disabled	Not Disabled	Prefer not to answer	Null / Blank	Total
Education, Communities & Organisational Development	1	43.16	13.88	41.96	100
Community Health & Care Partnership	2.55	75.13	17.39	4.93	100
Environment, Regeneration & Resources	0.66	66.98	26.23	6.13	100

Education Teaching Staff				
Disabled	Not Disabled	Prefer not to answer	Null / Blank	Total
0.35	15	0.11	84.54	100

A combined 'prefer not to answer' and 'left blank' may indicate that the real figure for disabled employees could be higher as people may be reluctant to answer this question. Further work may be required to ensure that employees feel confident in declaring that they have a disability.

6.3 Race

Inverclyde Council's employee profile is predominantly White Scottish at 51.93%.

Whole Council (%)	
A. White	
Scottish	51.93
English	0.93
Welsh	0.05
Northern Irish	0.05
British	0.02
Irish	9.4
Gypsy/Traveller	0
Eastern European (e.g. Polish)	0
Other white ethnic group	2.79
B. Mixed or Multiple Ethnic Groups	
Any mixed or multiple ethnic groups	0.05
C. Asian, Asian Scottish or Asian British	
Pakistani, Pakistani Scottish or Pakistani British	0
Indian, Indian Scottish or Indian British	0.98
Bangladeshi, Bangladeshi Scottish or Bangladeshi British	0
Chinese, Chinese Scottish or Chinese British	0.02
Other	0.02
D. African	
African, African Scottish or African British	0.05
E. Caribbean or Black	
Caribbean, Caribbean Scottish or Caribbean British	
Black, Black Scottish or Black British	0.02
Other	0.07
F. Other Ethnic Group	
Arab	0
Other	0
G. Prefer not to answer / Other Ethnic Group	
Prefer not to answer	10.78
Other ethnic group, Please specify	0

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Null / Blank	22.84
Total	100

Education Teaching Staff

Education Teaching Staff (%)	
A. White	
Scottish	13.35
English	0.92
Welsh	
Northern Irish	0.12
British	0.12
Irish	0.12
Gypsy/Traveller	
Eastern European (e.g. Polish)	
Other white ethnic group	0.35
B. Mixed or Multiple Ethnic Groups	
Any mixed or multiple ethnic groups	0.12
C. Asian, Asian Scottish or Asian British	
Pakistani, Pakistani Scottish or Pakistani British	
Indian, Indian Scottish or Indian British	0.12
Bangladeshi, Bangladeshi Scottish or Bangladeshi British	
Chinese, Chinese Scottish or Chinese British	
Other	
D. African	
African, African Scottish or African British	
E. Caribbean or Black	
Caribbean, Caribbean Scottish or Caribbean British	
Black, Black Scottish or Black British	
Other	
F. Other Ethnic Group	
Arab	
Other	0.12
G. Prefer not to answer / Other Ethnic Group	
Prefer not to answer	
Other ethnic group, Please specify	
Null / Blank	84.66

Total	100
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Further work may be required to ensure that employees feel confident in declaring their race/ethnicity. An Equality Outcome has been developed to address the gaps in information held by the Council.

The ethnicity of Council employees largely corresponds to the ethnic breakdown from the 2001 census (using anecdotal evidence we can safely assume that the large majority of the null returns are white Scottish employees).

6.4 Age

The largest percentage of employees are aged between 50 and 59. The number of employees aged under 21 is only 0.5%. With 0.77% of employees working beyond 65yrs of age.

Whole Council	
Age Group Report	Percentage (%)
Under 21yrs	0.5
21-29yrs	7.28
30-39yrs	17.1
40-49yrs	30.23
50-59yrs	36
60-65yrs	8.12
Over 65yrs	0.77
Total	100
Education Teaching Staff	
Age Group Report	Percentage (%)
Under 21yrs	0
21-29yrs	13.95
30-39yrs	23.42
40-49yrs	23.77
50-59yrs	34.36
60-65yrs	4.5
Over 65yrs	0
Total	100

The Council's equality outcome focussing on succession planning, and the work delivered through the Workforce Development Plan will take the age breakdowns into account, particularly in planning for when the largest section of the workforce may be retiring in 10 to 15 years time. Additionally, through this work the Council will

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identify any additional support that older workers who wish to continue in employment may require.

6.5 Marital Status

Whole Council (%)							
Divorced	Living With Partner	Married/ Civil Partnership	Single	Widowed	Prefer not to Answer	Null / Blank	Total
2.41	2.61	39.2	15.6	0.51	19.75	19.92	100

Education Teaching Staff (%)							
Divorced	Living With Partner	Married/ Civil Partnership	Single	Widowed	Prefer not to Answer	Null / Blank	Total
0.69	2.32	10.91	8.01	0.23	6.8	71.31	100.3

6.6 Caring Responsibility

Whole Council (%)					
Yes - children under 18	Yes - other	No	Prefer not to Answer	Null / Blank	Total
19.05	1.45	25.59	30.61	23.3	100

Education Teaching Staff (%)					
Yes - children under 18	Yes - other	No	Prefer not to Answer	Null / Blank	Total
3.83	0.46	10.68	0.25	84.78	100

7.0 Recruitment monitoring - Job Applications

7.1 Job Applicants by gender

Inverclyde Council use the myjobscotland platform as part of the national partnership on the national recruitment portal. The Equal Opportunity questions were designed in partnership with the EHRC and other organisations based on the Scottish Governments 2011 census questions.

During the past year we had 288 adverts on the national recruitment portal with 9379 applications.

Job Applicants Gender	
Whole Council	Percentage (%)
Female	64.99
Male	33.66
Transgender	0.23
Prefer not to Answer	0.2
Null / Blank	0.92
Total	100

Within Education Teaching Staff we had 104 adverts on the national recruitment portal with 1628 applications.

Job Applicants Gender	
Education Teaching Staff	Percentage (%)
Female	82.43
Male	16.95
Transgender	0.12
Prefer not to Answer	0
Null / Blank	0.5
Total	100

Gender breakdown for actual appointments for the whole Council:

518 Appointed Candidates by Gender	
Whole Council	Percentage (%)
Female	65.63
Male	32.43
Transgender	0.38

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Prefer not to Answer	1.56
Total	100

Gender breakdown for actual appointments for Education Teaching Staff:

207 Appointed Candidates by Gender	
Education Teaching Staff	Percentage (%)
Female	78.74
Male	19.8
Transgender	0
Prefer not to Answer	1.46
Total	100

There are no significant differences between numbers of applicants by gender and number appointed across the Council as a whole. In Education there is an imbalance, which ties into wider gender segregation issues, which the Council has a role to play in addressing via education in schools, challenging stereotypical gender roles.

7.2 Disabled Employee Profile

Of the 9379 applications for the whole Council:

Job Applicants by disability	
Whole Council	Percentage (%)
Yes	6.19
No	90.62
Prefer not to Answer	0.54
Null / Blank	2.65
Total	100

Of the 1628 applications for Education Teaching Staff:

Job Applicants by disability	
Education Teaching Staff	Percentage (%)
Yes	2.4
No	94.84
Prefer not to Answer	0.3
Null / Blank	2.46
Total	100

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Disability breakdown for actual appointments for the whole Council:

Appointed with a disability	
Whole Council	Percentage (%)
Yes	3.47
No	92.85
Prefer not to Answer	0.2
Null / Blank	3.48
Total	100

Disability breakdown for actual appointments for Education Teaching Staff:

Appointed with a disability	
Education Teaching Staff	Percentage (%)
Yes	2.9
No	93.23
Prefer not to Answer	0.48
Null / Blank	3.39
Total	100

7.3 Ethnicity

Of the 9379 applications for the whole Council:

Whole Council	Percentage (%)
A. White	
Scottish	88.36
English	0.14
Welsh	
Northern Irish	
British	5.48
Irish	0.75
Gypsy/Traveller	
Eastern European (e.g. Polish)	0.22
Other white ethnic group	1.14
B. Mixed or Multiple Ethnic Groups	
Any mixed or multiple ethnic groups	0.4
C. Asian, Asian Scottish or Asian British	
Pakistani, Pakistani Scottish or Pakistani British	0.28
Indian, Indian Scottish or Indian British	0.51
Bangladeshi, Bangladeshi Scottish or Bangladeshi British	0.03

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Chinese, Chinese Scottish or Chinese British	0.11
Other	
D. African	
African, African Scottish or African British	0.58
E. Caribbean or Black	
Caribbean, Caribbean Scottish or Caribbean British	0.16
Black, Black Scottish or Black British	0.05
Other	
F. Other Ethnic Group	
Arab	
Other	0.05
G. Prefer not to answer / Other Ethnic Group	
Prefer not to answer	0.43
Other ethnic group, Please specify	
Null / Blank	1.31
Total	100

Of the 1628 applications for Education Teaching Staff:

Education Teaching Staff	Percentage (%)
A. White	
Scottish	80.58
English	0.49
Welsh	
Northern Irish	
British	5.22
Irish	0.79
Gypsy/Traveller	
Eastern European (e.g. Polish)	0.12
Other white ethnic group	1.35
B. Mixed or Multiple Ethnic Groups	
Any mixed or multiple ethnic groups	0.49
C. Asian, Asian Scottish or Asian British	
Pakistani, Pakistani Scottish or Pakistani British	0.18
Indian, Indian Scottish or Indian British	1.28
Bangladeshi, Bangladeshi Scottish or Bangladeshi British	

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Chinese, Chinese Scottish or Chinese British	0.18
Other	0.06
D. African	
African, African Scottish or African British	0.06
E. Caribbean or Black	
Caribbean, Caribbean Scottish or Caribbean British	0.12
Black, Black Scottish or Black British	
Other	
F. Other Ethnic Group	
Arab	
Other	0.06
G. Prefer not to answer / Other Ethnic Group	
Prefer not to answer	0.24
Other ethnic group, Please specify	
Null / Blank	8.78
Total	100

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Ethnicity breakdown for 518 actual appointments for the whole Council:

Whole Council	Percentage (%)
A. White	
Scottish	88.22
English	
Welsh	
Northern Irish	
British	5.21
Irish	0.77
Gypsy/Traveller	
Eastern European (e.g. Polish)	0.19
Other white ethnic group	1.54
B. Mixed or Multiple Ethnic Groups	
Any mixed or multiple ethnic groups	0.58
C. Asian, Asian Scottish or Asian British	
Pakistani, Pakistani Scottish or Pakistani British	0.38
Indian, Indian Scottish or Indian British	0.38
Bangladeshi, Bangladeshi Scottish or Bangladeshi British	
Chinese, Chinese Scottish or Chinese British	
Other	
D. African	
African, African Scottish or African British	0.38
E. Caribbean or Black	
Caribbean, Caribbean Scottish or Caribbean British	0.19
Black, Black Scottish or Black British	
Other	
F. Other Ethnic Group	
Arab	
Other	
G. Prefer not to answer / Other Ethnic Group	
Prefer not to answer	0.38
Other ethnic group, Please specify	
Null / Blank	1.78
Total	100

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Ethnicity breakdown for 207 actual appointments for Education Teaching Staff:

Education Teaching Staff	Percentage (%)
A. White	
Scottish	85.5
English	
Welsh	
Northern Irish	
British	6.33
Irish	0.48
Gypsy/Traveller	
Eastern European (e.g. Polish)	
Other white ethnic group	2.89
B. Mixed or Multiple Ethnic Groups	
Any mixed or multiple ethnic groups	0.96
C. Asian, Asian Scottish or Asian British	
Pakistani, Pakistani Scottish or Pakistani British	0.96
Indian, Indian Scottish or Indian British	0.96
Bangladeshi, Bangladeshi Scottish or Bangladeshi British	
Chinese, Chinese Scottish or Chinese British	
Other	
D. African	
African, African Scottish or African British	0.48
E. Caribbean or Black	
Caribbean, Caribbean Scottish or Caribbean British	
Black, Black Scottish or Black British	
Other	
F. Other Ethnic Group	
Arab	
Other	
G. Prefer not to answer / Other Ethnic Group	0.96
Prefer not to answer	
Other ethnic group, Please specify	
Null / Blank	0.48

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Total	100
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7.4 Age

Age breakdown of the 9379 applications for the whole Council:

Whole Council - Applicants Age	
Age Group Report	Percentage (%)
Under 21yrs	5.89
21-29yrs	31.79
30-39yrs	22.5
40-49yrs	22.09
50-59yrs	13.83
60-65yrs	1.85
Over 65yrs	0.09
Null / Blank	1.96
Total	100

Age breakdown of the 1628 applications for Education Teaching Staff:

Education Teaching Staff - Applicants Age	
Age Group Report	Percentage (%)
Under 21yrs	0
21-29yrs	47.48
30-39yrs	28.8
40-49yrs	16.27
50-59yrs	5.87
60-65yrs	0.3
Over 65yrs	0
Null / Blank	1.28
Total	100

7.5 Marital Status

Of the 9379 applications for the whole Council:

Whole Council (%)							
Divorced	Living With Partner	Married/ Civil Partnership	Single	Widowed	Prefer not to Answer	Null / Blank	Total

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7.42	10.33	28.59	49.98	0.48	1.2	2	100
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Of the 1628 applications for Education Teaching Staff:

Education Teaching Staff (%)							
Divorced	Living With Partner	Married/ Civil Partnership	Single	Widowed	Prefer not to Answer	Null / Blank	Total
5.34	5.85	28.5	54.91	0.12	2.72	2.56	100

7.6 Caring Responsibility

Of the 9379 applications for the whole Council:

Whole Council (%)					
Yes - children under 18	Yes - other	No	Prefer not to Answer	Null / Blank	Total
30.69	2.5	62.33	0.67	3.81	100

Of the 1628 applications for Education Teaching Staff:

Education Teaching Staff (%)					
Yes - children under 18	Yes - other	No	Prefer not to Answer	Null / Blank	Total
27.14	0.12	65.23	0.73	6.78	100

Further work is required to develop how we access information on age, marital status and caring responsibilities and appointments. Changes are being made to various pieces of software and forms to facilitate this.

8.0 Leavers

During the past 12 months Inverclyde Council had 332 leavers.

8.1 Gender

332 employees leaving	
Whole Council	Percentage (%)
Female	70.18
Male	29.82
Transgender	0
Total	100

Education Teaching Staff had 59 employees leaving:

59 employees leaving	
Education Teaching Staff	Percentage (%)
Female	71.18
Male	28.82
Transgender	0
Total	100

The gender breakdown of leavers is similar to the gender breakdown of all employees and does not highlight any cause for concern.

8.2 Disabled Employee Profile

For the 332 leavers for the whole Council:

Whole Council	Percentage (%)
Yes	2.7
No	61.75
Prefer not to Answer	18.38
Null / Blank	17.17
Total	100

For the 59 leavers for Education Teaching Staff:

Education Teaching Staff	Percentage (%)
Yes	3.4
No	28.81
Null / Blank	67.79

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Total	100
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There is too little information to make a judgement on disabled leavers, but further work requires to be undertaken to fill in the gaps in information as set out in the Council's Equality Outcomes.

8.3 Ethnicity

For the 332 leavers for the whole Council:

Whole Council	Percentage (%)
Scottish	56.33
English	0.9
Welsh	0.6
Northern Irish	
British	
Irish	8.74
Other white ethnic group	3.02
Asian - Indian	
Any mixed or multiple ethnic groups	
Pakistani, Pakistani Scottish or Pakistani British	
Caribbean, Caribbean Scottish or Caribbean British	
Prefer not to answer	11.14
Null / Blank	19.27
Total	100

For the 59 leavers for Education Teaching Staff:

Education Teaching Staff	Percentage (%)
Scottish	74.57
English	23.73
British	
Other white ethnic group	1.7
Prefer not to answer	
Null / Blank	
Total	100

The ethnic breakdown of leavers is similar to that of all staff so once again there are no major concerns.

8.4 Age

For the 332 leavers for the whole Council:

Age Group Report	Percentage (%)
Under 21yrs	2.41
21-29yrs	11.45
30-39yrs	15.66
40-49yrs	19.27
50-59yrs	21.38
60-65yrs	26.51
Over 65yrs	3.32
Total	100

For the 59 leavers for Education Teaching Staff:

Age Group Report	Percentage (%)
Under 21yrs	0
21-29yrs	20.33
30-39yrs	11.85
40-49yrs	13.59
50-59yrs	20.33
60-65yrs	33.9
Over 65yrs	0
Total	100

8.5 Marital Status

For the 332 leavers for the whole Council:

Whole Council (%)							
	Living With Partner	Married/ Civil Partnership	Single	Widowed	Prefer not to Answer	Null / Blank	Total
Divorced	2.71	6.33	38.26	18.68	0.9	16.86	16.26
							100

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For the 59 leavers for Education Teaching Staff:

Education Teaching Staff (%)							
Divorced	Living With Partner	Married/ Civil Partnership	Single	Widowed	Prefer not to Answer	Null / Blank	Total
3.39	8.47	6.79	15.26	0	1.69	64.4	100

8.6 Caring Responsibility

For the 332 leavers for the whole Council:

Whole Council (%)					
Yes - children under 18	Yes - other	No	Prefer not to Answer	Null / Blank	Total
13.85	2.1	37.05	27.71	19.29	100

For the 59 leavers for Education Teaching Staff:

Education Teaching Staff (%)					
Yes - children under 18	Yes - other	No	Prefer not to Answer	Null / Blank	Total
8.47	0	18.65	0	72.88	100

9.0 Maternity / Flexible Working Requests

In the past year we have had 138 female employees go on Maternity Leave (71 of these from Education).

41 employees then requested flexible working, 39 applications were approved. The applications which were not approved did not meet the current criteria set out in the Councils flexible working policy.

9.1 Gender

For the 41 flexible working applications for the whole Council:

Flexible Working Requests Gender	
Whole Council	Percentage (%)
Female	90.24
Male	9.76
Transgender	0
Total	100

For the 11 flexible working for Education Teaching Staff:

Flexible Working Requests Gender	
Education Teaching Staff	Percentage (%)
Female	100
Male	0
Transgender	0
Total	100

9.2 Disabled Employee Profile

For the 41 flexible working applications for the whole Council:

Flexible Working Requests	
Job Applicants by disability	
Whole Council	Percentage (%)
Yes	0
No	53.65
Prefer not to Answer	14.64
Null / Blank	31.71
Total	100

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For the 11 flexible working for Education Teaching Staff:

Flexible Working Requests	
Job Applicants by disability	
Education Teaching Staff	Percentage (%)
Yes	0
No	9.1
Prefer not to Answer	45.45
Null / Blank	45.45
Total	100

9.3 Ethnicity

For the 41 flexible working applications for the whole Council:

Flexible Working Requests	
Whole Council	Percentage (%)
Scottish	41.46
Irish	14.63
Prefer not to answer	12.2
Null / Blank	31.71
Total	100

For the 11 flexible working for Education Teaching Staff:

Flexible Working Requests	
Education Teaching Staff	Percentage (%)
Scottish	9.1
Prefer not to answer	45.45
Null / Blank	45.45
Total	100

9.4 Marital Status

For the 41 flexible working applications for the whole Council:

Whole Council (%)							
Divorced	Living With Partner	Married/ Civil Partnership	Single	Widowed	Prefer not to Answer	Null / Blank	Total
0	7.32	58.55	7.32	0	9.76	17.05	100

For the 11 flexible working for Education Teaching Staff:

Education Teaching Staff (%)							
Divorced	Living With Partner	Married/ Civil Partnership	Single	Widowed	Prefer not to Answer	Null / Blank	Total
0	0	45.45				54.55	100

9.5 Caring Responsibility

For the 41 flexible working applications for the whole Council:

Whole Council (%)					
Yes - children under 18	Yes - other	No	Prefer not to Answer	Null / Blank	Total
82.93	4.87		4.87	7.33	100

For the 11 flexible working for Education Teaching Staff:

Education Teaching Staff (%)					
Yes - children under 18	Yes - other	No	Prefer not to Answer	Null / Blank	Total
63.64	9.09			27.27	100

10.0 Training Applications

Through our Performance Appraisal process, all employees are given access to learning and development opportunities. Applications for internal training are monitored, though attendance at external training, conferences or seminars is not captured.

All CHCP (Social Work) home care staff etc. get SQA linked training and H&S training. To accommodate meeting the needs of our part time female workers if we are planning a training course then we always set dates at the beginning and at the end of weeks to enable part timers to attend at one of the dates.

With the increase in employees accessing e-learning that situation is slowly being improved as employees are given time in the workplace to learn at a time more convenient for the learner.

Appendix 4b

To ensure gender equality we have an equal split of female and male managers undertaking each of the leadership programme cohorts.

Inverclyde Council deliver face to face training and moved to an electronic system for personalised e-learning. The two methods will run side by side as some courses are better suited for one method of training.

All applications for tutor-led training were accepted in the past 12 months. Therefore the figures presented for attendance match those for applications.

There were 890 course booker requests covering training requests for 34 courses.

There is another database for teacher training opportunities offered by Education Services. This facility requires further development to enable a breakdown of teacher training uptake by gender, disability and ethnicity.

10.1 Gender

For the 890 training requests for the whole Council:

Course booker requests Gender	
Whole Council	Percentage (%)
Female	58.23
Male	41.57
Transgender	0
Null / Blank	0.2
Total	100

For the 49 training requests for Education Teaching Staff:

Course booker requests Gender	
Education Teaching Staff	Percentage (%)
Female	87.55
Male	12.45
Transgender	0
Total	100

The Council is aware that there is an issue where employees in certain types of posts find it difficult to access training courses. The Council is developing e-learning and alternative options for training to facilitate better access to training. Work will also be undertaken to highlight to all employees that training is on offer for everyone.

10.2 Disabled Employee Profile

For the 890 training requests for the whole Council:

Appendix 4b

Job Applicants by disability	
Whole Council	Percentage (%)
Yes	1.01
No	98.99
Total	100

For the 49 training requests for Education Teaching Staff:

Job Applicants by disability	
Education Teaching Staff	Percentage (%)
Yes	6.12
No	93.88
Total	100

10.3 Ethnicity

For the 890 training requests for the whole Council:

Whole Council	Percentage (%)
Scottish	81.5
English	0.56
Welsh	0.33
British	15.61
Irish	0.22
Other white ethnic group	0.33
Indian, Indian Scottish or Indian British	0.33
Prefer not to answer	1.12
Total	100

For the 49 training requests for Education Teaching Staff:

Education Teaching Staff	Percentage (%)
Scottish	85.7
British	12.25
Irish	2.05
Total	100

10.4 E-Learning Platform training requests

455 employees undertook e-learning courses for the whole Council

Whole Council	Percentage (%)
Female	65.27

Appendix 4b

Male	34.73
Transgender	0
Total	100

38 employees undertook e-learning courses for Education Teaching Staff:

Education Teaching Staff	Percentage (%)
Female	86.84
Male	13.16
Transgender	0
Total	100

10.5 Disabled Employee Profile

455 employees undertook e-learning courses for the whole Council

Whole Council	Percentage (%)
Yes	1.76
No	82.42
Prefer not to Answer	10.99
Null / Blank	4.83
Total	100

38 employees undertook e-learning courses for Education Teaching Staff:

Education Teaching Staff	Percentage (%)
Yes	
No	57.9
Prefer not to Answer	21.05
Null / Blank	21.05
Total	100

10.6 Ethnicity

455 employees undertook e-learning courses for the whole Council

Whole Council	Percentage (%)
Scottish	62.85
English	1.31
Northern Irish	0.21
Irish	18.02
Other white ethnic group	1.32

Appendix 4b

Whole Council	Percentage (%)
Prefer not to answer	10.32
Null / Blank	5.97
Total	100

38 employees undertook e-learning courses for Education Teaching Staff:

Education Teaching Staff	Percentage (%)
Scottish	42
Irish	15.82
Other white ethnic group	2.65
Prefer not to answer	18.46
Null / Blank	21.07
Total	100

Conclusion

The employee monitoring information highlights the importance of the work that the Council does to ensure it is an employer of choice, providing modern and fair employment opportunities and experiences. The analysis of this year's information highlights a number of areas for the Council to focus on during the year ahead.

i) We need to ensure that all employees are aware of the benefits of flexible working and make particular effort to ensure that employees working in areas which are traditionally less likely to avail themselves of employee benefits are made aware of the opportunities available to them.

ii) The age profile of the Council may represent a challenge to workforce to ensure the success of the succession planning process for identifying and developing people with the potential to fill key business leadership positions in the organisation.

iii) Engagement with employees in regard to equal opportunities is an important means of giving us more qualitative insight into the issues concerning our employees and allow us to take these on board when reviewing and developing new policies. We continue to encourage employees to feel confident about declaring their disability, sexual orientation or information about other protected characteristics. An all-employee self-declaration equalities information update was conducted in autumn 2011 and this provides updated workforce composition data to correlate to the 2011 Census data when it is published in December 2012. This data reveals increased confidence in reporting the rise in responses to questions posed in the equalities monitoring questionnaire.

iiii) As part-time low-paid women are traditionally within certain groups of workers least likely to be offered training opportunities and therefore likely to be underemployed. Inverclyde Council continue to have specific training for this group

Appendix 4b

of employees via a CMI training course (Introduction to Management) for Supervisory Cleaning and Catering staff. The Council will also be monitoring take-up of our new online Brightwave training system where employees can learn online at a time and place convenient to them to assess take up of courses within these groups.

Report To:	Policy & Resources Committee	Date:	21 May 2013
Report By:	Corporate Director Environment, Regeneration & Resources Chief Financial Officer	Report No:	FIN/42/13/MT/AP
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	Policy & Resources Capital Programme – (2012/13-15/16) - Progress Report		

1.0 PURPOSE

- 1.1 The purpose of this report is to update Members on the status of the projects forming the Policy & Resources Capital Programme and to highlight the actual spend as at 28th February 2013.

2.0 SUMMARY

- 2.1 This report advises Members of progress and the financial status of projects within the Policy & Resources Capital Programme.
- 2.2 The projected expenditure in 2012/16 is £7.558m, indicating expected full spend within the 2012/16 financial years. The budget has a reduction of £0.052m per annum from 2013/14 resulting from agreed Revenue savings has been applied following approval of the 2013/16 budget.
- 2.3 The approved budget for 2012/13 is £1.279m with a projected spend of £1.253m. The projected spend is utilising £0.175m from 2013/14 budget profile due to the advancement of the rolling programme of PC replacement within Schools and Corporate sites which is offset by slippage of £0.201m, mainly within Modernisation spend and the SV Comet refurbishment.
- 2.4 Expenditure at 28th February 2013 is £1.034m, 83% of 2012/13 projected spend whilst appendix 1 contains details of the projects and the projected spend.

3.0 RECOMMENDATION

- 3.1 That the Committee note the current position of the 2012/16 Capital Programme and the progress of the specific projects detailed in the Appendix 1.

Aubrey Fawcett
Corporate Director
Environment, Regeneration & Resources

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 In February 2013 the Council agreed to extend the three year Capital Programme covering the period 2012/15 to include financial year 2015/16. The budget has been increased by £0.567m to reflect the ongoing annual allocations for 2015/16, in addition Revenue Savings have resulted in a reduction in the Prudentially Funded PC refresh budget of £0.052m per annum from 2013/14.
- 4.2 The introduction of the unified Police Service of Scotland on 1st April 2013 will result in the Capital Grant being paid directly to the Police Scotland. As a result the 2013/14 (£0.222m) and 2014/15 (£0.326m) Police Grant have been removed, reducing the budget by £0.548m. The Council's General Capital Grant will be reduced by the same amount resulting in a nil impact to the Council.

5.0 PROGRESS

- 5.1 Mobile working pilots underway.

Mobile Working for Health & Safety Inspectors. Pulsion solution piloted in Health and Safety. Final stage is to check integration functionality with SWIFT as a test.

- 5.2 PC Refresh 2012/13 – This refresh project is now complete for 2012/13 and planning has started for 2013/14 programme.
- 5.3 Phase 1 remedial work now complete and phase 2 of the project has started. New network switches and cabinets being installed for virtual servers.
- 5.4 New EDRMS implementation underway. Revs/Bens sub group looking at migration. CHCP sub group organising file archiving/cleansing.
- 5.5 New voice recording system for CSC Welfare Reform work procured system operational for Discretionary Payments by 31st March but telephone payments not expected until August 2013.
- 5.6 SV Comet – development of the canopy is continuing and a preferred option has now been identified, this option however will require additional funding of up to £0.054m. Officers are proposing that all remaining spend on the canopy will now be funded from the allocation in February 2013 to the Regeneration of Port Glasgow and this is subject to a separate report to the Environment & Regeneration Committee which has in turn been remitted to this Committee to approve the funding virement.

6.0 FINANCIAL IMPLICATIONS

- 6.1 The figures below detail the position at 28th February 2013. Expenditure to date is £1.034m (83% of the 2012/13 projected spend).
- 6.2 The approved budget for 2012/16 is £7.558m made up of £5.406m Supported Borrowing, £1.972m Prudential Borrowing and £0.180m Common Good Contribution. The current projected spend for 2012/15 is on budget.

Service	Approved Budget £000	Current Position £000	Overspend/ (Underspend) £000
ICT	6,476	6,476	-
Joint Boards	902	902	-
Common Good/Trusts	180	180	-
Total	7,558	7,558	-

-
- 6.3 The approved budget for 2012/13 is £1.279m. The Committee is projecting to spend £1.253m in 2012/13 with net slippage of £0.026m. This is due to advancement of £0.175m within the rolling programmed of PC replacement within Schools and Corporate sites partly offset by slippage within Modernisation spend (£0.056m), SV Comet (£0.069m) and minor amounts of slippage within Mobile Technology and Storage/Back-up Devices.
 - 6.4 The Appendix gives a full breakdown of the projects that make up the Policy & Resources Capital Programme for 2012/16 and reflects the agreed ICT Capital Programme approved February 2013.
 - 6.5 It should be noted that the budget and projections have not been adjusted to reflect the proposed changes to the funding for the SV Comet at this stage.

7.0 CONSULTATION

- 7.1 The report has been jointly prepared between ICT and Finance.
- 7.2 There are no direct staffing implications in respect of this report and as such the Head of Organisational Development, HR & Communications has not been consulted.
- 7.3 There are no legal issues arising from the content of this report and as such the Head of Legal & Democratic Services has not been consulted.
- 7.4 The report has no impact on the Council's Equalities policy.

COMMITTEE: Policy & Resources

Project Name	Cost Centre	1 Est Total Cost £000	2 Actual to 31/3/12 £000	3 Approved Budget 2012/13 £000	4 Revised Est. 2012/13 £000	5 Actual to 28/02/13 £000	6 Est. 2013/14 £000	7 Est. 2014/15 £000	8 Est. 2015/16 £000	9 Future Years £000	10 Start Date	11 Original Completion Date	12 Current Completion Date	Status
Env, Reg & Res Directorate														
ICT														
Supported Borrowing														
Storage/Backup Devices	81569	151	16	37	3	3	132	0	0	0	Apr '09	Mar '10	Ongoing	Range of file storage upgrades
Performance Management Software	81569	70	64	0	6	6	0	0	0	0	Jul '09	Dec '09	Ongoing	Implement new Corporate Performance Management Solution.
Minor Works & Projects	81569	189	105	38	4	3	80	0	0	0	Apr '09	Ongoing	Ongoing	Ongoing MWs + security tests etc
Video Conference Calling	81569	25	0	25	25	25	0	0	0	0	Apr '12	Jun '12	Ongoing	Corporate VC Facility Upgrade BR2 + Ch Exec MR. Project now complete.
Mobile Technology	81570	47	23	24	10	6	14	0	0	0	May '08	Ongoing	Ongoing	Ph 3 PDA Refresh Throughout 12/13
Rolling Replacement of PC's	81567	1,902	1,239	365	540	526	123	0	0	0	Oct '11	Ongoing	Ongoing	PC Refresh for Schools + Corporate sites.
Server & Switch Replacement Programme	81568	449	427	22	22	18	0	0	0	0	Dec '09	Ongoing	Ongoing	Server + NW Switch Upgrades Throughout 12/13
Upgrade to Existing Data Centre	81917	330	0	140	140	21	190	0	0	0	May '12	Mar '14	Mar '14	DC Remedial Work + security and capacity improvements in 12/13. Server Virtualisation 13/14
2013/15 Indicative Allocation		1,341	0	0	0	0	447	447	447	0				
Prudentially Funded														
Additional PC Refresh	81570	294	120	60	60	60	38	38	38	0	Apr '10	May '12	Ongoing	Education Refresh
Whiteboard/Projector Refresh	81909	440	235	115	115	101	30	30	30	0	Apr '10	Mar '11	Ongoing	Ongoing Whiteboard Refresh Programme 12/13
Additional Licence (Avantail)		10	0	10	10	10	0	0	0	0				
Modernisation	BIIF	1,228	684	100	44	21	150	350	0	0	Apr '09	Mar '11	Mar '14	Various modernisation projects as agreed at CMT
Other														
General Police Grant	81652	902	560	242	242	222	0	0	0	0				
Common Good/Trusts														
SV Connet	81825	180	79	101	32	12	69	0	0	0	Apr '10	Mar '11	Jun '12	Completion date refers to the boat. Canopy delivery on going
TOTAL		7,558	3,652	1,279	1,253	1,034	1,273	865	515	0				

Report To:	Policy & Resources Committee	Date:	21 May 2013
Report By:	Chief Financial Officer	Report No:	FIN/41/13/AP/MT
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	2012/16 Capital Programme		

1.0 PURPOSE

- 1.1 The purpose of the report is to provide Committee with the latest position of the 2012/16 Capital Programme.

2.0 SUMMARY

- 2.1 In February 2013 the Council agreed the 2013/16 Capital Programme including a number of additional Capital projects from available reserves. Appendix 1 reflects these decisions.
- 2.2 Based on the latest figures it can be seen from Appendix 1 that there is an estimated shortfall in resources of £1.195 million over the 2012/16 period which represents 1.3% of the total programme excluding the Schools Estate. A shortfall of this level is not unusual and is considered to be within acceptable parameters however in the longer term annual capital allocations continue to exceed the General Capital Grant and opportunities to reduce this funding gap should be taken.
- 2.3 It can be seen from Appendix 2 that as at 28th February 2012 expenditure was 88% of projected spend. Phasing and project spend have been reviewed by the Senior Officer (CAMS) Group against planned spend. An update on the 2012/13 Capital Programme out-turn will be reported to Committee next cycle.
- 2.4 Appendix 2 shows that overall Committees are projecting an underspend of £300,000, this relates to the Vehicle Replacement Programme, Knocknairshill Cemetery expansion, SPT projects and Kylemore Children's Home. The majority of the slippage is being reported within Environment and Regeneration and Education & Communities. This is partly offset by acceleration of other projects however net capital slippage of £5.040m (9.28%) is now being reported. This is a significant improvement on the 31% figure in 2011/12.

3.0 RECOMMENDATION

- 3.1 It is recommended that Committee note the current position of the 2012/16 Capital Programme.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 On 14th February 2013 the Council agreed a 2013/16 Capital Programme which included significant additional funding to increase the Roads Asset Management Plan with further amounts set aside from available Revenue Reserves to fund a number of further Capital Projects and to reduce the overall funding shortfall.
- 4.2 The introduction of the unified Police Service of Scotland on 1st April 2013 will result in the Capital Grant being paid directly to Police Scotland. As a result the 2013/14 (£0.222m) and 2014/15 (£0.326m) Police Grants have been removed from the Policy & Resources budget, reducing the budget by £0.548m. The Council's General Capital Grant has been reduced by the same amount resulting in a nil impact to the Council.
- 4.3 The Business Property Renovation Scheme (BPRA) was approved by Policy & Resources Committee in February 2013. The refurbishment of Wallace Place and the creation of the Port Glasgow Hub are funded from this scheme and will deliver a capital saving of around £1.0m which was factored into the 2013/16 Budget. These projects have been removed from the Capital Programme.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows that over the 4 year period there is a projected shortfall in resources of £1.195 million which represents approximately 1.3% of the projected spend excluding the School Estates Management Plan. This is within acceptable parameters.
- 5.2 The position in respect of individual Committees is as follows:

Social Care

An underspend of £0.04m within the Kylemore Children's home is being reported. No additional slippage is being reported with spend being 72.2% of projected spend for the year.

Environment & Regeneration

An underspend of £0.260m is being reported (SPT Projects £0.130m, Vehicle Replacement Programme £0.095m, Knocknairshill Cemetery Expansion £0.035m). In addition net slippage of £2.878m is being reported for a total slippage (including underspend) of £3.138m (19.69%) with spend being 83% of projected spend for the year. The main areas of slippage are within Roads (£0.269m), Vehicles (£0.435m inclusive of the £0.095m underspend), Play Areas (£0.22m), Leisure & Pitches Strategy (£0.613m), Asset Management Plan (£1.080m), Port Glasgow Town Hall (£0.183m) and Lunderston Bay (£0.198m).

Education & Communities

Net slippage of £1.876m (5.2%) is being reported with spend being 91% of projected spend for the year. The main areas of slippage are within Scheme of Assistance (£0.26m), St Columba's High School (£0.5m), the Port Glasgow Community Campus (£0.5m) and the Lomond View Academy (£0.62m).

Policy & Resources

Replacement of PC's to the value of £0.175m (13.7%) has been accelerated from future years with £0.201m of slippage also being reported for net slippage of £0.026m (2.03%) with spend being 82.5% of projected spend for the year.

- 5.3 It should also be noted that a preferred option for the development of a canopy for the SV Comet has now been identified however this will required additional funding. This is subject to a separate report to the Environment & Regeneration Committee which has in turn been remitted to this Committee to approve the funding. This report does not reflect the changes relating to this project at this stage.
- 5.4 Overall in 2012/13 it can be seen that expenditure is 88.35% of the projected spend for the year and that slippage from the programme agreed in February 2012 is currently £5.040 million (9.26%) which is a significant improvement on the figure of 31% experienced in 2011/12.

6.0 SCHOOL ESTATE MANAGEMENT PLAN

- 6.1 The position of the School Estate finances is shown separately in Appendix 2. A report to the Education & Lifelong Learning Committee on 30th October 2012 advised of the latest position of the SEMP with the overall model remaining affordable and deliverable. Proposals to accelerate aspects of the Primary School Programme were approved by the Council in February 2013.

7.0 CONCLUSION

- 7.1 The Council's Capital Programme for 2012/16 is showing a shortfall in resources of £1.195 million.
- 7.2 Overall Service Committees have spent 88.35% of the 2012/13 projected spend as at 28th February 2013.

8.0 CONSULTATION

- 8.1 This report reflects the position reported to Service Committees and has been approved by the Corporate Management Team.

Appendix 1

Capital Programme - 2012/13 - 2014/15

Available Resources

	2012/13	2013/14	2014/15	2015/16	Total
	£000	£000	£000	£000	£000
Government Capital Support	6,200	5,857	7,838	6,000	25,895
Less: Allocation to School Estate	(4,800)	(4,500)	(4,800)	(4,300)	(18,400)
Capital Receipts (Note 1)	742	865	560	937	3,104
Capital Grants (Note 2)	2,022	468	125	-	2,615
Prudential Funded Projects (Note 3)	5,645	7,158	24,431	6,101	43,335
Balance B/F From 11/12 (Exc School Estate)	3,995	-	-	-	3,995
Capital Funded from Current Revenue (Note 4)	4,072	9,137	8,974	2,833	25,016
Transfer to Capital Fund	(50)	-	(340)	(165)	(555)
	17,826	18,985	36,788	11,406	85,005

Overall Position 2012/16

	£000
Available Resources (Appendix 1, Column E)	85,005
Projection (Appendix 2, Column B-E)	86,200
(Shortfall)/Under Utilisation of Resources	(1,195)

Notes to Appendix 1

All notes exclude School Estates

Note 1 (Capital Receipts)

	2012/13	2013/14	2014/15	2015/16	Total
	£000	£000	£000	£000	£000
Sales	467	496	560	937	2,460
Contributions/Recoveries (2012/13 to be confirmed)	275	369	-	-	644
	742	865	560	937	3,104

Note 2 (Capital Grants)

	2012/13	2013/14	2014/15	2015/16	Total
	£000	£000	£000	£000	£000
Cycling, Walking & Safer Streets	93	85	125	-	303
SPT	1,345	-	-	-	1,345
Sports Scotland/SFA	317	383	-	-	700
Food Waste	267	-	-	-	267
	2,022	468	125	-	2,615

Notes to Appendix 1

Note 3 (Prudentially Funded Projects)

	2012/13	2013/14	2014/15	2015/16	Total
	£000	£000	£000	£000	£000
Additional ICT - Education Whiteboard & PC Refresh	185	68	68	68	389
Vehicle Replacement Programme	(108)	234	978	2,198	3,302
Greenock Parking Strategy	-	-	150	-	150
Asset Management Plan - Offices	34	2,207	6,330	492	9,063
Asset Management Plan - Borrowing in Lieu of Receipts	-	-	920	-	920
Asset Management Plan - Depots	1,909	1,872	8,279	1,183	13,243
Leisure & Pitches Strategy	2,314	1,442	946	-	4,702
Kylemore Childrens Home	546	60	-	-	606
Binnie Street Nursery	575	-	-	-	575
Modernisation Fund	44	125	350	-	519
Watt Complex Refurbishment	100	1,150	1,750	-	3,000
Gourock One Way System	46	(46)	2,500	-	2,500
Roads Asset Management Plan	-	-	2,100	2,100	4,200
Surplus Prudential Borrowing due to project savings	-	60	60	60	180
Element of Prudentially Funded projects already funded through existing Supported Borrowing	-	(14)	-	-	(14)
	5,645	7,158	24,431	6,101	43,335

Note 4 (Capital Funded from Current Revenue)

	2012/13	2013/14	2014/15	2015/16	Total
	£000	£000	£000	£000	£000
Regeneration of Port Glasgow Town Centre	350	290	450	-	1,090
Play Areas	387	295	300	-	982
SWIFT Finance Module	35	35	-	-	70
Asset Management Plan - Offices (Capital Fund)	1,000	-	-	-	1,000
Lunderston Bay	12	63	98	-	173
Scheme of Assistance	189	677	433	433	1,732
Aids & Adaptations (Earmarked Reserve)	277	110	-	-	387
Flooding Strategy	142	42	1,250	-	1,434
Additional Funding for Road Improvements	7	-	-	-	7
Roads Winter Maintenance Equipment	32	-	-	-	32
Greenock Parking Strategy	-	104	100	-	204
Roads Asset Management Plan	1,373	2,727	2,400	2,400	8,900
Broomhill Community Facility (Community Facility Fund)	-	50	150	-	200
Inverkip Community Facility	-	-	900	-	900
Modernisation Fund	-	25	-	-	25
Greenock Town Centre	251	(1)	-	-	250
Port Glasgow Town Centre, Town Hall Refresh	17	170	63	-	250
Watt Complex Refurbishment	-	-	1,000	-	1,000
Community Facilities Investment	-	-	750	-	750
Blaes Football Parks	-	-	830	-	830
Broomhill Regeneration	-	-	250	-	250
Use of General Fund Reserves	-	4,550	-	-	4,550
	4,072	9,137	8,974	2,833	25,016

Capital Programme - 2012/13 - 2014/15Agreed Projects

Committee	A Prior Years £000	B 2012/13 £000	C 2013/14 £000	D 2014/15 £000	E 2015/16 £000	F Future £000	G Total £000	H Approved Budget £000	I (Under)/ Over £000	J 2012/13 Spend To 28/2/13 £000
Policy & Resources	3,652	1,253	1,273	865	515	-	7,558	7,558	-	1,034
Environment & Regeneration	26,284	12,803	13,858	30,174	11,625	90	94,834	95,094	(260)	10,625
Education & Communities (Exc School Estate)	1,038	2,149	2,762	7,014	933	-	13,896	13,896	-	1,892
CHCP	454	881	95	-	-	-	1,430	1,470	(40)	636
Sub -Total	31,428	17,086	17,988	38,053	13,073	90	117,718	118,018	(300)	14,187
School Estate (Note 1)	10,839	32,176	22,838	12,016	6,365	11,622	95,856	95,856	-	29,334
Total	42,267	49,262	40,826	50,069	19,438	11,712	213,574	213,874	(300)	43,521

Note 1Summarised SEMP Capital Position - 2012/17

	2012/13	2013/14	2014/15	2015/16	2016/17
Capital Allocation	4,800	4,500	4,800	4,300	4,300
Scottish Government School Grant (estimate)	3,007	1,366		801	803
Surplus b/fwd	5,352	2,510	4,409	1,244	(20)
Prudential Borrowing	15,827	10,546	4,051	-	-
Prudential Borrowing - In Lieu of Receipts	5,700	3,325			
Prudential Borrowing - Alternative Model		5,000			
Available Funding	34,686	27,247	13,260	6,345	5,083
<u>Projects</u>					
Ex-Prudential Borrowing	16,349	12,292	7,965	6,365	5,436
Prudential Borrowing	15,827	10,546	4,051	-	-
Total	32,176	22,838	12,016	6,365	5,436
Surplus c/fwd	2,510	4,409	1,244	(20)	(353)

Report To:	Policy & Resources Committee	Date:	21 May 2013
Report By:	Chief Executive, Corporate Director Environment, Regeneration & Resources, Corporate Director Education, Communities & Organisational Development and Chief Financial Officer	Report No:	FIN/37/13/AP/AE
Contact Officer:	Angela Edmiston	Contact No:	01475 712143
Subject:	Policy & Resources Committee 2012/13 Revenue Budget – Period 11 to 28 February 2013		

1.0 PURPOSE

- 1.1 To advise Committee of the 2012/13 projected out-turn for the Policy & Resources Committee as at Period 11 (28 February 2013).

2.0 SUMMARY

- 2.1 The total revised Committee budget for 2012/13 is £29,213,000. This excludes Earmarked Reserves of £7,469,000.
- 2.2 The latest projection, excluding Earmarked Reserves, is an underspend of £1,287,000 which is an increase in underspend of £257,000 since last reported to Committee.
- 2.3 The main reasons for this underspend are:
- i) A £581,000 projected underspend within Inflation and General Contingency based on commitments to date and a £142,000 projected increase within Internal Resource Interest in line with 2011/12 out-turn. This is an increase in underspend of £93,000 since last reported to Committee.
 - ii) A £339,000 projected underspend within Employee costs which is an increase in underspend of £20,000 since last reported to Committee mainly due to early achievement of previously approved turnover savings and additional turnover savings.
 - iii) A projected over-recovery of £306,000 within Finance income which includes a net increase in income of £90,000 since last reported to Committee. The increase in income is due to Benefit Overpayment Recoveries, which is partly offset by an increase in bad debt provision.

3.0 RECOMMENDATIONS

- 3.1 The Committee note the projected underspend of £1,287,000 for the Policy & Resources Committee as at Period 11 (28 February 2013).
- 3.2 The Committee is asked to approve virement as detailed in Appendix 4.

John Mundell
Chief Executive

Alan Puckrin
Chief Financial Officer

Albert Henderson
Corporate Director
Education, Communities &
Organisational Development

Aubrey Fawcett
Corporate Director
Environment, Regeneration &
Resources

4.0 BACKGROUND

- 4.1 The purpose of this report is to advise Committee of the current position of the 2012/13 budget and to highlight the main issues contributing to the projected underspend of £1,287,000.

5.0 2012/13 CURRENT POSITION

- 5.1 The current projection is an underspend of £1,287,000. Subsequent paragraphs provide more detail of the main variances.
- 5.2 The following material variances relate to the Environment, Regeneration & Resources Directorate:

Finance - £310,000 Underspend

Employee Costs: There is a projected underspend within employee costs of £190,000 due to early achievement of previously approved savings and turnover. This is an increase in underspend of £11,000 since last reported to Committee.

Administration Costs: Projecting an overspend of £38,000 within administration costs which is a decrease in spend of £14,000 since period 10 report to Committee due to a reduction in postages costs.

Payments to Other Bodies: A projected overspend of £12,000 mainly due to a projected overspend within NDR Discretionary Relief. This is a £1,000 reduction of spend since last reported to Committee.

Other Expenditure: The current projection is an overspend of £139,000 mainly due to:

£18,000 within Sheriff Officer Commission, which was reported to the last Committee.

£120,000 for bad debt provision, which is an increase in cost of £90,000 since period 10 report to Committee which is more than offset by an increase in Debtors accounts invoiced.

Income: A projected over-recovery of £306,000 which is an increase of £187,000 since last report to Committee. The main reasons for the over-recovery are:

£60k over-recovery in Sheriff Officer Legal Fee Recoveries partly off-set by an increase in Administration costs as above. This was reported to Committee in period 10.

£85,000 under-recovery within Council Tax income for previous years due to size of the net debt in 2007/08 Council Tax. There has been an increase in recovery of £15,000 since last reported to Committee.

As reported in period 10 an £80,000 over-recovery within Benefit Subsidy based on the mid year return produced in August 2012; and

£250,000 projected over-recovery on Benefit Overpayment Recoveries, which is due to the number of debts being raised and is related to the increase in the Bad Debt Provision. This is an increase in recovery of £180,000 which offsets increase in spend within bad debt provision as mentioned above.

Legal & Democratic Service – £60,000 Underspend

Employee Costs: There is a projected underspend of £55,000 within employee costs due to additional turnover savings. This is an increase in savings of £1,000 since last reported to Committee.

Administration Costs: The current projected underspend is £18,000 which is a further minor underspend of £1,000 since last reported to Committee. This is mainly due to a £12,000 underspend within Franking Machine postage offset by a reduction in income.

Income: The current projection is an under-recovery of £22,000 mainly due to a £14,000 under-recovery within Franking Machine postage income offset by a reduction in costs and £10,000 reduction in liquor licenses due to a reduced number of applications. This was reported to Committee in period 10.

ICT - £37,000 Underspend

Employee Costs: The current projection, is an underspend of £9,000 a minor increase in spend of £1,000 since last reported to Committee.

Supplies & Services: The current projection is an underspend of £20,000, an increase in underspend of £5,000 since period 10 report to Committee, mainly due to a further reduction is the new Virgin Media Contract costs.

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

Organisational Development, HR & Communications - £112,000 underspend

Employee Costs: Projecting an underspend of £57,000, an increase in underspend of £8,000 since last reported to Committee due to additional turnover savings and savings within other employee costs.

Administration Costs: Projecting an underspend of £32,000, an increase in savings of £25,000 since period 10 mainly due to additional savings being projected within Corporate Communications Advertising budget.

Payments to Other Bodies: Projecting an underspend of £7,000, an increase in spend of £10,000 since last Committee mainly due to a minor increase in requirement for Occupational Health costs and Events costs. The increase in Events costs partly offset by an increase in income.

Income: An over-recovery of £16,000 is being projected, which is an increase of £5,000 since last reported to Committee mainly due to additional income from Events which is offset by an increase in costs as reported above.

- 5.4 The following material variances relate to the Miscellaneous and Joint Boards:

Miscellaneous & Joint Boards – £778,000 Underspend

Employee Costs: Projecting an underspend of £33,000 resulting from Management Restructure. A minor increase in underspend of £1,000 since last reported to Committee.

Other Expenditure: A review of the Inflationary and General Contingency budget pressures has resulted in an underspend of £581,000. This is an increase in underspend of £51,000 since last Committee and is due to a revision of commitments to date. Also, a minor

underspend of £7,000 within Pension costs is being projected. A £15,000 underspend within Audit Scotland costs was reported to Committee in period 10.

Internal Resources Interest: Due to improved cashflow management, it is anticipated that there will be a further £42,000 increase in Internal Resources Interest received since period 10 report to Committee, resulting in a projected out-turn of £142,000.

6.0 VIREMENT

- 6.1 Committee is asked to approve virement as detailed in Appendix 4. Where appropriate, the virement is reflected throughout the report. This virement is requested to transfer £38,450 of Employee Cost budget from Miscellaneous to Organisational Development, HR & Communications.

7.0 EARMARKED RESERVES

- 7.1 Appendix 2 gives a detailed breakdown of the current earmarked reserves position. Total funding is £7,469,000 of which £1,895,000 is projected to be spent in 2012/13 and the remaining balance of £5,574,000 to be carried forward to 2013/14 and beyond. It can be seen that expenditure of £387,000 represents 20.4% of the annual projected spend, however a further £1,455,000 has been legally committed in respect of early release costs thus increasing the overall percentage spend at 28 February to 97.2%.

8.0 FINANCIAL IMPLICATIONS

- 8.1 The current projected outturn per service:

Service	Approved Budget 2012/13 £000	Revised Budget 2012/13 £000	Projected Out-turn 2012/13 £000	Projected Over/(Under) Spend £000
Finance	3,619	3,601	3,291	(310)
ICT	2,174	2,174	2,137	(37)
Legal & Democratic Services	1,747	1,775	1,715	(60)
Total Net Expenditure Environment, Regeneration & Resources	7,540	7,550	7,143	(407)
Organisational Development, Human Resources & Communications	1,987	2,051	1,939	(112)
Corporate Policy	174	174	182	8
Total Net Expenditure Education, Communities & Organisational Development	2,161	2,225	2,121	(104)
Chief Executive	353	360	362	2
Joint Boards	16,022	15,974	15,974	0
Miscellaneous	3,410	3,104	2,326	(778)
Total Net Expenditure (Excluding Earmarked Reserves)	29,486	29,213	27,926	(1,287)

9.0 COMMON GOOD FUND

- 9.1 Appendix 3 shows the position of the approved Common Good Fund as at 28 February 2013 and as at the 31 March 2013 the projected available fund balance is £172,900. A report elsewhere on the agenda proposes investment in some Common Good shops to be funded by transferring some of the expenditure on the Comet to the General Fund.

10.0 EQUALITIES

10.1 There are no equality issues arising from this report.

11.0 REPOPULATION IMPLICATIONS

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

12.0 CONSULTATIONS

12.1 The 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.

POLICY & RESOURCES**REVENUE BUDGET MONITORING REPORT****MATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)****PERIOD 11: 1st April 2012- 28th February 2013**

Outturn 2011/12 £000	Budget Heading	Budget 2012/13 £000	Proportion of Budget £000	Actual to 28/02/13 £000	Projection 2012/2013 £000	Over/(Under) Budget £000
	<u>Finance</u>					
4,136	Employee Costs	4,165	3,640	3,485	3,975	(190)
186	Admin - Legal Expenses (Sheriff Officer)	167	153	205	227	60
71	Admin - Postages	81	74	48	66	(15)
88	PTOB - Discretionary Relief	80	73	0	95	15
140	Other Expenditure - HB Bad Debt Provision	40	30	148	160	120
81	Other Expenditure - Commission	43	39	59	61	18
(269)	Income - Recoveries	(100)	(75)	(312)	(350)	(250)
(35,969)	Income - Benefit Subsidy	(34,320)	(31,460)	(32,688)	(34,400)	(80)
(180)	Income - Legal Fees Recoveries	(158)	(145)	(201)	(218)	(60)
(117)	Income - Council Tax Previous Years	(100)	(83)	0	(15)	85
(283)	Income - Statutory Additions	(260)	(238)	(223)	(250)	10
	<u>ICT</u>					
243	Supplies & Services - Computer Hardware Maintenance	482	442	447	457	(25)
0	Income - Other income	(11)	(10)	0	0	11
	<u>Organisational Development, HR & Communications</u>					
1,810	Employee Costs	1,711	1,529	1,478	1,654	(57)
67	Corp Comms - Advertising	83	76	31	62	(21)
0	Org Development - Other Income	0	0	(12)	(12)	(12)
	<u>Miscellaneous & Joint Boards</u>					
0	Employee Costs	112	89	75	79	(33)
743	Inflation Contingency	564	470	166	216	(348)
204	General Contingency	420	280	187	187	(233)
(391)	Internal Resource Interest	(238)	(159)	0	(380)	(142)
252	Audit Fee	283	181	156	268	(15)
	<u>Legal & Democratic Services</u>					
1,277	Employee Costs	1,343	1,174	1,123	1,288	(55)
17	Admin - Postages	49	45	31	37	(12)
(87)	Income - Liquor Licences	(113)	(104)	(87)	(103)	10
(10)	Income - Recharges (Franking Machine)	(28)	(26)	(6)	(14)	14
(27,991)	TOTAL MATERIAL VARIANCES	(25,705)	(24,004)	(25,890)	(26,910)	(1,205)

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

Appendix 2

<u>Project</u>	<u>Lead Officer/ Responsible Manager</u>	<u>c/f Funding 2011/12</u> £000	<u>New Funding 2012/13</u> £000	<u>Total Funding 2012/13</u> £000	<u>Actual Period 11 2012/13</u> £000	<u>Projected Spend 2012/13</u> £000	<u>Amount to be Earmarked for 2013/14 & Beyond</u> £000	<u>Lead Officer Update</u>
Early Retiral/Voluntary Severance Reserve	Alan Puckrin	5,668	0	5,668	76	1,531	4,137	Budget implementation on going. Commitments to date of £1,531k of which £76k spend has been incurred to period 12. Balance to be accrued at year end. Further commitments have been made for 2013/14 of £247k
Modernisation Fund	Alan Puckrin	501	0	501	7	7	494	Various modernisation projects including the Mobile Working Pilot (£9k for Educational Psychologists). Proposals on utilisation to be developed during 2013/14.
Procurement Development Fund	Alan Puckrin	168	9	177	48	48	129	To be spent on Procurement Development. Temporary Project Officer (£43k).
RVJB Capital Contribution	Alan Puckrin	44	0	44	0	10	34	Projected spend for 2012/13 based on Renfrewshire Valuation Joint Board Capital programme for 2012/13. Balance of £16k to be written back to General Fund. £10k spend to be accrued at year end.
Workforce Development Fund	Alasdair Moore	51	0	51	8	8	43	£13k to be utilised for Finance Development Capacity Plan, of which £8k has been spent in 12/13 and £5k to be spent in 13/14. £12k will be utilised to set up the new Port Glasgow Training Suite and another £10k for various other training needs, both of which will be spent in 13/14 & beyond. The balance of £16k to be written back to General Fund.
Equal Pay	Alasdair Moore	29	0	29	29	29	0	Spent in full.
Customer Service Centre Uniforms	Alan Puckrin	12	0	12	11	11	1	Spent in full.
Allowance for Elections	Elaine Paterson	116	0	116	104	104	12	Majority of expenditure will be incurred in 2012/13. Any unspent balance to be written back to General Reserves.
Revenue Expenditure Transferred from Capital	Alan Puckrin	119	0	119	0	40	79	Sum set aside and utilised as part of the accounts closure process.
Welfare Reforms	Alan Puckrin	60	126	186	77	77	109	Additional funding received from the DWP funding Senior Benefit Assessor. Appeals Officer and Computer Software upgrades. Further £40k DWP funding in 2013/14 plus estimate £120k from Government for Council Tax Reduction & £40k for Welfare Fund set up costs.

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

Appendix 2

Project	Lead Officer/ Responsible Manager	c/f Funding 2011/12 £000	New Funding 2012/13 £000	Total Funding 2012/13 £000	Actual Period 11 2012/13 £000	Projected Spend 2012/13 £000	Amount to be Earmarked for 2013/14 & Beyond £000	Lead Officer Update
Implementation of Saving Workstreams	Alan Puckrin	79	0	79	0	0	79	New workstream programme approved.
ICT Shared Services	Aubrey Fawcett		100	100	0	0	100	Expenditure approved by Council in November 2012.
Protection of Vulnerable Groups	Alasdair Moore	226	0	226	15	18	208	Sum set aside to transfer existing employees onto new Protection of Vulnerable Groups (PVG) Scheme. An 18.5hr Grade C Admin post starting beginning of November 2012 is being funded from this budget. PVG expenditure will be phased over 3 years with an estimated 280 PVG checks completed by 31/03/2013. PVG Checks for March yet to be charged.
Feasibility Study	John Mundell	11	0	11	0	0	11	To fund Hydro Electric Project Feasibility and assist current project implementation. Costs relate to potential partnership with Scottish Water Horizons for Hydro Project
Microsoft Licensing	Robert Stoakes	150	0	150	12	12	138	To fund 3 year contract for Microsoft Licenses. Reserve will be phased over 3 years, effective June 2012.
Total		7,234	235	7,469	387	1,895	5,574	

COMMON GOOD FUND

Appendix 3

REVENUE BUDGET MONITORING REPORT 2012/13

PERIOD 11 : 1st April 2012 to 28th February 2013

	Final Outturn 2011/12	Approved Budget 2012/13	Budget to Date 2012/13	Actual to Date 2012/13	Projected Outturn 2012/13
<u>PROPERTY COSTS</u>	13,290	3,000	4,100	18,930	10,500
Repairs & Maintenance	6,340	2,000	3,300	9,230	9,500
Rates 1	6,740			8,700	0
Property Insurance	210	1,000	800	1,000	1,000
<u>ADMINISTRATION COSTS</u>	8,560	8,500	8,500	11,040	11,100
Sundries	360	300	300	2,840	2,900
Commercial Rent Management Recharge	2,200	2,200	2,200	2,200	2,200
Recharge for Accountancy	6,000	6,000	6,000	6,000	6,000
<u>OTHER EXPENDITURE</u>	129,350	149,500	130,570	126,030	129,030
Christmas Lights Switch On	10,200	10,500	10,500	9,530	9,530
Christmas Dinners/Parcels	17,580	18,000	16,570	16,570	16,570
Christmas Decorations	34,400	36,300	36,300	35,400	35,400
Gourock Highland Games	28,700	29,400	29,400	29,400	29,400
Armistice Service	3,810	6,300	6,300	5,480	5,480
Comet Festival	13,000	13,300	13,300	13,300	13,300
Fireworks	12,070	12,600	12,600	12,600	12,600
Contingency for future Community Events	0	17,000	0		0
Society of the Innocents Rent Rebate	2,250	3,100	2,600	3,750	3,750
Diamond Jubilee Celebrations		3,000	3,000		3,000
Bad Debt Provision	7,340	0	0		0
<u>INCOME</u>	(162,860)	(161,000)	(131,200)	(212,540)	(207,540)
Property Rental	(161,130)	(193,200)	(161,000)	(144,500)	(193,200)
Void Rents 2		35,700	29,800		53,700
Internal Resources Interest	(1,730)	(3,500)	0	(1,540)	(1,540)
Donations				(1,500)	(1,500)
Lease Premium				(65,000)	(65,000)
<u>NET ANNUAL EXPENDITURE</u>	(11,660)	0	11,970	(56,540)	(56,910)
<u>EARMARKED FUNDS</u>	163,830	104,570	0	0	104,570
Replacement of SV Comet	1,830	100,570			100,570
Contribution to 2011 Tall Ships Event	162,000	0	0	0	0
Contribution to Parade - Royal Regiment of Scotland		4,000			4,000
<u>TOTAL NET EXPENDITURE</u>	152,170	104,570	11,970	(56,540)	47,660

Fund Balance as at 31st March 2012

220,560

Projected Fund Balance as at 31st March 2013

172,900

Notes:

1 Rates (Empty Properties)

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

2 Current Empty Properties are:

Vacant since:

4 John Wood Street
10 John Wood Street
15 John Wood Street
10 Bay Street

May 2010 - Remedial Works Scheduled
November 2009

REVENUE BUDGET MONITORING REPORT**VIREMENT REQUEST****Period 11: 1st April 2012 - 28th February 2013**

Budget Heading		Increase Budget £	(Decrease) Budget £
Miscellaneous - Employee Costs	1		(38,450)
Human Resources - Employee Costs	1	38,450	
Total		38,450	(38,450)

1) Transfer of budget from Miscellaneous to Human Resources to correctly reflect Service responsibility.

Report To:	Policy & Resources Committee	Date: 21 May 2013
Report By:	Chief Financial Officer	Report No: FIN/40/13/AP/LA
Contact Officer:	Alan Puckrin	Contact No: 01475 712223
Subject:	2012/13 General Fund Revenue Budget as at 28 February 2013	

1.0 PURPOSE

- 1.1 The purpose of the report is to advise the Committee of the position of the General Fund Revenue budget as at 28 February 2013 and to update Committee in respect of the position of the Reserves and Workstream Savings.

2.0 SUMMARY

- 2.1 The Council confirmed the 2012/13 Revenue Budget in February 2012. The budget incorporated a recurring contribution to the General Fund of £4.053 million and a one off contribution to reserves of £500,000 from Loans Charges.
- 2.2 It can be seen from appendix 1 that as at 28 February 2013 the General Fund is projecting a £2.787 million underspend which equates to approximately 1.3% of the net Revenue Budget. This is an increase in underspend of £0.23 million since the last report.
- 2.3 All 4 Service Committees are projecting an underspend. In addition there is a projected underspend in Loans Charges of £500,000 and unallocated General Revenue Grant of £259,000 as previously reported.
- 2.4 Appendix 2 shows the latest position in respect of Earmarked Reserves from where it can be seen that as at 31 March 2013 expenditure including estimated accruals represents 98.5% of the 2012/13 projected spend.
- 2.5 Appendix 3 shows the latest position of the General Fund Reserves and shows that the projected balance as at 31 March 2013 is £6.972 million. The main reason for the increase in previously reported reserves is the confirmation that the Council will receive £621,000 from the disaggregation of Strathclyde Police reserves. Confirmation of the Strathclyde Fire & Rescue reserves is awaited. Decisions to utilise the reserves in excess of the minimum recommended level of £4 million were taken as part of the 2013/16 Revenue Budget in February 2013. It was agreed that decisions on the utilisation of any further surplus reserves will be taken once the 2012/13 Audit is completed.
- 2.6 Appendix 4 and Appendix 5 gives an update in respect of the Savings Workstreams. The Workstream Programme has been recast with a new Workstream Programme covering the period 2013/16 created.
- 2.7 At its meeting on 14 February 2013 the Council approved a 3 year Revenue & Capital Budget covering the period 2013/16. A report is elsewhere on the agenda giving an update in respect of the 2013/14 Budget.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the latest position in respect of the 2012/13 Revenue Budget and the General Fund Reserve.
- 3.2 It is recommended that the Committee note that the 2013/16 Workstream Savings position.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Council confirmed the 2012/13 General Fund Revenue Budget in February 2012. In the process it was agreed a contribution to Reserves of £4.053 million in addition to a one off contribution to Reserves of £500,000 arising from Loans Charges.

5.0 POSITION AS AT 28 FEBRUARY 2013

- 5.1 It can be seen from Appendix 1 that as at 28 February 2013 there is a projected underspend of £2.787 million (1.3%). This is an increase in underspend of £0.23 million since the last report.
- 5.2 It can also be seen from Appendix 1 that all 4 Service Committees have projected an underspend in addition to a continuing projected underspend in Loans Charges and an increase in Government Grant.
- 5.3 Appendix 2 shows the latest position in respect of the Earmarked Reserves which are reported in detail to the relevant Service Committees. From this it can be seen that actual expenditure plus known year end accruals is 98.5% of projected spend.
- 5.4 Appendix 3 shows the Projected Reserves Position as at 31 March 2013. The projected balance is now £6.972 million including £621,000 from the Strathclyde Police disaggregated reserves.
- 5.5 Decisions in respect of the use of the Free Reserves were taken as part of the 2013/16 Revenue Budget with a further report due for Members to consider post the audit of the 2012/13 accounts.

6.0 WORKSTREAM SAVINGS

- 6.1 Appendix 4 gives an update from the Corporate Management Team of each of the Saving Workstreams approved as part of the 2013/16 Workstream Programme.
- 6.2 Appendix 5 shows an update in respect of the achievement of Workstream Savings for 2013/14.

7.0 OTHER FINANCIAL MATTERS

- 7.1 On 14 February 2013 the Council approved a 3 year Capital & Revenue Budget covering the period 2013/16. The first report on the 2013/14 Revenue Budget and the Corporate Management Team are progressing the savings which require to be achieved in 2013/14.
- 7.2 There remain a number of matters which require to be fully clarified in respect of the 2013/14 budget including pay awards whilst the largest area of uncertainty relates to the financial impacts of Welfare Reform. These matters will be monitored and reported back to Committee once they are clarified.

8.0 CONSULTATION

- 8.1 This report has been considered and endorsed by the Corporate Management Team.

Policy & Resources Committee**Revenue Budget Monitoring Report****Period 11: 1st April 2012 - 28th February 2013**

Committee	Approved Budget 2012/2013	Revised Budget 2012/2013	Projected Out-turn 2012/2013	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	29,486	29,396	28,109	(1,287)	(4.38%)
Environment & Regeneration	23,587	19,189	18,920	(269)	(1.40%)
Education & Communities	85,964	80,846	80,595	(251)	(0.31%)
Health & Social Care	48,230	47,961	47,740	(221)	(0.46%)
Committee Sub-Total	187,267	177,392	175,364	(2,028)	(1.14%)
Loan Charges (Including SEMP)	14,534	17,120	16,620	(500)	(2.92%)
Unallocated Savings (Note 1)	(157)	(13)	(13)	0	0.00%
Contribution to General Fund Reserve	4,053	4,053	4,053	0	0.00%
Contribution to Reserves from Loan Charges	500	500	500	0	0.00%
Workstream Savings Over Achieved	0	70	70	0	0.00%
Recharge to Trading Operations	(97)	0	0	0	0.00%
Earmarked Reserves	0	7,559	7,559	0	0.00%
Total Expenditure	206,100	206,681	204,153	(2,528)	(1.22%)
Financed By:					
General Revenue Grant/Non Domestic Rates	(173,078)	(173,659)	(173,918)	(259)	0.15%
Council Tax	(33,022)	(33,022)	(33,022)	0	0.00%
Net Expenditure	0	0	(2,787)	(2,787)	

Note 1 - Relates to Procurement/Utilities Workstream Saving

Earmarked Reserves Position Statement**Appendix 2****Summary**

<u>Committee</u>	<u>c/f Funding</u> <u>2011/12</u> <u>£000</u>	<u>New</u> <u>Funding</u> <u>2012/13</u> <u>£000</u>	<u>Total</u> <u>Funding</u> <u>2012/13</u> <u>£000</u>	<u>Actual Spend</u> <u>To 31 Mar 13</u> <u>£000</u>	<u>Projected</u> <u>Spend</u> <u>2012/13</u> <u>£000</u>	<u>Earmarked</u> <u>2013/14 &</u> <u>Beyond</u> <u>£000</u>	<u>Confirmed</u> <u>Accruals</u>	<u>2012/13</u> <u>%age Spend</u>
Education & Communities	5,005	14,813	19,818	10,329	13,662	6,156	3,324	99.93%
Health & Social Care	2,013	1,874	3,887	1,931	2,002	1,885	0	96.43%
Regeneration & Environment	6,450	6,566	13,016	3,926	6,112	6,904	1,957	96.25%
Policy & Resources	7,234	235	7,469	387	1,895	5,574	1,458	97.36%
	20,702	23,488	44,190	16,573	23,671	20,519	6,739	98.48%

APPENDIX 3

GENERAL FUND RESERVE POSITION Position as at 28/02/2013

	<u>£000</u>	<u>£000</u>
Balance 31/03/12		10821
Projected Surplus/(Deficit) 2012/13	2787	
Contribution to General Fund Reserve 2012/13	4053	
One off saving in loans charges - 2012/13	500	
Write back of landfill penalty tax reserve	4127	
Use of Reserves approved February 2012 (See Undernote)	<u>(12450)</u>	(983)
Workstream Savings Over Recovery		70
Recovery of Charging Order		73
Backdated Living Wage to 13/11/12		(130)
Strathclyde Police Authority Reserves Distribution		621
<u>Use of Reserves approved November 2012</u>		
Adoption Earmarked Reserve	(300)	
2013/16 Revenue Contingency	(600)	
Contribution to 2013/16 Capital Programme	(2000)	
Increased costs Inverkip Community Facility	(250)	
Increased Officer Capacity - Corporate Projects	<u>(350)</u>	(3500)
Projected Unallocated Balance 31/03/13		<u><u>6972</u></u>

Minimum Reserve required is £4million

Approved Usage:

Youth Employment Support	(1050)	
Business Support Initiative	(600)	
Local Environment Improvement Fund	(200)	
Greenock Town Centre	(250)	
Greenock Town Centre Parking Strategy	(300)	
Port Glasgow Town Centre Refresh to Town Hall	(250)	
Birkmyre Park, Port Glasgow	(200)	
Play Area Programme/Upgrade of Battery Park Skate Park	(300)	
Inverkip Community Facility	(300)	
Complete Funding Package for Watt Complex Refurbishment	(1000)	
Investment Fund for Council Owned Bowling Clubs	(200)	
Whinhill Golf Club	(200)	
General Support for 2012/15 Capital Programme	(3000)	
Additional Flooding Works Investment 2012/14	(1000)	
Additional Roads/Footways & Street Lighting Investment 2012/14	<u>(3600)</u>	
		<u><u>(12450)</u></u>

Workstream Updates as at: **18/04/13**

<u>Lead Officer</u>	<u>Workstream Saving</u>		<u>Update</u>	<u>Target (2013/16)</u> <u>£000</u>
A Gerrard	1	Utility Cost Reductions/Energy Management	Energy Group continues to meet monthly to monitor. Various proposals being taken forward to reduce consumption by (1) applied measures such as replacing light fittings with LED equivalents, introducing water saving measures and fitting water meters and (2) education of users to switch off lights and appliances when not needed and to turn heating down rather than opening windows. Budgets will be adjusted to implement the savings.	150k To be achieved: 2013/14 100k 2014/15 50k
A Puckrin	2	SEMP Model	SEMP Model has been adjusted to reflect the £190k saving and is showing a net surplus throughout the SEMP timescale. SAVING COMPLETE	190k
A Fawcett	3	AMP	2013/14 saving to be achieved by taking £1.0million from the accumulated balance. This will be done as part of the 2012/13 year end accounts. £100k 2014/15 saving will be applied to the revised AMP model and will be reflected in the June Finance Strategy Update. Model still in surplus overall. SAVING COMPLETE	160k

Appendix 4
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A Puckrin	4	Procurement	£11k saving achieved in disposal of ICT equipment and £38k in respect of waste disposal. Other opportunities are being sought in conjunction with Services.	313k To be achieved: 2013/14 104k 2014/15 80k 2015/16 80k
B Moore	5	Homecare	£64k internal staff savings – impact of CM2000 with 5 posts identified for deletion. £36k external from review of cases £25k external from part year implementation of CM2000 external equivalent (further £75k in 2014/15). New project team established to improve and develop management information, which will also inform re-ablement reporting. ADSW event being held in May to look nationally at Homecare hourly rates.	200k To be achieved: 2013/14 125k 2014/15 75k
A Puckrin	6	2015/16 Operational Saving	No action required until 2014/15	750k To be achieved: 2015/16 750k
J Mundell	7	Shared Services	Discussions ongoing with Renfrewshire and East Renfrewshire regarding Roads & ICT opportunities. Report due to go to leaders 02/05/13.	800k To be achieved: 2015/16 800k (Target to be

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				split and allocated to savings below by Sept 2013).
A Puckrin	8	Charging	Group composition to be finalised. CFO e mailed suggestions for members to CMT.	See 7 above
A Puckrin	9	Modernisation	Opportunities to be channelled initially via the Modernisation CIG. CIG approved investment in ATLAS benefits software. Saving £15k identified from 14/15.	See 7 above
I Moffat	10	Social Transport	<p>Officers attended Clyde Valley "Social Transport" Group on 25th February. This was the first meeting of the group in 2 years.</p> <p>Update of meeting reported in March 2013 minutes.</p> <p>Lorna Coote (Education) and Jeanette Hawthorn (CHCP) nominated for the group.</p> <p>Initial meeting held between E&CS and Finance on 19/03/13. Further meeting to be arranged to establish baseline budgets for overall spend on 'Social Transport' prior to first meeting of review group.</p> <p>Meeting arranged for the 14/05/13 between E&CS and Greater Glasgow and Clyde Health Board to discuss the possibility of possible areas of interface with the ambulance service.</p>	See 7 above

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A Moore	11	Terms & Conditions	Met with the trade unions, presentation made to the CMT on strategic way forward, report presented to the CMT on 18/04/13. Options to be put to SLF.	See 7 above
A Moore	12	Sessional Budgets	First meeting completed, arranged for second meeting in May 2013.	See 7 above

Workstream Targets - Outstanding Targets

Area		2013/14 Targets £000	Achieved to 18/04/13 £000
1/	Utility Cost Reductions/Energy Management	100	0
2/	AMP	60	60
3/	Procurement	153	49
4/	Homecare	125	0
		<hr/>	<hr/>
		438	109

Report To:	Policy & Resources Committee	Date: 21st May 2013
Report By:	Chief Financial Officer	Report No: FIN/36/13/AP/CM
Contact Officer:	Alan Puckrin	Contact No: 01475 712223
Subject:	2013/14 General Fund Revenue Budget	

1.0 PURPOSE

- 1.1 The purpose of this report is to provide Committee with the opening position of the 2013/14 General Fund Revenue Budget and to highlight the latest position in respect of delivering and managing budgets within the Council.

2.0 SUMMARY

- 2.1 On the 14th February 2013 the Council agreed a three year General Fund Revenue Budget. The approved 2013/14 Revenue Budget has a surplus of £4.677 million which is intended to transfer to the General Fund Reserves at the end of 2013/14.
- 2.2 Over 2014/15 and 2015/16 the surplus is eliminated to the extent that the approved 2015/16 Revenue Budget has no contribution to or from Reserves.
- 2.3 Members will continue to receive regular budget monitoring reports throughout 2013/14 and indeed it is intended that for the first time in many years that Committees will receive a Period 11 report in the April/May Committee cycle.
- 2.4 In addition to the standard monitoring reports the Policy and Resources Committee will receive updates each cycle in respect of progress in the delivery of Workstream Savings, the position of the General Fund Reserve and progress in respect of Earmarked Reserves expenditure.
- 2.5 Throughout the year the Corporate Management Team will also receive monthly updates in respect of Employee Cost expenditure, Key Budget lines and Earmarked Reserves plus the delivery of all 2013/14 savings. This process has proven to be extremely effective in highlighting any budget issues at an early stage and assists in developing a corporate approach in addressing any financial issues.
- 2.6 In order to address the impact of a further reduction in the Accountancy section approved as part of the 2013/16 budget the Corporate Management Team have agreed a revised schedule for budget reporting to services. Whilst this will result in fewer meetings between the accountancy staff and services this is offset to a large extent by increased availability of information to budget holders supported by budget holder training which was recently delivered by CIPFA. It is therefore believed that the proposed model of service budget monitoring, CMT updates and Committee monitoring reports will continue to provide a robust framework within which the Council manages its financial resources.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the initial position of the 2013/14 Revenue Budget.

3.2 It is recommended that the Committee approve the framework of budget reporting and monitoring for the Council for the 2013/16 budget period.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 On the 14th February 2013 Inverclyde Council approved a three year budget covering the period 2013/16.
- 4.2 As part of balancing the budget the Council agreed specific savings that impacted on Accountancy Services and these were in addition to savings agreed in November 2011 as part of the alternative to the Clyde Valley Shared Services model.

5.0 2013/14 REVENUE BUDGET

- 5.1 Appendix 1 shows the starting position of the 2013/14 Revenue Budget. It can be seen from the Appendix that there is a budgeted contribution to reserves of £4.676 million in 2013/14.
- 5.2 The Committee is asked to note the contribution to reserves is time limited as by 2015/16 the approved budget is balanced without any use of or contribution to the General Fund Reserves.
- 5.3 Given the continuing pressure on resources it is important that Committees continue to receive high quality financial information to allow them to manage their budgets effectively. It is proposed therefore that for the 2013/16 Revenue Budget period each Committee cycle will receive a budget monitoring report which increases the number of Committee budget monitoring reports by one per year.
- 5.4 In addition to the normal budget monitoring information each Committee will receive updates in respect of the delivery of Earmarked Reserves expenditure and have highlighted to them any areas where approved savings have materially slipped from envisaged timescales.
- 5.5 The Policy and Resources Committee will continue to receive updates each cycle in respect of the General Fund Reserves and delivery of the savings workstreams. In addition any strategic financial matters will also be highlighted to the Policy and Resources Committee.
- 5.6 As at late April there are no issues with the overall 2013/14 savings with any minor slippage more than offset by early delivery of 2014/16 savings.

6.0 CHANGES TO THE CURRENT BUDGET MONITORING ARRANGEMENTS

- 6.1 As part of the approved 2013/16 Revenue Budget Members approved a further reduction in the number of Accountancy staff. This is in addition to three posts previously approved in November 2011 as part of the Clyde Valley Shared Support Services paper.
- 6.2 The most time consuming task undertaken by Accountancy is preparation for budget monitoring both in terms of preparation for meetings with budget holders and thereafter the preparation of reports to each cycle of the Committee. The CMT have considered a proposal from the Chief Financial Officer which proposed to match the preparation of budget information for budget holders with the preparation of budget information for Committee. This will mean the budgets holders will receive five detailed budget monitoring visits from Accountancy each year rather than nine at present. In the interim period reports from the Council's finance system will be sent to the budget holders who will then be able to utilise this information to monitor their own budgets. If there are any issues which the budget holders wish Accountancy to investigate then this will continue to be supported.
- 6.3 This proposal ties in with good practice supported by CIPFA which encourages budget holders to take more responsibility for budget management and monitoring. To support this all budget holders of the Council received budget holder training from CIPFA and the end of 2012.

- 6.4 Committee is asked to note that the monthly Finance Corporate Management Team will continue as this is proven to be extremely effective in monitoring the Council's main budgets including Employee Costs, Key Budget Lines and Earmarked Reserves. This monthly exercise covers approximately £150 million of the Council's £200 million revenue budget and is viewed as an effective way of balancing the limited resources within the Finance Service with budgetary risk.

7.0 CONSULTATIONS

- 7.1 The Corporate Management Team has been consulted and is in agreement with the contents of this report.

Policy & Resources Committee
Revenue Budget Monitoring Report
Position as at 1st April 2013

Committee	Approved Budget 2013/2014	Revised Budget 2013/2014	Projected Out-turn 2013/2014	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	22,575	22,575	22,575	0	0.00%
Environment & Regeneration	22,765	22,765	22,765	0	0.00%
Education & Communities	86,385	86,385	86,385	0	0.00%
Health & Social Care	48,491	48,491	48,491	0	0.00%
Committee Sub-Total	180,216	180,216	180,216	0	0.00%
Loan Charges (Including SEMP)	13,160	13,160	13,160	0	0.00%
Unallocated Savings (Note 1)	(311)	(311)	(311)	0	0.00%
Contribution to General Fund Reserve	4,677	4,677	4,677	0	0.00%
Total Expenditure	197,742	197,742	197,742	0	0.00%
Financed By:					
General Revenue Grant/Non Domestic Rates	(164,728)	(164,728)	(164,728)	0	0.00%
Council Tax	(33,014)	(33,014)	(33,014)	0	0.00%
Net Expenditure	0	0	0	0	

Note 1 - Relates to Procurement/Utilities Workstream Saving

Report To:	Policy & Resources Committee	Date: 21st May 2013
Report By:	Chief Financial Officer	Report No: FIN/39/13/AP/LA
Contact Officer:	Brendan Hurrell	Contact No: 01475 712654
Subject:	Procurement - Update	

1.0 PURPOSE

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

2.0 SUMMARY

- 2.1 The Corporate Procurement Manager previously developed a Strategic Procurement Framework (SPF) with the target of achieving, "conformance status", against the McClelland report. This was achieved in December 2011.
- 2.2 The Policy and Resources Committee agreed a refreshed SPF for 2012 to 2014 and this is contained in Appendix 1 with updates on progress.
- 2.3 The work completed on the SPF has contributed to a further significant improvement in the annual Procurement Capability Assessment from Scotland Excel. A score of 47% was achieved in the most recent assessment in November 2012. This is a further 13% improvement on the previous years score and is only 3% short of "Improved Performance".
- 2.4 The Procurement work stream savings achieved for 2010/13 of £1.027million have been "banked" and a new target of £413,000 for 2013/16 has been agreed. £149,000 of the £253,000 2013/14 target has already been achieved.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note progress on the Strategic Procurement Framework.
- 3.2 That the Committee note the progress made in savings delivery.

Alan Puckrin
Chief Financial Officer

4.0 STRATEGIC PROCUREMENT FRAMEWORK

- 4.1 There are 4 performance standards identified within the McClelland report on Public Procurement in Scotland; Non Conformance, Conformance, Improved Performance and Superior Performance.
- 4.2 Scotland Excel carried out a 1 day 'audit' of procurement at the Council in late November 2012 and determined that the Council had achieved a score of 47%. This audit is called the Procurement Capability Assessment and is performed at each of the 32 Local Authorities in Scotland on an annual basis. The aim for 2013 is to achieve Improved Performance.
- 4.3 This score is a 13% improvement from 34% in 2011. This placed Inverclyde Council at in the mid point of the 30 Councils who agreed to have their PCA score published. When the return on investment in Procurement resources is compared to PCA scores and savings delivered, at all Scottish Local Authorities, Inverclyde performs well.
- 4.4 The Scottish Government are using a Procurement Capability Assessment as a means to measure each of the 32 Local Authority's Procurement performance. The scores, leading to the overall score of 47%, across the 8 sections assessed, are listed as follows:

PCA Section	2012 Score	2011 Score
Procurement Leadership and Governance	40%	38%
Procurement Strategy and Objectives	73%	54%
Defining the Supply Need	39%	13%
Project Strategies and Collaborative purchasing	53%	35%
Contract and Supplier Management	38%	19%
Key Purchasing Processes and Systems	27%	22%
People	67%	48%
Performance Measurement	33%	40%
Overall Value of Results	47%	34%

- 4.5 Each of the 8 sections has a direct link to the SPF. Scores for the majority of sections demonstrate a significant improvement in performance as a result of the work on the SPF. Moreover, 3 sections are now in 'Improved Performance' in line with the McClelland report. The score for Performance Measurement has reduced as the number and mix of questions has changed from 2011 and therefore this is not a like for like comparison.

5.0 RECENT PROGRESS

- 5.1 The Strategic Procurement Framework, with updates against each work item, is contained in Appendix 1.
- 5.2 The Strategic Procurement Framework deals specifically with areas that still sit below 'Improved Performance'. Appendix 1 shows that the bulk of the workload on the SPF in the coming months will be focused towards improving Purchase to Pay and Management Information. Work is underway that will see tangible results and a follow on improvement in scores for 'Key Purchasing Processes and Systems' and, 'Performance Measurement'.
- 5.3 Officers from Finance have considered and agreed a number of developments to the Finance Management System (FMS) and associated processes which will improve both the efficiency of the current processes and the quality of management information. Any

costs associated with these changes are minimal, outwith officer time and will be contained within the Procurement earmarked reserve.

- 5.4 A further key element of the PCA is to evidence how the Council stimulates market and supplier competition. The financial constraints the Council faces means that we must deliver services differently in the challenging economic climate. It is therefore crucial to have flexible supply arrangements in place to cope with change. This is particularly so when much of our strategic capability to deliver our services is dependent on the performance of our suppliers.
- 5.5 Contract and Supplier Management continues to be a major focus. This is an area of Procurement that has traditionally been neglected across all Local Authorities in Scotland. Officers do make time for this activity but this was not monitored or standardised. As a result some suppliers were treated in a different manner to others and there was no system to monitor performance. The Procurement Board agreed that a pilot process should commence in order to ascertain the benefits of a standard process. This was piloted with a number of suppliers and later expanded to eight suppliers in 2013.
- 5.6 These supplier meetings are conducted using a scorecard to rate supplier performance. Reviews are scheduled quarterly and suppliers are rated on quality, service, delivery and cost.

The suppliers currently part of this process are as follows:

Initial pilot

William Tracey, Waste Management
McKay and Inglis, Printing
Tarmac, Roadstone

Expanded to

Brakes, Catering
Northgate, ICT Software
SE Travel, Schools Transport
GT Roofing, General Builders Works

- 5.7 There have been a number of benefits resulting from this work. Some examples of this are: Northgate have proposed a new contract agreement with the Council which will result in financial savings, Brakes are working with Procurement and the lead service to investigate the possible use of hand held computer devices for ordering purposes, McKay and Inglis have altered their delivery processes in order that confidential papers are securely received by the ordering service.

6.0 PROCUREMENT SAVINGS

- 6.1 The savings target for the Procurement work stream 2010/14 was set at £1,400,000. This target will be reviewed as part of the 2013/16 budget.
- 6.2 Appendix 2 shows the position in respect of savings achieved during 2013/14. From this it can be seen that savings totalling £149,000 have been achieved to date. The target for 2013/14 is £253,000. This brings the total Procurement workstream savings from 2010 to £1.176million.
- 6.3 Further savings opportunities could result from the Council's forthcoming Insurance tender and a new contract for Personal Protective Equipment. In addition Scotland Excel are continuing to investigate and put in place contracts for Social Care and for Construction which should yield further long term benefits. Procurement savings will assist in addressing future financial pressures. Moreover, further savings will be identified as work progresses with the Strategic Procurement Framework.

7.0 IMPLICATIONS

7.1 Financial Implications – Annual Savings

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
Savings Work streams	Procurement	2013/16	£413,000	-	£149,000 achieved to date.

- 7.2 Legal – Changes will be required to the Standing Orders for Contracts in the event electronic tenders becomes the default position for the Council.

8.0 REPOPULATION

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

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

What we want to achieve	How will we achieve it?	Responsible	Update	Timescale
Employees engaged in the procurement process shall possess the necessary knowledge, skills and capacity to support strategic and operational needs in line with agreed policies and practises.	Complete a skills gap analysis for all Corporate Procurement Officers, Designated Procurement Officers and Procurement Practitioners in Services	Corporate Procurement Manager	Complete with ongoing training to be delivered via Corporate Procurement	Complete
	Plan, design and deliver a Learning & Development Plan for Procurement Officers and Designated Procurement Officers.	Corporate Procurement Manager	Ongoing and on target.	Ongoing but significant progress by Summer 2013

2. Management Information and Systems

What we want to achieve	How will we achieve it?	Responsible	Update	Timescale
The adoption and corporate use of one integrated & electronic approach for tendering, Purchase to Pay transactions and contracts planning.	Undertake good practice review of P2P in other public/private sector organisations and Scottish Government recommendations. Use best practice from Clyde Valley and interface with Councils who show an interest.	Procurement Project Officer.	Complete	Complete
	Assess detailed current state of P2P in the Council create business case detailing change required	Procurement Project Officer.	Complete	Complete
	Implement changes to P2P	Procurement Project Officer.	Project officer working with services and suppliers to implement changes to purchase to pay processes and systems.	December 2013

3. Procedure, Processes and Performance

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

4. Contracts & Collaboration

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

5. Supplier Strategy and Relationship Management

What we want to achieve	How will we achieve it?	Responsible	Update	Timescale
Promote Economic Development in contracts where appropriate	Analyse current economic development activity, carry out stakeholder engagement, review tender workplan and establish opportunities.	Head of Regeneration & Planning / Corporate Procurement Manager	Committee agreed reduction in supplier terms to 20 days for Inverclyde suppliers. Implemented w.e.f May 2013.	Ongoing
	Develop framework of activities for delivery of Procurement Improvement Plan and implement.	Head of Regeneration & Planning/ Corporate Procurement Manager	Ongoing work with Economic Development and Legal Services	Ongoing
Improved understanding of contract management process and appropriate levels of contract management.	Review current contract and supplier management processes and related information on service by service basis	Procurement Project Officer.	Phase 1 completed June 2012. Procurement Board have now agreed plans to expand	Complete
	Develop and agree an appropriate level of supplier management with Procurement Board	Corporate Procurement Manager	To be reviewed at the next Procurement Board meeting	June 2013
	Develop governance, process, roles and responsibilities, training and communication for implementation	Procurement Project Officer	Dependant on outcome of above	September 2013
	Implement plan for supplier and contract management	Procurement Project Officer	Dependant on outcome of above	September 2013

Appendix 2

Commodity	New Supplier	Start Date	Annual Spend/ (Income)	Achieved or Planned	New Projected 2013/14 Savings	Full Year Savings
School Transport 2012	Various via SPT	01/08/12	£340,000	a	£13,000	£46,000
Scrap Metal	ERM	01/06/12	(£60,000)	a	£25,000	£60,000
Debt Recovery	AMA	01/10/12	£80,000	a	£22,500	£45,000
Telecare	Seniorlink Eldercare	01/04/13	£73,000	a	£40,000	£40,000
Waste Disposal	Tracey/ Greenlight	01/04/12	£2,700,000	a	£38,000	£38,000
Scap PCs	Tes-Amm	01/04/13	(£49,000)	a	£11,000	£11,000

Total Achieved and Planned

£149,000

2013/14 Work stream Target

£253,000

Note – Further potential savings are being investigated for the Waste Contract.

Report To:	Policy & Resources Committee	Date: 21 May 2013
Report By:	Aubrey Fawcett	Report No: PR/091/13/AF/JB
Contact Officer:	Jan Buchanan	Contact No: 01475 712225
Subject:	Environment, Regeneration & Resources Corporate Directorate Improvement Plan 2013 - 2016	

1.0 PURPOSE

- 1.1 The purpose of the report is to seek approval for the Corporate Directorate Improvement Plan for the Environment, Regeneration and Resources Directorate for the period 2013 – 2016.

2.0 SUMMARY

- 2.1 In line with the Council's Strategic Planning and Performance Management Framework the attached Plan provides the focus for the strategic direction and key programmes, actions and improvements which will be delivered by the Directorate between 2013 and 2016. The Plan covers directorate activities which fall under the direction of both the Environment and Regeneration Committee and the Policy and Resources Committee.
- 2.2 Over the coming years, the Directorate will face challenges in delivering the Inverclyde Alliance's vision for Inverclyde, none more so than addressing the continued significant downturn in local and global economies and the decline in local population. The Directorate will also assist in the organisational transformation of Inverclyde Council. In this regard the Directorate will help deliver a future where:
- Inverclyde is seen as an area of outstanding success with significant physical, economic, cultural and social attributes
 - The 'gap', in terms of learning, attainment and prosperity, between other more successful areas and those currently in need, has significantly narrowed
 - We have confident and cohesive communities where people are actively engaged in the regeneration of their areas
- 2.3 The Improvement Plan has been developed within a range of national policies and legislation whilst recognising local issues and established policies and strategies. In addition, individual service Statements have been developed which are available for Members' review through the Council's website.
- ## **3.0 RECOMMENDATIONS**
- 3.1 Members are asked to approve the Environment, Regeneration & Resources Directorate Improvement Plan 2013 – 2016 as outlined in Appendix A.
- 3.2 Members are asked to note the Service Statements for Environment, Regeneration & Resources Directorate as outlined in Appendix B.

Aubrey Fawcett
Corporate Director
Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 The Environment, Regeneration & Resources Directorate Improvement Plan 2013 – 2016 has been developed in accordance with the guidance approved by Members for the preparation of the Corporate Directorate Improvement Plans (CDIPs).
- 4.2 The Directorate's previous plan activities have been reviewed and attention has been given to identifying improvements within overall service delivery. In addition, each of the current six Service areas has developed Service Statements, which contain a description of the services provided and indication of the service standards expected. These are accessible through the Council's website and are attached in Appendix B for Members' information.

5.0 PROPOSALS

- 5.1 It is proposed that Members approve the appropriate elements of the Environment, Regeneration & Resources Directorate Improvement Plan 2013 – 2016 as outlined in Appendix A which specifically relate to the relevant committee and in the main are aligned with the Service areas as follows:

Environment and Regeneration Committee

Property Assets and Facilities Management

Environmental and Commercial Services

Regeneration and Planning

Policy & Resources Committee

ICT

Finance Service

Legal and Democratic Services

- 5.2 Members are asked to note the Service Statements for Environment, Regeneration & Resources Directorate as outlined in Appendix B.

6.0 IMPLICATIONS

- 6.1 **Financial Implications – One off Costs**

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
Directorate Budget Lines		20013/15			

Financial Implications – Annually Recurring Costs/ (Savings) – none in addition to those previously advised.

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 and Legal Services:** The Heads of Legal Services and Organisational Development and Human Resources have been consulted on this report.
- 6.3 **Equalities:** All related equality issues will be appropriately considered in relation the proposals identified above.
- 6.4 **Repopulation:** It is envisaged that some of the improvements and actions identified within the Plan will contribute to stabilising and growing the Inverclyde population.

7.0 CONSULTATION

- 7.1 The Corporate Management team has reviewed all three CDIPs.

Environment Regeneration & Resources Corporate Directorate Improvement Plan

2013-16



Inverclyde
council

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

Arabic

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

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

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

Hindi

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

Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

Polish

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

Punjabi

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

Urdu

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



Director Environment Regeneration & Resources.

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1 Introduction

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

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

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

1.3 In particular we will support major Initiatives including:-

- Roll out various initiatives aimed at stabilising the local population
- Our physical assets and resources are efficiently and effectively managed
- Our governance and administrative arrangements are appropriate for a 21st century customer facing organisation
- We continue to implement the Flood Prevention Plan
- We will implement the Roads Asset Management Plan
- Our recycling performance meets the Scottish Government recycling targets
- We are implementing changes introduced through the Welfare Reform Act
- Implementation of the School Estate Strategy continues, the new Port Glasgow Community Campus and refurbished St Columba's High School and Mearns Centre due for delivery in 2013 and refurbishment of Ardgowan Primary School due to commence.
- Implementation of the Office Rationalisation programme with work starting in Wallace Place, former Central Library and Port Glasgow Officers refurbishment in 2013
- Development of the Depot Rationalisation programme continues, with work continuing at Pottery Street and commencing at Kirn Drive 2013.

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

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

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



Aubrey Fawcett Corporate Director, Environment Regeneration and Resources

2 Strategic Overview of the Directorate

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

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

2.3. The Directorate is made up of 6 services however an approved management restructure will reduce this to 4 services with ICT becoming part of the Finance Service, Legal and Democratic Services merging with Property Assets and Facilities Management moving to the Environmental and Commercial Service. This restructure will be fully implemented by 31 March 15 to deliver budgeted efficiency savings.

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

Finance Service

Legal and Democratic Services

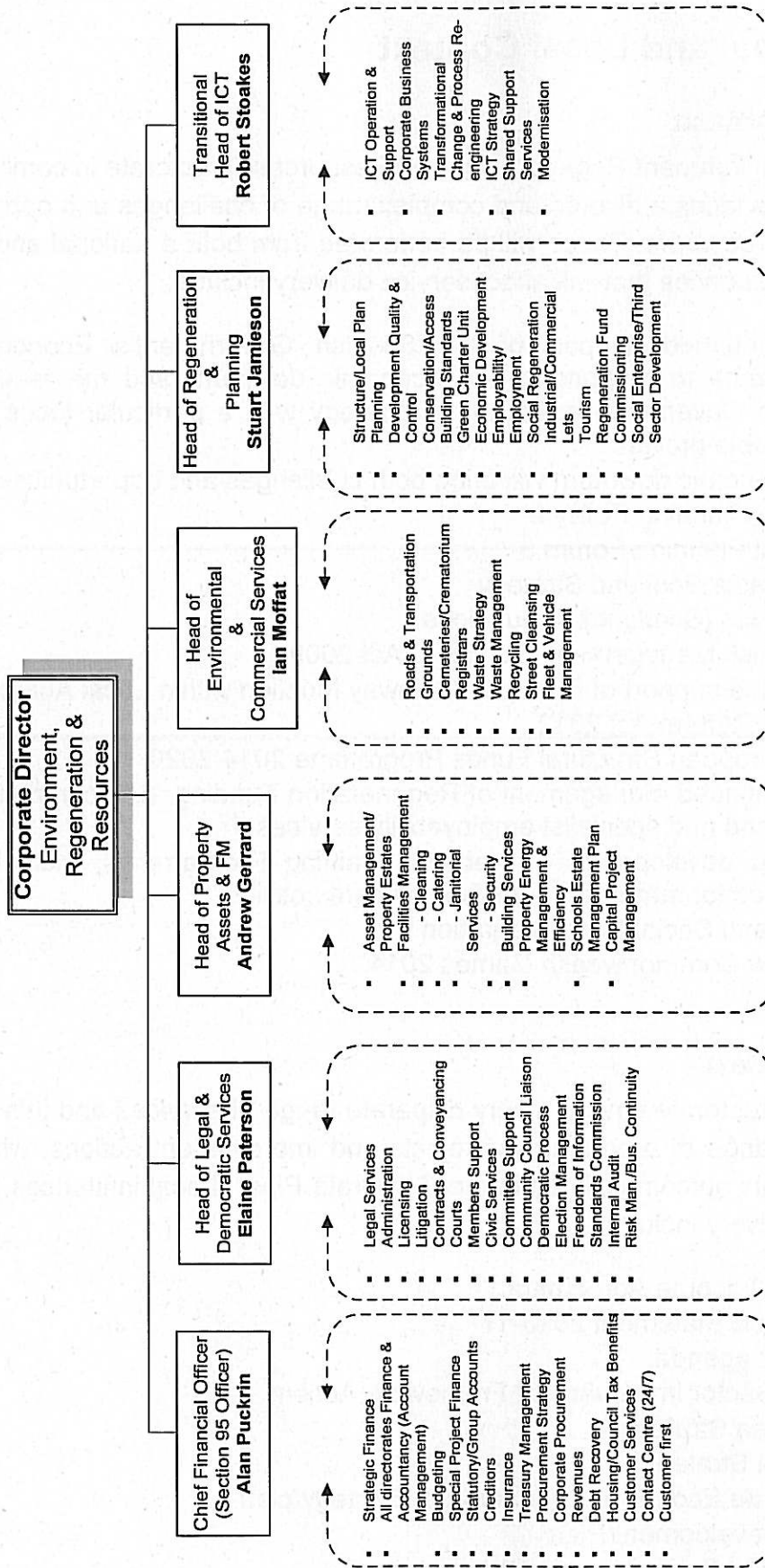
Property Assets and Facilities Management

Environmental and Commercial Services

Regeneration and Planning

ICT

Environment, Regeneration & Resources Management Structure



3 National and Local Context

National Context

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

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

Local Context

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

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

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

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

- The ongoing redevelopment of Inverclyde in partnership with Riverside Inverclyde and Registered Social Landlords.
- The operational governance arrangements for the Regeneration Fund and its ongoing implementation.
- The completion and ongoing implementation of the Council's Asset Management Plan.
- The Central Gourock and Port Glasgow Development projects
- Completion of the Strategic Leisure Sites strategy
- Improved linkages between social, cultural, economic and physical regeneration in Inverclyde.
- The implementation of the Risk Management Strategy
- Continued development of shared services

4 Customer Focus

4.1 The customer base of the Directorate is varied and wide. It includes all Inverclyde citizens, businesses, third and public sector partners, children and their parents as well as Registered Social Landlords (RSLs) In addition, the Directorate also provides support to colleagues within the Council through the functions of Finance, ICT, Legal and Property Assets and Facilities Management.

4.2 Customer engagement takes place through a number of formal and informal routes. In some areas such as the preparation and production of the Local Development Plan there is a statutory obligation to consult with developers and

consultants as well as other public sector and third sectors organisations. This is done through correspondence and meetings.

4.3. There are regular meetings with the business community to promote business support products and employability opportunities, presentations delivered to local architects and surveyors on changes to planning and building legislation. Face to face engagement with Community Council and school children to inform the planning of play areas. For all major schools projects extensive consultation takes place with staff, parents and pupils. Waste Collection has been consulting with local residents in advance and their views taken on board when designing new services such as food waste collection services. There are a number of planned presentations and information sessions in respect of the overall waste strategy and regular feedback is encouraged and acted on. Regular presentations and meetings take place with RSLs and third sector organisations to ensure that they are updated on changes to legislation affecting citizens on benefits and council tax reduction, this is particularly important as the changes introduced by the Welfare Reform Act 2012 are implemented. Every two years there is a citizens panel which provides feedback on service across the whole Directorate. The Customer Service Strategy has also highlighted plans to conduct surveys and questionnaires to provide feedback from the community.

5 Equality

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

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

- Inverclyde Core Paths Plan (completed)
- Inverclyde Economic Regeneration Strategy (completed)
- Inverclyde Local Development Plan:
Main Issues Report (MIR) and post MIR (completed)
- Inverclyde Local Development Plan:
Proposed Plan (pending)
- Customer Service Strategy (completed)

6. Environmental Sustainability

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

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

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

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

7. Risk Management

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

Risk is focused around four key areas:-

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

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

every six months by CMT and Council. Our approved three year budget will also provide the timescales to deliver the planned budget reductions.

8. Competitiveness

Directorate Competitiveness Statement

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

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

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

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

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

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

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

8.7 As a result of the continued pressure on Council budgets then the services within the Environment, Regeneration & Resources Directorate are delivering services at a high level of performance with less funding in real terms than previous years and this trend will continue over the next 3 year period. This clearly demonstrates improved

value for money in service delivery and officers are committed to continue to drive out efficiencies when the opportunities arise.

9. Corporate Improvement Groups

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

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

9.3. The Modernisation Corporate Improvement Group oversees a range of modernisation work programmes at a strategic level to ensure all dependencies between the work programmes are coordinated effectively. This programme of work currently includes the development of the Tri-Council ICT Shared Service, the procurement and implementation of the Council's new EDRMS, the piloting of Flexible/Home/Mobile Working methods, the implementation of other major systems and the development and implementation of the Council's Customer Services strategy.

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

10. Directorate Resource Statement

Resource Statement

Environment, Regeneration & Resources

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

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

11. Self Evaluation and Improvement Plan

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

Directorate Improvement Plan

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 01	Service Accountancy	Much Accountancy time is spent on retrospective reporting, little time for value added work.	Improve the budget management by budget holders whilst managing a reduction in Accountancy staff by 4 FTE	Improve systems and associated management information. Improve budget holder knowledge and increase self reliance.	Targeted reporting cycles and project support, prioritisation of ad hoc support, more tailored and bespoke system reports.	Alan Puckrin	Contained within approved resources	All SOAs indirectly but particularly SOA 8
ERR 02	Finance Related Systems	No finance system within SW/IFT	Implementation of SW/IFT Finance module. Full on-line payment capability 24 hour access. Reduction in face to face payments.	Pilot implemented by March 2013, full roll out programme during 2013/14. Upgrade systems and implement new procedures by September 2015	Project plan, key milestones. Project plan, key milestones	Lesley Bairden Jan Buchanan	Contained within existing resources (CHCP budget). £12,000 from existing resources.	All SOAs indirectly but particularly SOA 8

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 03	Customer Service Centre Develop a Channel Shift Strategy	High proportion of contact is face to face	Greater on line and telephone contacts speeding up service delivery and making efficiencies..	By working with ICT and Corporate Communications to ensure that effective systems and processes are in place to facilitate channel shift. This will be a rolling programme over the next 3 years. Progress will be tracked through the Customer Service Action Plan.	Increased achievement of efficiencies through a reduction in direct customer traffic to the Council and more resolution through lower cost channels	Fiona Borthwick	Any costs will be contained in approved budgets	All SOAs indirectly but particularly SOA 8
ERR 04	Development of the Customer Service Centre	The CSC currently delivers a range of services but requires to be expanded to offer a more holistic approach to customer service in Inverclyde	Expand the range of customer service enquiries at first point of contact.	Migration of appropriate services into the Customer Service Centre for front facing and telephony contact with customers. Progress will be tracked through the Customer Service Action Plan	Increased number of Council Services customer service issues handled by the CSC with efficiencies achieved as a result of more streamlined processes.	Alan Puckrin/Fiona Borthwick	Costs contained within existing budgets savings scored against modernisation workload.	All SOAs indirectly but particularly SOA 8

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 05	Manage the Welfare Reform Agenda	Significant changes commencing April 2013 requiring joint working within the Council and other parties.	Introduce and deliver the Council Tax Reduction Scheme, the Scottish Welfare Fund and the changes to Housing Benefit legislation from April 2013 and manage the impact of the move to Universal Credit	Oversight from the Project Board with regular reports to Committee on key milestones.	<ul style="list-style-type: none"> Effective systems and processes in place to deliver the new processes from 01 April 2013. Minimal customer complaints Actions on milestone chart being achieved within timescales. Discretionary payments team staying within budget 	Alan Puckrin/Fiona Borthwick	Contained within existing budgets	All SOAs indirectly but particularly SOA 8
ERR 06	Procurement	Strategic Procurement Framework being delivered and achieved conformance PCA status	Deliver strategic Procurement Framework and achieve improved PCA performance.	Monitored via the Procurement Board and regular Committee updates	Continued work on the Strategic Procurement Framework which is measured at Policy and Resources Committee. Improved PCA score as measured by Scotland Excel in 2013.	Bradan Hurrell	Embedded in existing budget	SOA 8

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/ SOA, SHANARRI
ERR 07	Data Protection	Developing a suite of documents to harmonise the Council's approach to data protection	Council's approach to data protection fully developed	Develop <ul style="list-style-type: none"> • Training • Policies • Procedures 	All employees and members having awareness raised by 2014	Head of Legal & Democratic Services	Contained within existing resources	SOA8
ERR 8	FOI Publication Scheme	Expiry of current Scheme on 30 May 2013	New Scheme in place for implementation on 31 May 2013	Develop and populate new Scheme by 30 May 2013 liaising with services as required	Completion of notification process in accordance with timescale and external monitoring of Scheme by Scottish Information Commissioner	S Lang/R McGhee	Absorbed within existing staff costs. Printing costs for paper copies to be determined	SOA 2 SOA 8
ERR 9	Community Council Liaison	Service has recently taken over Community Council Liaison role – out of date processes and procedures and gaps in knowledge.	Updated and established processes and procedures in place to reflect best practice.	Develop a suite of guidance materials for use by the service and Community Councils by 31 July 2013.	Improved support and assistance to Community Councils. Feedback from Community Councils.	P MacDonald	Absorbed within existing staff costs.	SOA2 SOA8 Act R
ERR 10	RIPSA	Recommendations re improvements to be made at last inspection by Surveillance Commissioner	Implement recommendations before April 2014	Carry out actions required to meet recommendations. Report to Council on progress	Commissioners report - to be issued following next inspection in Spring 2014	Fraser Jarvie		SOA8 SHANARRI INDICATOR (S)

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 11	Risk Management	A risk management strategy has been developed for the Council and has been included within a number of key policies and procedures.	Implement and embed risk management in key business/management processes.	Develop a Risk Management action plan by 31 August 2013 Action plan fully implemented by 31 March 2015.	Regular reporting to Audit Committee on Action Plan progress.	A Priestman	Contained within existing budget.	SOA 8
ERR 12	Property Assets Management	Council occupies a considerable number of buildings, many of which are older inefficient properties	Reduce the number of buildings, refurbish and improve the efficiency of use of those remaining. Asset Management Plan includes the refurbishment of Greenock municipal buildings, Central Library Offices, Wallace Place and creation of new Port Glasgow Office and the closure of Cathcart house, West Stewart Street Office, Newark House, Strone office and others.	Asset Management Plan agreed, implemented and ongoing with funding in place. Projected completion by summer 2014	Budget reductions for property expenditure including utility bills.	A Gerrard G Fisher	£29.13m	SOA 3 SOA 7 SOA 8

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/ SOA, SHANARRI
ERR 13	PAFM - School Estate Management Plan	Plan is now in ninth year of implementation with most major projects complete or on site	Plan complete with all schools replaced or fully modernised	Complete current projects and complete Primary school Refurbishment Programme	All properties rated A or B for Condition and suitability	E Montgomery	£200million approx	SOA3 SOA6 SOA7
ERR 14	Grounds asset management	Developing an asset plan for land and open spaces within the remit of Grounds Services Works have commenced on Into 3rd year of 10 year play area strategy. Cemetery Development Plan at feasibility stage.	Fully developed Land asset plan to include open spaces cemeteries strategies and play area provisioning	Continue phased play area development Identify Cemeteries implement next phase of investment in 2013/14. Ongoing site by site condition assessments to inform budget setting priorities.	Asset strategy agreed to include play areas, cemeteries, parks and open spaces	Ian Moffat	Play areas £295,000 to 2013/14 Cemeteries £2 million capital £120k per annum revenue at conclusion Other costs subject to funding provision.	SOA 8
ERR 15	Roads Network	Priority works have been identified in respect of the maintenance Roads Asset Management Plan (RAMP) developed.	Maintain and improve the quality of the roads network infrastructure	Options report has been prepared for consideration in due course by Council. For priority works funding has been identified through supported borrowing and CFGR for prioritised works in 2013/14	Completion of works as identified and reported in the Environmental Capital Programme and regular Committee updates on progress	Ian Moffat	RAMP is subject to funding agreement £4.5 million for 2013/15 for prioritised works	SOA 8

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 16	Economic Development	Tourism opportunities	All available tourism opportunities are maximised	Utilisation of current tourism action plan	Measurement of specific targets and stream statistics	Head of Regeneration & Planning	Included in business development and RI budgets..	SOA1, SOA2, SOA3, SOA6 Achieving
ERR 17	Planning Policy	Implementation of the Carbon Management Plan 2012-2017	Reductions in carbon dioxide emissions		15% reduction in carbon dioxide emissions from energy & transport by 2012-13 from a baseline of 2007-08 via; 15% reduction in carbon dioxide emissions from energy use in buildings; 5% reduction in carbon dioxide emissions from fleet transport; 5% reduction in carbon dioxide emissions from staff business travel; 3% reduction in carbon dioxide emissions from street lighting.	Head of Regeneration & Planning		SOA7

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 18	Building Standards	Improve the speed and quality of building warrant assessment and compliance with building standards.	Compliance with nationally agreed Local Authority Building Standards Scotland (LABSS) and Scottish Government Building Standards Division (BSD) Continuous Improvement Plan	Undertake procedural changes identified as Key Performance Outcomes, completion dates staged	Establishment of agreed processes and compliance with time targets	Head of Regeneration & Planning	No specific identified expenditure required.	SOA8
ERR 19	Development Management	Improve the efficiency of the planning application and enforcement process	Compliance with targets set in the Planning Service Improvement Plan	Encourage use of the ePlanning system, work with customers to deliver faster planning decisions and review the Planning Enforcement Charter	Increase in planning applications submitted online, faster delivery of planning decisions and more efficient planning enforcement.	Head of Regeneration & Planning	No specific identified expenditure required.	SOA8
ERR 20	Software Asset Management	Internal Audit has identified a number of weaknesses in our SAM	Be confident that all software deployed on the network is fully licensed and all asset records are accurate.	Working with services and suppliers and services to ensure compliance	Audit actions completed in a timely manner	HOS	Unknown at this point.	SOA8
ERR 21	Riverside Inverclyde	Mid Term Review of URC performance	Deliver Operating Plan	Ongoing monitoring and review against RI milestones	Annual report and successful delivery of the projects	Director ERR	Contained within existing budget	SOA3

Ser	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Community Plan/SOA, SHANARRI
ERR 22	Repopulation initiatives, stabilise population	No action plan in place	Stabilise population within Inverclyde	Develop and implement action plan	Review and monitor population figures	Director ERR	Funded from £1m EMR	SOA3 SOA7

APPENDIX 1 – Performance Indicator Template

Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
Creditor Payments	94.37%	95.59%	96.03%	96.5% (target)	97%	95%	Joint 2 nd 2011/12
Council Tax Collection In Year	94.03%	94.23%	94.18% 95.58%	94%	94.5%	93.5%	25 th 2011/12
Benefits Processing - New Claims - Change of Circumstances	29 days 6 days	21 days 6 days	23 days 6 days	23 days 8 days	26 days 9 days	20 days 6 days	5 th 2011/12 9 th 2011/12
Procurement Work stream Savings	£415k	£301k	£299k	£153k	£180K	£120K	N/A
Procurement Compliance Assessment (PCA)	15%	34%	47%	55%	60%	60%	16 th 2012/13

Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
Property Maintenance Client Satisfaction Surveys	85%	82%	85%	86%	90%	82%	
Property Maintenance Service Response Times	84%	94%	90%	92%	95%	85%	
Facilities Management Free Meal Uptake			No data.				
Primary	82.29%	73.75%	Target 74%	75%			
Secondary	56.77%	54.1%	56%	58%			
Special	72.29%	64.33%	65%	66%			
Facilities Management Paid Meal Uptake			No data.				
Primary	52.17%	44.01%	Target 45%	54%			
Secondary	59.95%	33.23%	34%	35%			
Special	51%	53.41%	54%	55%			
Variance between Accepted Tender and agreed Final Account	4.50%	-6.26%	8.24% incomplete data	<5.00%	5.00%	NA	

Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
Waste Management – Refuse Recycling	31.5%	41.9%	49.3%	50%	58%	45%	47%
LEAMS Cleanliness standards	76%	72%	71%	70%	76%	67%	70%
Traffic Lights - Faults repaired within 48 Hours	100%	78.6%	94%	98%	99%	90%	No data
Street Lights – Faults repaired within 7 days	94.2%	99.7%	98%	95%	98%	90%	Top Quartile (national Average is 90.2%)
Street Lights – Lighting columns beyond expected service life	35.4%	30.8%	29.5%	29%	35%	25%	2011/12 (In Third Quartile - Ranked 24th out of 32)
Percentage of 'A' Class roads that should be considered for maintenance treatment	29.3%	30.7%	32.7%	31%	36%	26%	2012/13 (In Third Quartile - Ranked 24th out of 32)
Percentage of 'B' Class roads that should be considered for maintenance treatment	38.4%	42.0%	44.3%	43%	48%	38%	2012/13 (In lowest Quartile - Ranked 29th out of 32)

Percentage of 'C' Class roads that should be considered for maintenance treatment	44.7%	50.7%	47.4%	46%	51%	41%	2012/13 (In lowest Quartile - Ranked 28th out of 32)
Percentage of 'Unclassified' roads that should be considered for maintenance treatment	48.7%	49.0%	51.1%	51%	56%	46%	2012/13 (In lowest Quartile - Ranked 28th out of 32)
Potholes: Category 1 (Emergency/Urgent); R.1 response to make safe/repair within 24 hours of identification	14%	33%	70%	90%	100%	85%	No data
Potholes: Category 2 (High Risk); R.2 response to make safe/repair within 7 days of identification	32%	30%	26%	80%	90%	75%	No data
Potholes: Category 3 (Medium Risk); R.3 response to repair within 28 days of identification	N/A	N/A	14%	90%	95%	75%	No data

Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
Reduced number of people on key benefits as a result of Inverclyde Employability and Inclusion Programme.	10, 550	10, 320	10, 450	10,200 to Scottish Average Rate	N/A	N/A	
Number of MA Places	43	46	47	50	57	47	SDS Contracted
Number of GRW Places (Note from April 2013, GRFW will no longer exist in current format)	35	58	30	40	45	30	SDS Contracted
% of Property Enquiries fulfilled within 28 days	100%	100%		100	100	90	
Number of Business/Property Assists	95	78		50	50	40	
Percentage of all planning applications decided in under 2 months	79%	78%		80%	90%	70%	68%
Percentage of householder planning applications decided in under 2 months	87%	88%		90%	95%	85%	84%
Percentage of building warrants assessed within 20 working days of registration	84%	85%		100%	N/A	85%	

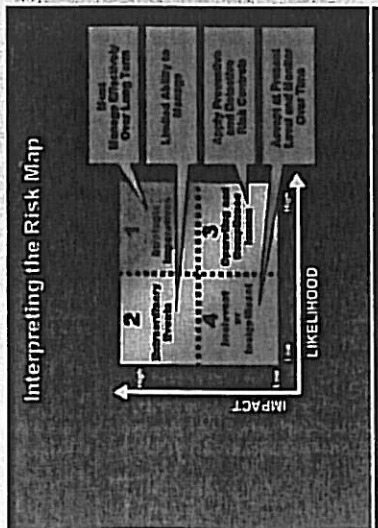
Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
Incident Resolution Times	87.07%	85.30%	92.46%	85%	95%	80%	
Service Request Resolution Times	91.50%	92.03%	93.13%	85%	95%	80%	
Network Availability	100%	100%	99.94%	99.5%	100%	99%	
Key Applications Availability	100%	100%	100%	99.5%	100%	99%	

CDIP - ERR risk register

Corporate/Directorate Plan: Environment, Regeneration and Resources									
Risk Status as at 13/13 for 2013/2015 Activity									
Risk Category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)									
Improvement Action	Risk No	Risk Category	Description of Risk Concern	IMPACT Rating (A)	LIKHOOD Rating (B)	Quarant	Risk Score (AxB)	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates
ERR01 Improve financial support to services whilst reducing workforces.	1	OC	Improvement actions are not supported at a strategic level resulting in non-delivery of actions. Factors of this risk include: Lack of support/buy in from services; Management information is not sufficiently focussed and understandable.	3	2	2	6.0	CFO	CDIP has been approved by Committee. Regular monitoring of action implementation will be undertaken by DMT and updates provided to Committee. Areas of concern will be escalated as appropriate.
ERR04 Development of the Customer Service Centre.	2	FRIOC	Fail to expand the range of customer service enquiries at first point of contact resulting in service improvements not being delivered in a timely manner or at all. Factors of this risk include: Financial resources are not in place or are not adequate; project planning is not undertaken or is not adequate; lack of buy support from services involved.	4	2	2	8.0	CFO	Programme management procedures will be implemented. Project plans will be developed and implemented. Relevant staff from services will form part of the projects.
ERR07 Fully develop Council's approach to Data Protection.	3	LR	Fail to develop the Council's approach to data protection resulting in potential breaches of the Act and potential for regulatory censure under fines. Factors of this risk include: Training programme is not developed and disseminated to all staff; Policies and procedures are not developed and disseminated to all staff; lack of support at a strategic level on the importance of data protection compliance.	3	3	1	9.0	Head of Legal and Democratic Services	A training programme is being developed and will be rolled out to all staff during 2013/14. Policies and procedures have been developed in relation to DPA and these are published on ICON.
ERR18 Achieve £200,000 savings in utility costs.	4	FR	Fail to manage utilities consumption in all areas resulting in savings not being fully achieved. Factors of this risk include: utilities consumption measures are not implemented across all areas; lack of buy in or support from services.	2	3	3	6.0	Head of Property Assets and Facilities Management	Regular updates are provided to Chief Officers for dissemination to staff within their Services. A multi service energy management Group has been established. A key objective of this group is to regularly promote and implement the necessary utilities consumption measures.
ERR23 Implementation of the Flood Action Plan.	5	FR	Fail to implement the flood action plan resulting in prioritised issues not being addressed. Factors of this risk include: Insufficient resources available to deliver on schemes to solve issues; inability to get matched funding from SG.	4	2	2	8.0	Head of Environmental and Commercial Services	Prioritised works have been identified and solutions to deliver on these will be progressed in house or through third parties during 2013. This forms part of the Capital Programme and regular committee reports are prepared showing progress.
ERR33 Implementation of the Carbon Management Plan 2012-2017	6	FR	Fail to implement the carbon management plan resulting in the target reductions not being achieved. Factors of this risk include: Inconsistent practices being carried out across services; do not promote carbon management initiatives across the Council; inadequate resources available within services to deliver initiatives.	3	2	2	6.0	Head of Regeneration and Planning	Continue to develop schemes and seek matched funding from Scottish Government. Carbon management initiatives have been prioritised and targets have been set. A working group has been set up which includes key services involved in the promotion and roll out of the initiatives.
ERR 39 Implementation of Web Site Strategy	7	RIOC	Fail to implement new web site strategy resulting in out of date web site; lack of expected functionality for service users; other improvement actions not being delivered as required eg bid on-line payment capability.	4	3	1	12.0	Head of ICT/Corporate Communications Manager	It is planned that regular progress reports will be provided to Committee on achievement of the plan. Project plan will be put in place to may requirements and ensure resources are in place including financial and people. This will require a training plan for staff. Engagement will require to take place with suppliers, corporate communications and key services.

CDIP - ERR risk register

Key: see diagram



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

Risk Key:

Financial: Losing resources or incurring liabilities.

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

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

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

2.8 Finance Service Statement



Overview of Service

Finance Service delivers a wide range of Financial Services to both external customers and internal services. These services cover the traditional core services of Accountancy, Treasury, Insurance, Banking, Council Tax and Benefit processing to Corporate Procurement and the Customer Service Centre.

Statement of Service Objectives

Accountancy

- Comprehensive financial management service to all parts of the Council including essential business support to front line services
- Technical Accountancy including statutory finance requirements set out by Scottish Government and Audit Scotland
- Essential business support to the Council including Treasury, Insurance, Banking, Creditors & Client Finance Support to the CHCP.

Revenues

- Billing and collection of Council, Tax, Non Domestic Rates and Sundry Debt.
- Collect monies on behalf of Scottish Water and ensure compliance with the Service Level Agreement
- Debt recovery for the Council in partnership with the Council's Debt Management Partner.

Benefits and Customer Services

- Management and provision of an effective Housing Benefit and Council Tax Reduction Service
- Protect the public purse through effective prevention of error and fraud.
- Ensure that legislative changes are fully planned and implemented in line with National and Statutory requirements, while also ensuring that local factors are taken into consideration.
- Provision of effective Customer Services and that liaison is in place with key internal and external stakeholders such as JobCentre Plus, Registered and Social Landlords, CHCP and Third Sector Organisations.
- Development and delivery of the Council's Customers Service Strategy.
- Administering discretionary payments arising from Welfare Reform.

Corporate Procurement

- The implementation of a consistent approach to supplier and contract management in order to drive value from new and existing contracts.
- Support local businesses and SMEs via open and transparent tendering procedures that incorporate Community Benefits where applicable
- Implementation of Procurement Strategies for high value contracts to deliver better services and best value

Service Standards

- Delivery of high quality qualification free annual accounts are published on the website at the following link.
<http://www.inverclyde.gov.uk/council-and-government/performance/how-we-use-our-resources/annual-accounts/>
- Paying suppliers within the 30 day statutory period
- Processing Benefits payments within 24 days and processing benefit claimants change of circumstances within 6 days. More details can be found on our website at the following link.
<http://www.inverclyde.gov.uk/advice-and-benefits/>
- Council Tax Collection Target 96.5%

Contact Us

General Enquiries by contacting the Customer Service Centre on 01475 717171

Specific Procurement enquiries e-mail: procurement.helpdesk@inverclyde.gov.uk

Legal & Democratic Service Statement

Legal & Democratic Services provide a range of comprehensive services, comprising both front line and support services in relation to:

- The administration of Committees
- Services to Members
- Legal Services
- Internal Audit
- Licensing

Services are delivered through five teams.

Committee Services

- Services for the efficient organising and administering of the Council and its Committee structure and the recording of its decisions.
- The co-ordination of Freedom of Information responses for the Council's Services; responsibility for the Council's Scheme of Publication.
- Keeping the Council's Corporate Governance Framework up to date.

Services to Members

- A confidential, comprehensive, administrative and secretarial service to the Council's 20 elected members, including the Leader of the Council and Provost.
- Research, members' training and development.
- Dealing with constituent enquiries and surgery arrangements.
- Comprehensive administrative service to Inverclyde Children's Panel and Children's Panel Advisory Committee (from June 2013 Inverclyde Area Support Team).

Procurement and Conveyancing

- The sale, purchase and lease of land.
- Advising on Planning Law matters and the administration of the Planning Local Review Body.
- Providing advice and assistance in relation to all contract and procurement matters, including ensuring compliance with the European Procurement regime and the Council's Standing Orders.
- Freedom of Information reviews and Community Council liaison.

Licensing, Litigation and Advice

- Administration of the Licensing Board and associated regime under the Licensing (Scotland) Act 2005 and elements of the Gambling Act 2005.
- Administration of Civic Government Licensing and the General Purposes Board in relation to Taxi Licensing and other matters.
- Litigation and advice including that relating to Employment Law matters and Tribunals, Education, Anti Social Behaviour, Child and Adult Protection, Adults with Incapacity, Permanency Planning and the Adoption Panel.

Internal Audit

- Audit services to the Council as well as services in relation to risk management and business continuity.

Service Standards

- Progressing all applications for licences in terms of the relevant statutory timescales.
- Ensuring the Council's contractual arrangements comply with the statutory regime.

Property Assets and Facilities Management

Service Statement

1. Overview of Service

Property Assets and Facilities Management provides a comprehensive property service to the Council. This includes management of the Council's General and Education property portfolios, multi-disciplinary design service and full facilities management service. It has six service areas, detailed below.

Technical Services

- To provide Design and Project Management Services for new build and refurbishment contracts
- To carry out option appraisals and feasibility studies

Property Resources

- To provide Quantity Surveying and Cost Management Services for new build and refurbishment contracts.
- Statutory duties services including Asbestos Management, disabled access, fire risk assessment, water quality/legionella, gas soundness, fixed electrical installations, portable electrical appliances, lightning protection installations and lift installations

Property Assets

- To maintain an up to date Property Assets Management System
- To Identify surplus and underused or inefficient properties
- To liaise with other services to provide better and more efficient operational properties
- To dispose, by sale or lease, surplus properties
- To acquire, by purchase or lease, additional properties required
- To manage non operational properties where occupied
- To maintain and return SPI's including DDA, Suitability and Condition,

Construction Services

- To carry out repairs and Maintenance and Minor projects works Contractor for Council properties
- To provide an Aids & Adaptation works service for the Inverclyde Care & Repair Service.
- To provide a reactive and proactive Property Maintenance service for all Council properties, utilising both the Council's own in house contractor and external contractors.

Facilities Services

- To provide Catering Services for Schools and Social Care Facilities
- To provide Cleaning Services for all Council premises
- To provide Janitorial, Caretaking and Let Officer Services to Schools
- To operate Public Conveniences

School Estate Team

- To develop the Council's School Estate Strategy
- To develop an investment plan for each school
- To manage the Council's Public Private Partnership (PPP) Schools
- To progress the Council's proposals for major Secondary schools projects

- To progress the refurbishment of all remaining Primary, Nursery and Special schools
- To manage the maintenance programme for all schools

2. Statement of Service Objectives

- To ensure that the Council's Property portfolio is fit for purpose.
- To ensure that the Council's property portfolio is run as efficiently as possible and that surplus properties are disposed of
- To ensure that the Council's property portfolio is properly maintained.
- To ensure that all statutory inspections are carried out, appropriate records are kept and properties are maintained in a safe condition
- To reduce the carbon footprint of the property portfolio.
- To ensure that all building projects are well designed and carried out economically and to a high standard..
- To ensure that all Council property is, as far as is possible, accessible to staff and customers with disabilities.
- To ensure that Facilities Management services are delivered to a high standard.

3. Our Commitment to our Customers

We are committed to:

- Providing a high quality service which ensures that Inverclyde Council has a modern and efficient building stock fit for purpose.
- Providing clear reliable and accurate information.
- Making contacting us easy and straightforward.
- Providing a service that you regard as effective and would recommend.

4. What You Can Expect From Us

- We will ensure that property is as suitable for its use, sufficient for the occupants needs and in as good condition as possible, within the constraints of available budgets.
- We will liaise with you to ensure building works meet your needs.
- We will respond timeously to requests for assistance.

5. How You Can Help Us

In order to ensure that we are meeting the above standards and providing you with a quality service, you can help us by:

- Providing a clear Brief or description of your requirements.
- Reporting faults promptly and to the appropriate officer..
- Telling us if we have exceeded your expectations or have not delivered a service to your satisfaction.

6. How to Contact Us

You can contact us at Property Assets and Facilities Management, Inverclyde Council, 6 Cathcart Square, Greenock PA15 0LS (tel: 01475 712406)

Environmental & Commercial Service Statement

Overview of Service

Environmental and Commercial Services provide a wide range of Public sector front line services. The majority of these services are provided to the Councils residents, Local Community Groups and businesses within Inverclyde on a planned and systematic basis.

Our Service Vision is simple; we have a passion for people, and strive to deliver high quality value for money services to our customers.

In order for us to achieve our vision we are fully committed to developing and empowering our greatest asset, our people. Everything that we do is underpinned by having a passion for excellent employment practice and the delivery of first class customer service.

Our Commitment to our Customers

We are committed to:

- Providing Best Value services which provide positive outcomes for our customers.
- Providing a safe and rewarding working environment for all our employees
- Putting service quality at the heart of what we do.
- Maintaining and building upon strong working relationships with our customers and communities.
- Listening and responding to our customers to ensure continual improvement.
- Providing a service of choice.

What you can expect from us

We will provide a professional level of services across all our functional areas
Requests for services and enquiries will be dealt with within agreed timescales.
We will ensure that our customers know what levels of service to expect.
We will consult with you in respect of any significant changes to your services

In specific terms each service has a commitment for its own area of activity high level activity details are listed below.

Grounds services

- The maintenance of Council owned parks and open spaces including all planting and arboriculture works.
- The management and maintenance of Whinhill golf Club
- Street cleaning services including mechanical and manual cleaning and the achievement of a 70% standard of cleanliness for our streets.
- Fly tipping removal and associated works.
- The development and implementation of an area wide asset plan to include play areas, open spaces and cemeteries.
- The operation of the Council's crematorium and cemeteries
- A dedicated and discrete appointment system for the registration of births and deaths, submission of notice papers and uplift of marriage schedules.

- Cremation or burial services will be attended to by an experienced member of staff to ensure that the funeral is carried out in a dignified and professional manner adhering to the Federation of British Cremation Authorities Code of Practice

Roads and Network Management

- The planned and ad hoc maintenance and management of Inverclyde adopted Roads Network including pavements, paths and car parks.
- The repair of 90% emergency potholes within 24 hours of identification and the repair of 80% of high risk potholes within 7 days
- The maintenance and repair of street lighting, and common lighting and traffic light maintenance. Including the repair of 95% street lights within 7 days and The repair of 98% of traffic lighting faults within 48 hours
- Planned and emergency winter maintenance services including gritting and snow clearing.
- Roads design and consultancy services.
- Bridge maintenance and management.
- Flood prevention including the management of reservoirs, associated watercourses, culverts and dams.
- Gully emptying and maintenance.
- Provision of road closures and support major events requiring traffic management controls.
- The development of a comprehensive and integrated transport strategy in partnership with a number of agencies (e.g. SPT)

Waste Management

- The collection of waste and recycling on a regular day or days and notification of changes to collection schedules in advance.
- The recycling of 50% of material from households within Inverclyde.
- The provision of commercial waste collections from businesses.
- Bulk household waste collections from households.
- The removal of abandoned vehicles.
- The provision, management and servicing of recycling centres at Pottery Street and Kilm Drive.
- The provision management and servicing of bring sites throughout Inverclyde.
- The operation of the waste transfer station at Pottery Street.
- The management of the Materials Recycling Facility at Ingleston park

Fleet and Transport

- Fleet management including the provision of fuel, MOT's , road fund licenses for all our internal service users.
- The planned and ad hoc maintenance and servicing of the Council's vehicle fleet and plant items to an appropriately high standard.
- Customers are advised of repairs and likely durations and costs which are identified at the outset.
- Social Transport services are provided on time and take the needs of our users into account.
- Taxi testing is carried out in accordance with best practice principles and all works are advised to operators.

Our Commitment to our Customers

We are committed to:

- Providing Best Value services which provide positive outcomes for our customers.
- Providing a safe and rewarding working environment for all our employees
- Putting service quality at the heart of what we do.
- Maintaining and building upon strong working relationships with our customers.
- Listening and responding to our customers to ensure continual improvement.
- Providing a service of choice.

How you can help us

In order to ensure that we are meeting the above standards and providing you with a quality service, we encourage our customers to

- Consult and engage with our staff
- To provide feedback on their experiences of our services
- To suggest improvements or ways we can do things better

How to Contact Us

You can contact Environmental and Commercial through Inverclyde Councils Customer Contact Centre Inverclyde Council Municipal Buildings Greenock PA15 1LY

Tel: 01475-717171

Or e mail

customerservices@inverclyde.gov.uk

Regeneration & Planning Service Statement

The Regeneration and Planning Service seeks to contribute towards a safe and sustainable Inverclyde based on a thriving, diverse local economy supported by educated and informed citizens.

Through customer engagement and work practices the Service is open for business, provides certainty, and promotes high quality and sustainable development on the ground within an efficient and effective decision making process and a culture of continuous improvement.

Delivery is via three Service areas:

Development and Building Standards

Development Management:

- Planning applications
- Planning enforcement
- Tree preservation
- Conservation/design

Building Standards:

- Building warrants
- Building standards enforcement
- Licensing advice

Economic Development

Workforce Development:

- Learning and skills to improve the employability of those out of work
- Connecting individuals and communities to economic opportunities

Business Development:

- Advice, grants and loans to help businesses compete and grow
- Marketing support
- Tourism

Planning Policy and Property

Planning Policy:

- Glasgow and the Clyde Valley Strategic Development Plan
- Inverclyde Local Development Plan
- Lower Clyde Greenspace and Access
- Green Charter
- Carbon management

Property:

- Commercial and industrial property lets

ICT Service Statement

1. Overview of the Service

The ICT Service delivers ongoing management, support and delivery of all aspects of ICT. This includes the provision of strategic advice, technical support, project management, implementation and operational support for all corporate systems. The service delivers a stable and secure ICT infrastructure environment and is the Technical Authority for the various Inverclyde Council owned networks, including the technical infrastructure to allow remote and mobile working.

ICT Service Desk

- Single point of contact for reporting incidents and service requests
- Provide all desktop support services
- Manage incidents, fault resolution, problem solving and advice in line with service level agreement targets
- Provide ICT Service Level Management
- Manage all ICT configuration and asset management
- Manage the Council's software licences
- Carry out installations, moves, upgrades

Application Delivery/Business Solutions

- Oversee the initial implementation and ongoing support for applications and databases within the council
- Engage with client services to ensure that planned systems developments are compatible with the Council's existing infrastructure
- Design and support of integration software
- Ensures that the programme of system development is in line with Council's strategic plans
- Web development and web site management
- Bespoke applications development

ICT Infrastructure

- Design, manage and support the Council's ICT networks, server and storage estate
- Manage and support all communication technologies deployed within the Council, including WAN and LAN services, Wi-Fi, telephony, voicemail, contact centre and Internet access.
- Provide information and IT security services, including all anti-virus, Internet management and email filtering
- Manage the ICT Business Continuity arrangements
- Manage the Council's back-up and archiving solutions

Project Management

- Provide a full range of project management services for implementing corporate solutions
- Provide project/programme office support services
- Assess options for re-engineering business processes where appropriate
- Provide business analysis and benefits realisation capabilities

2. Statement of the Service Objectives

- To promote an understanding of the Council's ICT provision to enable efficient delivery of Corporate strategic objectives
- To continue to deliver a culture of high quality ICT service delivery and improvement within the Council
- To engage effectively with our customers and use their feedback to improve service delivery

SOA8 - Our public services are of high quality, continually improving, efficient and responsive to local people's needs.

SOA6 - A nurturing Inverclyde gives our children and young people the best possible start in life.

3. Our Commitment to our Customers

We are committed to:

- Providing a high quality fit for purpose service to meet our customers' needs
- Providing efficient communication channels to deliver key council information to staff
- Providing an effective and professional service.

4. What you can expect from us

The ICT service desk is available Monday to Thursday 8.30am – 5.30pm and Friday 8.30am – 4.30pm. Your calls will be answered promptly and if possible your call will be resolved immediately. Otherwise we will endeavour to deal with your request in line with the published Service Level Agreement times.

We will provide a high level of system availability and will endeavour to provide solutions of a high quality within agreed service levels.

We will engage professionally with other council services to deliver cross directorate projects

5. How you can help us

We strive to deliver the service that we have promised. We welcome feedback on any aspect of your experience of our service. Occasionally we will ask you to respond to service level surveys to enable us to continually improve.

6. How to contact us.

You can contact us:

By telephone – (01475) 712345.

By e-mail – Servicedesk@Inverclyde.gov.uk

Report To:	Policy & Resources Committee	Date:	21 May 2013
Report By:	Albert Henderson, Corporate Director, Education, Communities and Organisational Development	Report No:	PR/092/13/AH/MMcK
Contact Officer:	Miriam McKenna, Corporate Policy and Partnership Manager	Contact No:	712042
	Karen McCready, Corporate Policy Officer		712146
Subject:	Education, Communities and Organisational Development Corporate Directorate Improvement Plan		

1.0 PURPOSE

- 1.1 The purpose of this report is to present to Committee, for consideration and approval, the new Corporate Directorate Improvement Plan for the Education, Communities and Organisational Development Directorate.

2.0 SUMMARY

- 2.1 The Council has introduced a new strategic planning and performance management framework, focused around a Nurturing Inverclyde, 'Getting it Right for Every Child, Citizen and Community' and the achievement of eight wellbeing outcomes, aiming to ensure that all our children, citizens and communities are safe, healthy, achieving, nurtured, active, respected, responsible and included.
- 2.2 As part of the new framework it was agreed that new Corporate Directorate Improvement Plans (CDIP) be drafted for each Directorate. These plans reflect both the Corporate improvement actions which each Directorate has a lead role in implementing, and the Directorate specific improvement actions.
- 2.3 The actions have been based on robust self evaluation carried out by services, to answer the key questions of:
- Where are we now?
 - Where do we want to be?
 - How will we get there?
 - How will we know we are getting there?
- 2.4 The new CDIPs are therefore focused on improvement actions which will be undertaken by the Directorate to ensure that it meets the vision and outcomes of the Council, rather than detailing the day to day activity of a service, or function within a service.
- 2.5 Service statements are being developed, which will set out what each service, or function within a service does, as part of its day to day activity, as public facing documents. Any further detail of projects which support the delivery of a service will be captured on the performance management system 'Inverclyde Performs'. The system will also capture all of the performance indicators associated with any plans or projects which sit below the strategic CDIPs.

- 2.6 Each action within the CDIP is referenced to a wellbeing outcome and SOA outcome, and this will be reflected on Inverclyde Performs, so that the Council can track how the improvement actions it is delivering contribute to the delivery of the outcomes set out in its Corporate Statement.
- 2.7 The Education, Communities and Organisational Development CDIP (attached at appendix one) sets out Corporate actions, Cross Directorate actions and Service specific actions for:
- Education
 - Inclusive Education, Culture and Corporate Policy
 - Safer and Inclusive Communities
 - Organisational Development, HR and Corporate Communications
- 2.8 Once the CDIP has been agreed, all the actions will be entered onto Inverclyde Performs, and performance will be reported to every second committee cycle.

3.0 RECOMMENDATIONS

It is recommended that the Committee:

- a. Approves the Education, Communities and Organisational Development Corporate Directorate Improvement Plan

4.0 BACKGROUND

- 4.1 The review of the Council's strategic planning and performance management framework in 2012 recommended that Directorate Plans be refocused around improvement and based on robust self evaluation.
- 4.2 The Corporate Directorate Improvement Plans (CDIPs) have been developed from the former Directorate Plans, and now focus much more on improvement action, based on a self evaluation process which has been developed for the Council. The CDIPs cover corporate cross cutting improvement actions which are led by the relevant Corporate Director through the Corporate Improvement Groups, as well as the improvement actions for the Directorate which have been reached through a process of self evaluation set out in the self evaluation guidance. Each action is referenced to the SOA outcome which it contributes to the delivery of, as well as the GIRFECCC wellbeing outcome it refers to.
- 4.3 With a strong focus on improvement the CDIPs do not set out the day to day delivery of services, but set out those actions which will improve service delivery and the outcomes for our children, citizens and communities. Services have identified these improvements having assessed themselves against the key questions of:
- Where are we now?
 - Where do we want to be?
 - How will we get there?
 - How will we know we are getting there?

The assessment has been informed by the gathering and analysis of data, including performance indicators, customer engagement, benchmarking, peer review and officer knowledge and experience.

- 4.4 Improvement is focused on the wellbeing outcomes, working to ensure that all our children, citizens and communities are safe, healthy, achieving, nurtured, active, respected, responsible and included. The Directorate also contributes to the delivery of the eight SOA outcomes which have been adopted by the Council, with a particular emphasis on:
- Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life;
 - A nurturing Inverclyde gives all our children and young people the best possible start in life;
 - Our public services are high quality, continually improving, efficient and responsive to local people's needs.
- 4.5 The key improvements which will be implemented over the course of the plan will be:
- The development of the SOA to include more preventative and early intervention work and also identification of the resources available across all partner organisations.
 - The development of the Council's commitment to equalities consistently across all services to ensure better outcomes.
 - The principles and techniques of good self evaluation will be rolled out across

all services.

- Implement the Early Years Collaborative / Nurturing Collaborative to help deliver tangible improvements in outcomes and reduce inequalities for vulnerable children.
- The full implementation of Curriculum for Excellence across all sectors and all establishments.
- A review of anti-social behaviour and community safety services to ensure they are aligned with current needs and are able to react quickly to changing circumstances.
- The improvement of library and museum services for young adults aged 12-16.

- 4.6 Regular Directorate Performance Reports will be submitted to the Education & Communities Committee to inform Elected Members of the progress made in implementing the Plan.

5.0 IMPLICATIONS

- 5.1 Legal: none anticipated

Finance: all financial implications are detailed in the CDIP

Personnel: none anticipated

Equality and Diversity: this is reflected in the CDIP setting out a commitment to Equality and Diversity, as well as including an improvement action in regard to supporting the Council in meeting its legislative equality requirements.

Repopulation: The improvement actions set out in the CDIP are intended to improve the lives of those who live in Inverclyde and successful delivery will contribute to the good reputation of Inverclyde Council. These should in turn contribute to making Inverclyde an attractive place to live, work and visit.

6.0 CONSULTATIONS

- 6.1 The self evaluation process uses stakeholder engagement to inform assessment. All Education, Communities and Organisational Development Directorate services have been involved in the development of this plan.

7.0 LIST OF BACKGROUND PAPERS

- 7.1 Corporate Directorate Improvement Planning Update (PR070/12/AH/MMcK)
18/09/12

Revised Strategic Planning and Performance Management Framework
(PR064/12/AH/MMcK) 14/08/12

DRAFT

Education, Communities and Organisational Development

Corporate Directorate Improvement Plan

2013 – 2016



Inverclyde
council

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1. Introduction by Corporate Director

Welcome to the Corporate Directorate Improvement Plan for the Education, Communities and Organisational Development Directorate. The Directorate was established in April 2012 and brings together the services of Education, Inclusive Education, Culture and Corporate Policy, Safer and Inclusive Communities and Organisational Development, HR and Communications.

As a Directorate, our activities are clearly focussed around the concept of a “Nurturing Inverclyde”. This is an approach based on the development of early intervention and preventative spend projects through partnership working which aims to make Inverclyde a place which nurtures all its citizens, ensuring that everyone has the opportunity to have a good quality of life and good mental and physical wellbeing. The approach puts the child, citizen and community at the centre and as such, caters for residents of all ages in Inverclyde. Our improvement actions are linked to the wellbeing outcomes of safe, healthy, achieving, nurtured, active, respected, responsible and included and will help to deliver all of the Single Outcome Agreement (SOA) outcomes with a particular emphasis on areas which state:

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

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

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

- The development of the SOA to include more preventative and early intervention work and also identification of the resources available across all partner organisations.
- The development of the Council's commitment to equalities consistently across all services to ensure better outcomes.
- The principles and techniques of good self evaluation will be rolled out across all services.
- Implement the Early Years Collaborative / Nurturing Collaborative to help deliver tangible improvements in outcomes and reduce inequalities for vulnerable children.
- The full implementation of Curriculum for Excellence across all sectors and all establishments.
- A review of anti-social behaviour and community safety services to ensure they are aligned with current needs and are able to react quickly to changing circumstances.
- The improvement of library and museum services for young adults aged 12-16.

As with all public sector organisations one of our greatest challenges in the coming years is to continue to deliver high quality services to both our internal and external customers in extremely challenging financial circumstances. However, we are committed to adopting a solution focussed and ‘can do’ attitude to our work. We will work to develop and promote our self evaluation skills not only in our own Directorate, but across the Council, in order to enhance current good practice and plan to continuously develop and improve as an organisation.

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

- Reduction in employees and the pressure on service delivery levels

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

This is a three year plan which will be reviewed on an annual basis to ensure that the actions contained in it are still relevant and continue to drive improvement across services.

Through this plan we hope to support and challenge staff to improve the quality of the services we provide and we look forward to making well-evidenced progress towards our achievements over the three years.



Albert Henderson, Corporate Director, Education, Communities and Organisational Development

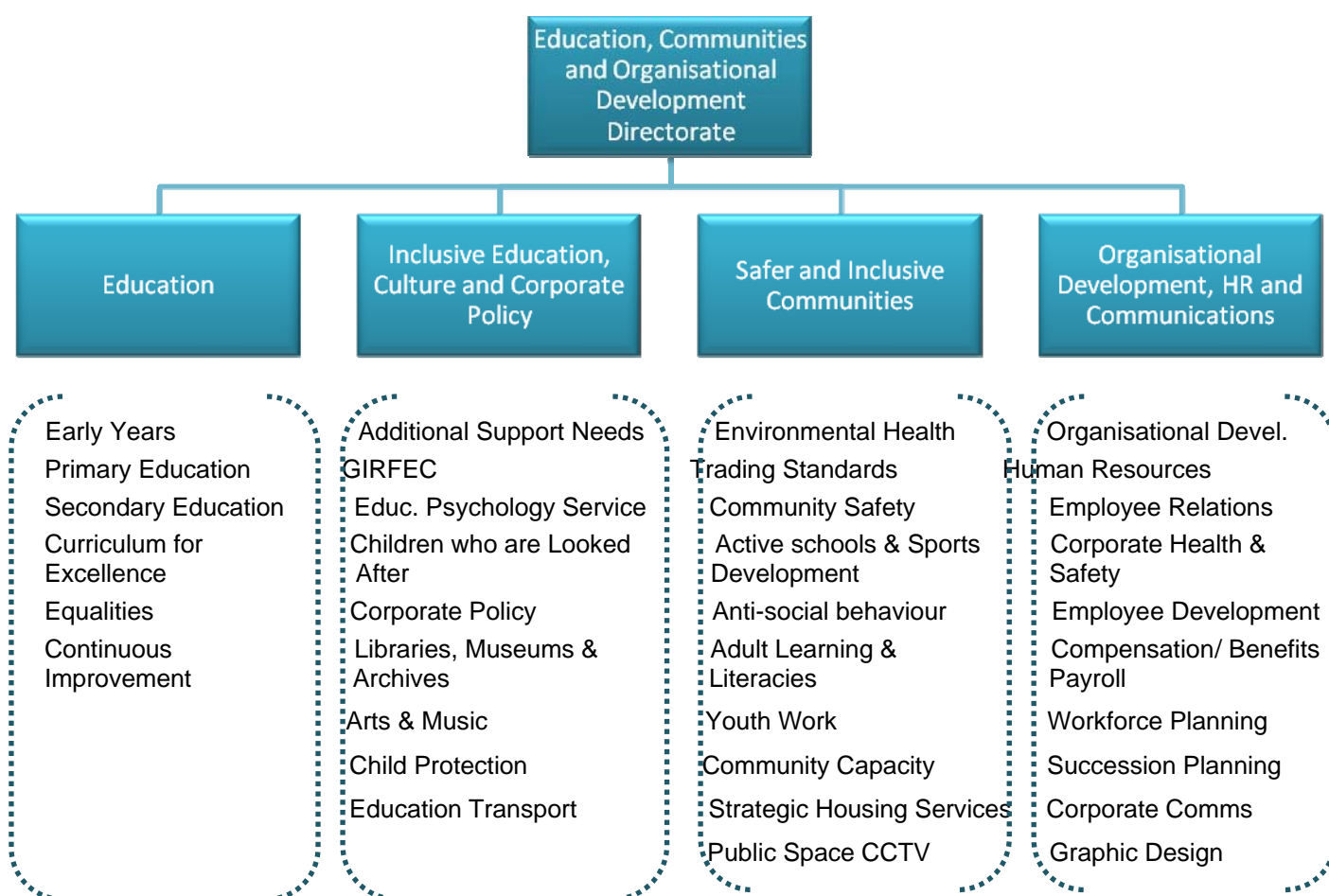
2. Strategic Overview

2.1 Purpose and Scope of the Directorate

The move to a three Directorate structure has meant that the purpose of the Directorate has changed, with a broader remit incorporating more corporate services.

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

In order to deliver on these outcomes the Directorate is made up of four services.



2.2 National and Local Context

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

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

Public Sector Reform

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

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

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

All Services

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

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

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

Safer & Inclusive Communities Policy and Legislative Drivers

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

Organisational Development, HR & Communications Policy and Legislative Drivers

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

Regulatory and Evaluative Bodies

- Education Scotland
- Care Inspectorate
- The Public Libraries Quality Improvement Matrix.

- Food Standards Agency Scotland
- Health and Safety Executive
- Scottish Government Housing Directorate
- Sport Scotland

2.3 Customer Focus

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

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

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

Proposed Engagement

We will be undertaking a Health and Wellbeing Survey across all secondary schools in partnership with the CHCP.

Customer engagement is also planned with small traders likely to be affected by the trusted trader scheme and partners that are involved in delivering anti-social behaviour and community safety services

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

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

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

2.4 Equality

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

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

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

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

The overarching Council Equality Outcomes are:

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

Within the Improvement Actions set out at 4, there are a number which are of particular relevance to the delivery of the Council's duties under the Single Equality Act. These have been gathered into the Council's Equality Outcomes document to show how each service area is working to deliver the general and specific duties and work with people with protected characteristics.

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

2.5 Sustainability of the Environment

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

The Directorate works to promote sustainability within our communities. The Inverclyde Local Energy Savings Scheme (LESS) is a partnership aimed at tackling fuel poverty through improving home thermal insulation, promoting sustainable energy use and maximising household income by reducing heating bill and ensuring benefit take up. The project is delivered jointly by Inverclyde Council, SOLAS Scotland Ltd and Scottish Hydro Electric at a neighbourhood level to ensure maximum contact with households.

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

Services in the Directorate are also involved in work taking place in regards to Carbon Management. Employees are provided with information to help them reduce their energy consumption in the office, for example, switching off monitors when not using their computers for a period of time e.g. over lunch breaks; turning lights off when rooms are not being used; buying recycled paper; only using colour printing when absolutely necessary and considering the environment before printing any documents.

2.6 Risk Management

The key risks that the Directorate faces include:

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

The detailed risk management plan is attached at Appendix 2

2.7 Competitiveness

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

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

Challenge

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

Improvement

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

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

Additionally, the new indicators which have been developed through the SOLACE Benchmarking Project 'Improving Local Government' give services further data on which to base self evaluation and to plan benchmarking work with other local authorities in our 'family' group. This benchmarking data will be reviewed across services to identify areas of potential weakness or inefficiency and engagement will take place with other Councils.

Some of the indicators which the Directorate will focus on over the three years of this plan include:

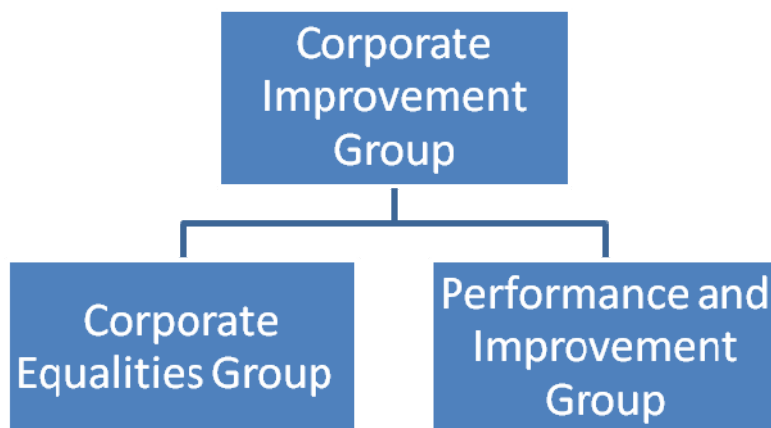
- Absence Management
- Looked after Children

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

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

2.8 Corporate Improvement Groups

The Education, Communities and Organisational Development Director is responsible for the Corporate Improvement Group. This Group has two sub groups covering Equality and Diversity and Performance and Improvement. The Corporate Equality Group is chaired by the Head of Education and takes the lead on ensuring the Council is meeting its duties under the Single Equality Act 2010. The Performance and Improvement group is chaired by the Head of Inclusive Education, Culture and Corporate Policy and covers Best Value 2, performance management, strategic planning, competitiveness and continuous improvement.



3.0 Self Evaluation and Improvement Plan

The Improvement Plan for the Directorate for the next three years is attached in section 5.0. This improvement plan has been developed based on robust self evaluation using both formal (such as external audit) and informal self evaluation techniques (such as service self assessment). A self evaluation toolkit containing a range of self evaluation techniques has been developed and this will be rolled out across all services so that self evaluation becomes further embedded in our service planning and delivery on an ongoing basis.

Examples of the range of self evaluation techniques that have been used by services within the Directorate over the past two years include:

- A validated self evaluation (VSE) was carried out by Education and Communities and HMIE focused on improving outcomes for children, young people and adult learners. This has become part of an ongoing process of self evaluation
- Education Services have used the 'Implemento' self evaluation tool to focus on how the service drives improvement which resulted in the formation of the Continuous Improvement Team
- Formal evaluation of Inverclyde Libraries through the Public Library Quality Matrix. The service was assessed on Q11 'Access to Information'
- 'How Good is our Community Learning and Development' Self evaluation framework
- Safer Communities, Organisational Development & HR and Corporate Policy have all carried out comprehensive self evaluation using the Public Service Improvement Framework
- Benchmarking within Health and Safety (HR)
- HR Policy Benchmarking
- Shared Services Benchmarking
- Ongoing evaluation of training and development sessions and their impact carried out by Educational Psychology Services.

In addition, the Directorate carries out self evaluation associated with externally funded programmes such as Big Lottery, Regeneration Funding and Cashback.

4.0 Summary of Resources

Expenditure and FTE numbers

Resource Statement: Education and Communities

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

5.0 Education, Communities and Organisational Development Improvement Plan

Corporate Improvement Actions

5.1 Corporate Improvement Actions

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

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
CA1	Performance Corporate Improvement Group	<u>External Funding Group</u> An External Funding Group has been established and an external funding officer post has been agreed. Number of funding applications agreed 12/13	Establish development sessions for managers to support funding applications. Work in closer partnership with community and voluntary sector	Development group and funding officer to be more proactive in setting up training sessions / events (August 2013)	Increased number of successful bids to external funds. Development sessions well attended	Angela Edwards		SOA3 SOA8 Achieving
CA2	Performance Corporate Improvement Group	<u>Corporate Equalities Group</u> Through the work of a Corporate Equalities Group, guidance and support is being given to all Directorates regarding new legislative requirements arising from the Equality Act 2010	Requirements of the General Duty and Specific Duties are embedded in service delivery across all Directorates Service delivery better meets the needs of people with protected characteristics	Continue to provide appropriate guidance and support to Directorates Appoint an Equalities Officer to progress the Council's commitment to Equalities consistently across all services to ensure better outcomes Increase representation on Corporate Equalities Group to include a wider range of people	Council staff understand how they should engage with customers and colleagues with protected characteristics Specific Duties are met within required legislative timelines There is increased engagement with and representation from groups of service users with	Wilma Bain	<i>Equalities Officer post - tbc</i>	SOA2 SOA8 Included Respected and Responsible MBV1

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
				with protected characteristics Timescale: To be agreed	protected characteristics Monitoring is in place across Services to identify whether there are any barriers to accessing services for people with protected characteristics			
CA3	Performance Corporate Improvement Group	<u>Competitiveness</u> Benchmarking and market testing is undertaken by a variety of services, but no corporate definition or process is in place in regards to competitiveness	Effective processes are in place to ensure challenge and improvement. These are used consistently across services.	Enhancement of self evaluation guidance and processes regarding competitiveness and challenge (Dec 2015)	Self evaluation guidance has more emphasis on competitiveness and challenge CDIPs better reflect competitiveness. Benchmarking taking place across services where efficiencies can be generated and best practice learned from.	Angela Edwards	<i>No resource implications.</i>	SOA 8
CA4	Corporate Policy & Partnership Team	<u>Self Evaluation</u> Some services within the Council can demonstrate robust self evaluation. This needs to be developed and good practice	Self evaluation is embedded into everyday performance management and planning processes	Training rolled out across services and guidance distributed across the Council (Dec 2013)	All CDIP Improvement Plans are based on robust evidence obtained from self evaluation. All new plans/ strategies are based on self evaluation	Angela Edwards	<i>No resource implications</i>	Responsible SOA 8

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		shared and rolled out across all services.			Management teams use Inverclyde Performs for ongoing self evaluation.			
CA5	Corporate Policy & Partnership Team	<u>Strategic Planning and Performance Management Framework</u> A new SPPMF has been agreed by the Council. Further work is required to ensure that there is consistency in the understanding of both the SPPMF and wellbeing outcomes across the Council and its partners.	All employees are aware of the Council's vision, outcomes and values and these are embedded in service planning Integration of the wellbeing outcomes across all planning and performance management across the Council and Inverclyde Alliance partners	Make information readily accessible on ICON (June 2013) Develop information packs Provide further training sessions (December 2013) Provision of drop in sessions to support services in the development of plans and strategies (ongoing)	All strategies and plans refer to GIRFECC vision and wellbeing outcomes All planning and performance management supports the delivery of the outcomes	Angela Edwards	<i>No resource implications</i>	Achieving Responsible SOA 8
CA6	Corporate Policy & Partnership Team	<u>Public Performance Reporting (PPR)</u> Performance information is currently available to the public on the Council's website however PPR is not as accessible and co-ordinated as it	PPR is easily accessible to members of the public. All services play their role in making performance information accessible	Improve information on web from all services. (March 2016) Provide information in different formats. Work with libraries to assess demand and to facilitate access via the web to members of the public. (March 2016)	Information available on web Inview features performance articles Employees receive information in a format that is understandable to them.	Angela Edwards	<i>Costs associated with providing information in different formats</i>	Achieving but also contributes to Responsible and Included SOA 8 MBV 1

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		could be. Information on performance is not communicated internally across services.	Employees are more informed about how the Council is performing as an organisation	Utilise Inview as means of providing performance information to all households (ongoing) Provide information in different ways to ensure it is meaningful to employees at all levels of the organisation. (ongoing)				
CA7	Corporate Policy & Partnership Team	<u>Inverclyde Performs</u> Inverclyde Performs is accessible to all services to monitor and manage performance. Further work is required to ensure that the system is utilised as a performance management tool to its full capability	Inverclyde Performs is used to record and report all performance across the Council. Inverclyde Performs is used for both performance management and ongoing self evaluation by managers, officers and Councillors	Further training for Inverclyde Performs users. (Dec 2013 with ongoing training thereafter) Work with DMTs and EMTs to establish training needs and develop a training plan. (March 2016) Work with services to identify which plans, strategies and projects should be developed on Inverclyde Performs (March 2016)	All relevant performance information entered onto system. Inverclyde Performs is actively used by DMTs during meetings to monitor and manage performance.	Angela Edwards	<i>Costs met from existing budget for Inverclyde Performs</i>	Achieving Responsible SOA 8
CA8	Corporate Policy & Partnership Team	<u>Single Outcome Agreement</u> The Scottish Government has	New revised SOA available with new approaches developed to meet	Hold workshops with all partners. (March 2013) Subgroups set up to	New SOA published Pooling of partner resources to deliver	Angela Edwards	<i>No cost implications</i>	Contributes to all Wellbeing outcomes

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		released new SOA guidance which all partners need to respond to. Currently there is no process in place to pool resources across partnership	Scottish Government expectations, including preventative and early intervention work and policy and resources across partnership	deal with resource development and measurement (August 2013)	projects and early interventions. CPPs aware of preventative and early intervention work. Scottish Government support new SOA.			
CA9	Safer & Inclusive Communities Health Protection Community Safety & Wellbeing Public Space CCTV/Community Wardens Service/ASSIST Corporate partners inc. Education & Property	<u>Data Protection</u> The Council makes use of CCTV for a number of purposes. These include community safety & crime prevention and building security and staff safety.	All CCTV installations and deployments the Council controls should be operating to the same standards, be appropriately specified and maintained and should have a consistent approach and regard for privacy and data protection. Develop an overall corporate approach to image retention, maintenance, procurement and use.	An overall review of all the Councils installations and deployments of cameras will be carried out and a set of common standards agreed and implemented. The review will be carried out in 2013-14 and be fully implemented by April 2015.	Review completed. Findings of review implemented	John Arthur	<i>Costs of review contained within current budgets.</i> <i>Any costs likely to arise from the implementation of the review will be reported to committee.</i>	SOA2 SOA8 Safe Respected & Responsible MSC1

Cross Directorate Improvement Actions

5.2 Cross Directorate Actions

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

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
CD1	Cross Directorate	<u>PE Provision</u> 100% of secondary schools are providing a minimum of 3 periods of PE per week but only 67% of primary schools are achieving 2	100% of primary schools achieving two periods per week of quality PE	PE co-ordinator recruited by May 2013. PE plan implemented. Number of schools providing minimum 2 hours PE to be increased by June 2014.	All schools in Inverclyde will have at least two periods of quality PE. Improved levels of fitness in school children Achievement of health and wellbeing experiences and outcomes	John Arthur / Wilma Bain	Funding for PE co-ordinator from Sportscotland/ Education Scotland. Any additional costs required to make achieving the target possible will be reported to committee	SOA4 SOA6 Healthy Achieving Active MCH
CD2	Cross Directorate	<u>Tackling violence and knife culture</u> Initiatives to tackle violence and the culture of knife carrying have contributed to a reduction in incidents, however, violence and bullying, including cyberbullying remain a concern for our young people. Mentors in Violence	Further reduction in the incidents of violence, knife crime and bullying. MVP embedded in all secondary schools	Roll out of MVP to other secondary schools Violence prevention programmes including NKBL developed and sustained. Anti-bullying policy fully implemented. Timescale: To be agreed	Reduction in incidence of -knife crime -bullying -gender based violence Increase in number of young people using privacy settings on social networks Longitudinal research shows	John Arthur / Angela Edwards	Staff costs to be contained in budget. Cost of residential training events in schools. 6 x 1K x 3 years	SOA6 Healthy Safe MLC9 MSC2

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		Prevention (MVP) delivered in 2 secondary schools			evidence of changing attitudes			
CD3	Cross Directorate	<u>Volunteering</u> There is a range of opportunities for volunteering in the school and the community. Scope to improve co-ordination and the number / quality of opportunities and increase associated opportunities for accreditation.	Opportunities for volunteering are co-ordinated and quality assured. Number of opportunities increased. Numbers gaining accreditation for volunteering increased.	Co-ordinate planning for volunteering across establishments, CLD, Youth Employment Action Plan and voluntary sector. Identify opportunities for accreditation. Timescale: To be agreed	Increased no of volunteering opportunities Increase no. achieving accreditation through volunteering. Stronger partnership with CVS evident.	Wilma Bain / John Arthur	No resource implications	Achieving Nurtured Respected Responsible SOA2 SOA6 MCC
CD4	Cross Directorate	<u>Literacy</u> Evidence of good practice and improved literacy outcomes from early years to adulthood.	National Literacy Action Plan is in place and able to evidence improved practice and outcomes for literacy across all establishments and sectors.	Use of evidence based approaches which lead to key improvements in literacy skills for all. Timescale: To be agreed	Improved self-evaluation practice CIT Leads assess progress Improved outcomes for literacy in context of CfE broad general education Increased participation in youth and adult literacies	John Arthur / Wilma Bain	Training costs	Achieving Nurtured Included MLC11 SOA2 SOA6

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
					programmes Increased no's achieving core skills accreditation Improved literacy attainment levels			
CD5	Cross Directorate	<u>Strategic Guidance for Community learning and Development</u> Directorate has lead role in development of Implementation Plan for Strategic Guidance for CLD, which includes taking forward of Community Empowerment & Renewal Bill when enacted and compliance with proposed statutory instrument for CLD within Education Act	Implementation plan in place. Progress made in realising outcomes of CLD Strategic Guidance, specifically: - Improved life chances for people of all ages, including young people in particular, through learning, personal development and active citizenship - Stronger, more resilient, supportive, influential and inclusive communities.	Develop implementation plan using process agreed at Education Committee, with emphasis on involvement with SOA Delivery Groups. Establish priorities and baseline for measuring progress towards achievement of outcomes. Timescale: To be agreed	Implementation plan developed. Improvements against agreed outcome indicators.	Albert Henderson/ John Arthur		Included Respected and Responsible MLC12 MBV1 SOA2

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
CD6	Cross Directorate	<u>Learning Communities</u> Some mapping and planning is already undertaken around HMle delineated learning communities. However, community use of schools is not fully developed and there is scope for this to be better co-ordinated.	Improve joint planning with partners including schools to create a network of learning communities with increased community use of schools.	Pilot learning community in one identified area. Set process in place in line with Education Scotland (HMle) advice and guidance. Timescale: To be agreed	Self-evaluation against Education Scotland Advice Note 2 and new quality illustrations for CLD.	John Arthur / Wilma Bain		Achieving Healthy Respected& responsible
CD7	Cross Directorate	<u>Employability</u> There is evidence of good practice and provision supporting young people and adults attain and sustain employment. However, there is scope for the quality of provision to be improved and for better co-ordination of activities.	Youth Employment Action Plan implemented and able to evidence improved practice and outcomes for employability across providers and partnerships. Employability component of Adult Learning and Literacy Action Plan integrated within Working for Growth: refreshed employability	Implementation and robust evaluation of Inverclyde Youth Employment Action Plan. Implementation and robust evaluation of Employability component of Adult Learning and Literacy Action Plan integrated within Working for Growth refreshed employability framework. Timescales: To be agreed	Improved outcomes for young people participating in employability programmes: - positive destinations -accreditation - literacy Improved outcomes for adults participating in employability programmes: -positive destinations -accreditation -literacy Increase in no adults gaining qualifications for	Wilma Bain / John Arthur		SOA 3 SOA6 Achieving Included MLC6

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
			framework		the first time			
CD8	Cross Directorate	<p><u>Children and Young People Bill</u></p> <p>The Children and Young People Bill is scheduled to be introduced in 2015</p> <p>Headteacher seminars have taken place GIRFEC champions have been identified.</p> <p>GIRFEC principles already being used in a number of educational establishments</p> <p>Early Years Collaborative has been renamed 'Nurturing Collaborative'. A steering group and workstream have been established</p> <p>A working group of managers across Education Services and CHCP has been</p>	<p>Fully implement GIRFEC model and use of wellbeing outcomes through GIRFEC Champions approach</p> <p>Business processes across the Education, CHCP and partners to support implementation of the Act.</p> <p>A training strategy – both single and multi-agency in place.</p> <p>Fully implement by 2016 additional extra early years hours</p>	<p>Implementation of GIRFEC</p> <p>Consultative approaches adopted</p> <p>Training strategy delivered</p> <p>Timescales: To be agreed</p>	<p>A consistent approach is in place</p> <p>All children and young people are safe, healthy, achieving, nurtured, active, respected and responsible and included</p> <p>Business processes and paperwork to support will be in place</p>	Angela Edwards / Wilma Bain		<p>Contributes to all wellbeing outcomes</p> <p>SOA 6</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		established to oversee the planning for operational changes which will be required with a timeline						
CD9	Cross Directorate	<u>Teenage Pregnancy</u> The number of teenage pregnancies is reducing however the number of under 16s in deprived areas is higher than those in less deprived areas	Teenage pregnancy is below national average in target areas. Supports in place to continue education if pregnant Effective and meaningful self assessment which informs planning / delivery to successfully support young people	Health & Wellbeing programme universally available Timescale: To be agreed	Holistic approach to addressing this issue, drawing in support and activity from a number of local agencies – baselining and self evaluation for work in this area will be carried out using the NHS Self Assessment Tool produced for local authorities and their partners	Wilma Bain / John Arthur		Nurtured Respected & Responsible
CD10	Cross Directorate	<u>Early Years Collaborative/ Nurturing Collaborative</u> Scottish Government has introduced an Early Years Collaborative to drive	We are delivering tangible improvements in outcomes and reducing inequalities for vulnerable	Establishment of the Nurturing Collaborative. Engagement in the Early Years Collaborative learning sessions run by the	Better maternal health Numbers of vulnerable parents/ parents to be who participate in parenting classes	Angela Edwards / Sharon McAlees	<i>Early Years Change fund resource of £47k</i>	SOA6

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		improvement, with a focus on early intervention and prevention.	children in Inverclyde	Scottish Government. Development of an action plan focussed on early intervention and prevention in relation to the EYC 'stretch aims' Timescale: To be agreed	with positive outcomes. Children receive the support they need to develop and reach their full potential. Stretch aims are achieved.			
CD11	Cross Directorate	<u>Continuous Improvement Team</u> A Continuous Improvement Team has been established as a result of the VSE report to ensure that services fully implement Getting it Right for Every Child.	Embed core functions in continuous improvement work – professional dialogue, development and pastoral support Ensure a more collective approach to continuous improvement and to improving outcomes for all learners further Consistent approach to self evaluation.	Fully implement CIT guidelines Implement plans to further develop and share an understanding of excellent practice across establishments and learning communities. Better partnership working in regard to self evaluation. Timescale: To be agreed	Consistent approaches to continuous improvement and self evaluation adopted across all educational establishments. New guidance embedded into practice. Better outcomes for children and young people. Consistently positive outcomes in inspections. Inspections highlight joint planning and self evaluation	Wilma Bain		Achieving SOA 6 SOA 8

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
			A shared vision of what excellent self evaluation looks like		Planning and evaluation in place across all establishments.			
CD12	Cross Directorate	Curriculum for Excellence Schools and early years establishments and learning communities are currently implementing Curriculum for Excellence. The current S3 pupil cohort will be first group of young people to complete their Broad General Education at the end of session 2012/13 and move into the Senior Phase where they will be presented for new National Qualifications in 2014.	Curriculum for Excellence is being fully and effectively implemented across all education establishments by confident staff who are delivering all pupil entitlements, providing high quality learning experiences, developing children and young people as Successful Learners, Confident Individuals, Effective Contributors and Responsible Citizens, and improving	<p>Work in partnership with Education Scotland to support and develop the confidence of staff to effectively deliver Curriculum for Excellence across all sectors and all establishments</p> <p>Work in partnership with SQA to support secondary teachers with delivery of the new National Qualifications</p> <p>Fully embed the principles from the national 'Building the Curriculum' documents to deliver better outcomes for all children and young people</p> <p>Review our interim Senior Phase model involving extensive</p>	<p>HMIE inspection reports</p> <p>School Review reports</p> <p>School Standards and Quality Reports</p> <p>SQA results</p> <p>Pupil achievements</p> <p>Evidence of children and young people demonstrating that they are Successful Learners, Confident Individuals, Responsible Citizens and Effective Contributors</p>	Wilma Bain / John Arthur		<p>Achieving but also contributes to all other wellbeing outcomes</p> <p>SOA6</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
			outcomes for all children and young people in their care. Services are planning in partnership.	consultation with all stakeholders Provide training and advice to primary and secondary teachers to enable them to support pupils with the production of P7 and S3 profiles Timescales: To be agreed				
CD13	Cross Directorate	<u>Welfare Reform Bill 2012</u> Financial Literacy, ICT and Learning needs of adults assessed. Access to IT mapped. Training for support workers undertaken. Planning underway in context of Financial Inclusion Strategy	All educational establishments to have a full understanding and be prepared for the potential impact of the Bill. Range of community based learning programmes available to meet needs identified.	Continue implementation of Financial Learning component of Financial Inclusion Strategy Liaise with RSLs regarding the impacts of Welfare Reform. Timescales: To be agreed	Able to meet demand for learning support. All services are aware of the impacts of Welfare Reform on the delivery of their services.	Wilma Bain / Angela Edwards / John Arthur		SOA2 SOA6 MCC9
CD14	Cross Directorate	<u>Engagement with young people</u> Range of opportunities exist for young people to become active citizens in relation to their schools, services	Young people across Inverclyde have a range of co-ordinated opportunities to be involved in	Incorporate Young Citizens' Panel within the Youth Participation Strategy identified in SOA6. Timescale: To be	Increase in opportunities for young people to participate Increased numbers of young people	John Arthur/ Angela Edwards/ Wilma Bain/ Sharon McAlees	£1500 for each Young Citizens' Panel survey carried out	Included Respected& responsible SOA6 SOA8

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		for young people and community. However, there is scope for strengthening links and for the impact of these activities to enhanced.	<p>decision making affecting their schools, services for young people and communities.</p> <p>Young people's voices are heard and their issues taken into consideration in service development and delivery</p>	agreed	<p>participating</p> <p>Decisions influenced by young people</p>			

Service Improvement Actions

5.4 Service Improvement Actions

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

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

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

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

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		between local authorities, Scottish Government and teacher trade unions						
b) Inclusive Education, Culture and Corporate Policy								
IECC P1	Inclusive Education, Culture and Corporate Policy	<u>Pupil Support</u> A range of supports are in place to support pupils but this needs to be effectively structured	Complete a reconfiguration of support staff infrastructure, making a more efficient use of resources and teaching so that pupils needs are more effectively met	This will be taken forward by the Review Reference group and sub groups. This will include: <ul style="list-style-type: none"> • A full audit including a survey and consultation with all stakeholders • Development of model options base on the proposed direction Timescale: To be agreed	Pupil support re-organised and reflects outcomes or review	Angela Edwards		Achieving Nurtured Included SOA 6
IECC P2	Inclusive Education, Culture and Corporate Policy	<u>Virtual School</u> Inverclyde has no 'unknowns' in terms of positive school destinations. The tracking of progress for a few pupils can be difficult	Establish a 'virtual school' for pupils who have proved more challenging to track in terms of progress and outcomes. These pupils will be regularly tracked and monitored through the	Create a 'virtual school' which will be managed by a 'virtual team' at the centre. This requires identification of pupils in out of authority placements.	Virtual School established Better outcomes for specific group of pupils Better positive post school destinations	Angela Edwards		Achieving SOA6 SOA8

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
			ASN monitoring forum.	Improved tracking and transition planning. Better support provided for pupils identified. Timescale: To be agreed	Sustained positive destinations.			
IECC P3	Inclusive Education/ Educational Psychology Services	<p><u>Communication Friendly Schools</u> A single campus is being constructed that will house St Stephen's High School and Port Glasgow High School.</p> <p>An array of different communication approaches are at present used across these schools to meet the needs of learners.</p> <p>A cross agency (CHCP, Architects, Education employees) <i>Communication Friendly Working Group</i> has been established to assist in this process.</p>	<p>Signage in and around the new campus will accommodate the communication needs of all learners.</p> <p>Learners and adults in the new campus will have access to good quality information relating to the diversity of need across the campus.</p> <p>All children and young people will be appropriately prepared for transition to the new campus. Cross campus events will be a regular occurrence and these will also involve the local community.</p>	<p>The Communication Friendly Working Group has conducted a needs analysis of the developments required to take the aims identified forward. It has analysed the findings and used this exercise to formulate an action plan.</p> <p>Timescale: To be agreed</p>	<p>Signage will be in place across the campus that meets the communication needs of all learners.</p> <p>Staff and young people will have access to good quality information about the array of additional support needs across the campus.</p> <p>Children and young people will have taken part in a transition exercise, which will be monitored by the <i>Communication Friendly Working</i></p>	Angela Edwards	Within schools estate management plan resources	SOA 6 Nurtured Included

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
					<p><i>Group.</i></p> <p>School staff will report to the Communication Friendly Working Group regarding cross campus events and community involvement.</p>			
IECC P4	Inclusive Education/ Educational Psychology Services	<p><u>LAAC</u></p> <p>Looked after and accommodated children have higher exclusion rates and have a lower rate of attainment as their peers</p>	<p>Reduce the number of exclusions</p> <p>Improved attainment for LAAC</p>	<p>Roll out Positive Relationships and Positive Behaviour Policy.</p> <p>Timescale: To be agreed</p>	<p>Tight monitoring of exclusion and attainment figures for children and young people who are LAAC will provide evidence of impact.</p>	Angela Edwards		<p>Achieving Included Nurtured</p> <p>SOA6</p>
IECC P5	Inclusive Education/ Educational Psychology Services	<p><u>SHAHRP</u></p> <p>The School Health and Alcohol Harm Reduction Project is being implemented in schools to help tackle alcohol misuse amongst young people</p>	<p>Increase understanding of the impact of alcohol misuse across S2/3 pupils</p> <p>Fewer pupils involved in alcohol misuse</p>	<p>The implementation of a teaching and training pack with young people through guidance and PSE teachers with S2 cohort. First part of the research to be completed by 2014.</p> <p>Timescale: To be agreed</p>	<p>Reduced negative incidents of young people involved with alcohol.</p> <p>Greater awareness across young people of how to reduce harm caused by alcohol misuse</p> <p>Positive evaluation of the</p>	Angela Edwards		<p>Safe Healthy Responsible</p> <p>SOA6</p> <p>SOA5</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
					project by schools External evaluation by University of Liverpool			
IECC P6	Libraries, Museum Archives	<u>New Libraries:</u> Greenock Central & Inverkip Libraries are currently housed in temporary accommodation.	Improved library facilities in Central Greenock and Inverkip.	Full refurbishment of ground floor of Wallace Place to house Greenock Central Library (by end 2014); inclusion of library space within new community centre planned for Inverkip (by end 2014).	Refurbishment plans will be available; plans for new library in community centre will be available.	Angela Edwards		SOA8 Achieving and also contributes to Safe MLC14
IECC P7	Libraries, Museum & Archives	<u>Adult Learning Service:</u> Computing classes all delivered on desktop PCs and most attendees are age 60+.	A modern and innovative digital participation hub utilising new technology and Wi-Fi to get people online with a particular focus on employability.	Innovative adult learning delivery and extension of partnerships with organisations such as Job Centre Plus and Skills Development Scotland. Development of outreach techniques. To be achieved by 31 March 2014.	Formal partnerships established with JCP and SDS. 200 people take part in some basic IT or employability based learning with at least 50% of these being working age.	Angela Edwards	To be funded through Libraries revenue budget, plus external funding bids where appropriate.	SOA3; SOA8 Achieving MLC13
IECC P8	Libraries, Museum & Archives	<u>Library Services for Young Adults (12-16):</u> Library services for children are comprehensive and of an excellent standard. Our services for older young people are not	Improved services to the 12-16 age group.	Development of the collection; increased collaboration with School Libraries; establishment of a teen book group; the use of new media to further engage with teens; a	At least a 10% increase in library use by young people aged 12-16.	Angela Edwards	To be funded through Libraries revenue budget, plus external funding bids	SOA6; SOA8 Achieving but also contributes to Active MLC8

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		so well developed.		programme of author visits; the involvement of teens in stock selection and the planning of attractive areas and activities within libraries. To be achieved by 31 March 2014.			where appropriate.	MLC11
IECC P9	Libraries, Museum & Archives	<u>Retain Museum Accreditation:</u> McLean Museum is accredited under the ACE/MGS scheme.	Maintain accredited status under the scheme.	Fulfil the requirements of the ACE/MGS Scheme in the areas of: • Organisational Health • Collections • Users and their experiences July 2013	Create and use appropriate procedural frameworks and policies; take action to enable the Museum to meet the required standard; make a successful application to MGS for accreditation renewal in July '13 Museum is accredited under the scheme.	Angela Edwards	No cost.	SOA8 Nurtured
IECC P10	Libraries, Museum & Archives	<u>New Cultural Hub for Inverclyde:</u> The Watt Complex is in need of a complete refurbishment and modernisation. A project board has been formed and Jura Consultants have	Successful Round 1 HLF bid, plus development funding for Round 2.	Complete Round 1 bid and submit by March 2013. Round 2 bid to be submitted no later than Sep 2014.	Round 1 bid successful. Public engagement on proposed project underway. Architectural	Angela Edwards	£3m committed in 2012-15 capital programme. Further c. £3-4m being sought in partnership	SOA2; SOA3; SOA6; SOA8 Nurtured MLC15

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		been appointed to manage the Round 1 bid.			Plans drawn up.		funding.	
IECC P11	Libraries, Museum & Archives	<u>Archives:</u> 0.5 archivist post in place to ensure that the Council's archives are fit for purpose.	Improved storage and preservation of, and access to, the Watt Library archives.	Development of a better storage facility to protect the archives; use of preservation materials to prolong its life; cataloguing of materials for improved access. By 31 March 2014.	An increased number of catalogue records. Storage facility better equipped and fit for purpose. Numbers of people accessing the archives.	Angela Edwards	c. £9,000 to be funded through an application to the Watt Trust, plus external funding bids where appropriate.	SOA8 Nurtured Achieving & Safe MLC15
IECC P12	Libraries, Museums & Archives	<u>Museum Services for Young People (16-24):</u> Museum does not currently engage well with the 16-24 age group.	Work in partnership with the National Museum of Scotland on a project for this age group entitled 'Scotland Creates' with theme 'A Sense of Place'	Liaise with NMS Project Manager and Steering Group to create exhibition/events programme in Greenock by Aug/Sep 2013 and in Edinburgh Jul- Dec 2014.	Presentation of exhibition/events to reach at least 100 young people aged 16 – 24 along with work placements for 4 young people and publicity for project via social media.	Angela Edwards	c.£2,400 one off revenue expenditure in addition to grant of £15,000 funded by Esmeé Fairbairn Foundation/ Creative Scotland	Respected & Responsible SOA3; SOA6 MBV1

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
c) Safer and Inclusive Communities								
SIC1	Safer & Inclusive Communities	<u>Health Protection / Food Safety</u> Food Standard Agency has issued guidance on cross contamination which the Council has a duty to roll out to businesses to protect the health of residents and safeguard the Council against the risk from failure to do so.	All businesses where there is a risk to food safety arising from cross-contamination will have processes and procedures in place to eliminate or adequately control the risk in line with the guidance	Fully implement the FSA's Cross Contamination Guidance across businesses by March 2015 in line with the programme detailed in the Official Feed and Food Service Plan in line with Committee Reports EDUCOM/06/12/MM & EDUCOM/12/12/MM.	All premises subject to the guidance will have received inspections focussed on X-contamination in accordance the timetable set out in the Enforcement Policy.	John Arthur	Contained within service budget by revision of inspection programme.	SOA 4 Safe Healthy
SIC2	Safer & Inclusive Communities Health Protection/Community Safety & Wellbeing Environmental Health & Trading Standards	<u>Env Health / Trading Standards</u> Current Performance measures in EH & TS are inadequate to enable the Service to adequately benchmark the quality and value for money of EH & TS Services against those provided by comparable Scottish Authorities.	We will be able to benchmark the services against those provided by both neighbouring and more comparable Scottish authorities to ensure that the services are performing as well as they can within the financial and structural circumstances they operate under.	Working with APSE and other Scottish EH & TS services to develop a more meaningful basket of KPIs for these services to allow meaningful benchmarking. Initial KPIs will hopefully be agreed by March 2014 to allow us to measure the +effectiveness and value for money of the service against all other Scottish LAs.	Performance and value can be measured accurately both against all Scottish LAs but more specifically against those LAs most accurately resembling Inverclyde.	John Arthur	Contained within service budget.	SOA 8

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
SIC3	Safer & Inclusive Communities Health Protection Environment & Safety	<u>Health and Safety</u> Constantly changing national policy on the enforcement of the Health and Safety at Work Act together with a decline in consistent engagement from HSE has led to a situation where enforcement priorities have become reactive rather than based upon a consistent agreed policy.	The enforcement priorities of Inverclyde Council should be clear and understandable to local employers and to those likely to be affected by their actions, both employees and others. Enforcement will be consistent with national policies but at the same time will give maximum protection to the community and maximum support to local businesses.	Develop a new Health and Safety Strategy and Enforcement Policy for Inverclyde. Strategy developed 2013/14. Implemented 2014. Annual review to ensure it remains consistent with national policy.	Health and Safety at Work Strategy and Enforcement Policy approved and in place. Strategy implemented and staff confident in its delivery.	John Arthur	Contained within Service budget.	SOA8 Safe Respected and Responsible
SIC4	Safer & Inclusive Communities Health Protection/Community Safety & Wellbeing Community Safety/Community Wardens Service/Problem Solving Unit/ASIST/CCTV Update	<u>Anti-Social Behaviour</u> Changing patterns of anti-social behaviour, and the success of the services put in place since 2005, and in particular in the last year to 18 months, has led to the need for the alignment of services with the changing needs of the community	Anti-social behaviour and community safety services are aligned with current needs and are able to quickly react to changing circumstances. Match resources to community needs	A full review of anti-social behaviour and community safety services to be carried out by April 2014. The review will cover strategy and partnership working; a reassessment of priorities and any reconfiguration of services required. The majority of the recommendations of the review will be	Review completed and recommendations implemented. Improved community feedback in relation to feeling safe in local neighbourhoods.	John Arthur	Costs of review contained within Service budget. Outcome of review more likely to identify potential savings than additional costs overall.	SOA2 Safe Respected & Responsible MSC1 MSC3

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
				implemented in 2014/15 if approved.				
SIC5	Safer & Inclusive Communities Health Protection Active Schools & Sports Development	<u>Community Sports Hub</u> Currently establishing a first Community Sports Hub at Parklea. Initial consultation just begun on a second hub.	A minimum of 3 Community Sports Hubs will be established and fully operational in Inverclyde.	First hub fully operational by August 2013. Second Hub fully operational by April 2014. A third hub will be fully operational by April 2015.	Community Sports Hubs developed and in use. More residents using Community Sports Hubs	John Arthur	All funding for the project from Sportscotland.	SOA4 Healthy Active Respected & Responsible MCH1
SIC6	Safer & Inclusive Communities Health Protection Active Schools & Sports Development	<u>Sports Framework</u> Currently in the process of developing a Sports Framework for Inverclyde with partners.	Sports Framework will be drafted, consulted on and finalised. Group established to monitor implementation.	Draft for Consultation April 2013. Final plan reported to committee and launched August/September 2013. Annual review of implementation from May 2014.	Annual report of Sports Framework made to Committee	John Arthur	Framework development to be contained in Service Budget.	SOA4 Healthy Active
SIC7	Safer & Inclusive Communities Community Safety and	<u>Housing Repairs Enforcement.</u> Current enforcement policy has led to an unsustainable	Homeowners take on their responsibilities with the appropriate information and guidance is available to them for common	Review Housing Enforcement Policy. Provide a range of information and signposting via various formats to	Increase in the number of information enquiries as opposed to demand for	John Arthur	Existing Budget. Scheme of assistance	SOA2 SOA8 Healthy Respected

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
	Wellbeing Public Health and Housing	demand on the Service through formal enforcement actions. Too many home owners are not accepting responsibilities to repair their homes.	properties etc which assists in leading to reduced levels of disrepair. Minimum formal enforcement role for the council in future	householders to inform, advise and guide them in attending to matters of disrepair to their property. Timescale: To be agreed	legislative intervention.			and Responsible
SIC8	Safer & Inclusive Communities Community Safety & Wellbeing Housing Strategy	<u>Housing Investment</u> There is an ongoing reduction in Housing Investment Support in the Strategic Local Programme 2012 – 2015 approved by SG Housing Supply Division. This has an impact on new build / refurbishment programmes.	Adequate funding is available to meet affordable housing needs.	SLP Project completion by 31 March 2015 to be achieved in partnership with Registered Social Landlords. Contributions in kind (IC) and new and innovative funding proposals (RSLs) will be developed. Regular Project Team meetings and monitoring by HSD will ensure March 2015 timescale met	Housing Supply Division approval of new, innovative, or alternative funding schemes	John Arthur	c. £6m (Funded from SG / HSD Affordable Housing Supply Programme) Progress will depend on the identification of other funding streams.	SOA1 SOA2 SOA4 SOA7 MPC9 MSC22 Healthy

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
SIC9	<p>Safer & Inclusive Communities</p> <p>Community Safety & Wellbeing Housing Strategy</p>	<p><u>Home Energy Efficiency – Private Homes</u></p> <p>There is a need to improve home energy efficiency. Privately owned housing proving more difficult to improve</p> <p>IC successful in sourcing funds for improvement measures</p>	<p>Better take up of grants by private owners</p> <p>More use of new available measures for 'difficult to treat' houses</p>	<p>Promote grant availability and improved energy efficiency to owners</p> <p>Continue to target 'difficult to treat' houses for investment</p> <p>March 2016</p>	<p>Grant take up increases and more homes become energy efficient</p> <p>Rise in number of 'difficult to treat' houses receiving appropriate works and becoming energy efficient</p> <p>Overall increase in energy efficiency across all private tenures</p>	John Arthur	<p>c. £0.9m (Green Deal funding)** 2012-2015</p> <p>** Funded by SG and energy suppliers</p>	<p>SOA2 SOA4 SOA7</p> <p>Healthy</p> <p>Respected & Responsible</p> <p>MPC9 MSC22</p>
SIC10	<p>Safer & Inclusive Communities</p> <p>Community Safety & Wellbeing</p> <p>Environment & Enforcement</p>	<p><u>Parking Management & Enforcement</u></p> <p>The removal of traffic wardens by Strathclyde Police has led to significant parking issues in Greenock town centre in particular.</p> <p>Temporary funding has been put in place to address the problem in the short term.</p>	<p>Parking is decriminalized and enforcement transferred to Safer & Inclusive Communities.</p>	<p>Transfer of enforcement following decriminalization with fully trained team in place likely to commence in August 2014.</p>	<p>Parking offences in the town centres are significantly reduced.</p> <p>Positive impact on local retail economy</p>	John Arthur	<p>Funding in budget for 2014/15.</p>	<p>SOA2 SOA3 SOA7</p> <p>MPC12</p> <p>Respected and Responsible</p>

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
SIC11	Safer & Inclusive Communities CLD	<u>Health and wellbeing of young people</u> Youthzone facility is providing a range of health and well-being activities and improving outcomes for young people in the centre of Greenock. Large numbers of young people are travelling from Port Glasgow to use facility.	Similar facility available for young people in Port Glasgow. Improved outcomes for Port Glasgow young people.	Identify suitable premises. Develop funding package for refurbishment and running costs. Establish new facility with range of programmes to meet needs of young people of Port Glasgow Timescale: To be advised	Premises identified. Funding bid developed.	John Arthur		Healthy Achieving Respected & Responsible SOA2 SOA6
SIC12	Safer & Inclusive Communities CLD	<u>Adult Learning</u> Range of high quality learning opportunities are available for adults, however, pathways which keep learners engaged across Service and Partner programmes are not well-developed.	All adult learning provision is mapped, processes are in place to ensure no learner completes a programme without being encouraged to continue their learning	Map all adult learning provision, process developed and agreed with providers receiving public funding to support continued engagement Timescale: To be agreed	Mapping of provision completed Process agreed and implemented	John Arthur		Achieving SOA3 SOA4 SOA6
SIC13	Safer & Inclusive Communities CLD	<u>Outreach activities for ethnic minorities</u> CLD is main provider of English for Speakers of other languages and undertakes outreach activities to engage learners from minority ethnic communities in	Barriers to participation in ESOL and adult learning programmes are overcome.	Enhanced programme of outreach and engagement developed and in place. Timescale: To be agreed	Increase in number of members of minority ethnic communities participating in ESOL and adult learning. Increase in	John Arthur		Included Achieving SOA3 SOA4 SOA6

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		al adult learning and family learning programmes. However, there is scope to undertake further activity to overcome the barriers to participation experienced by members of minority ethnic communities.			accredited learning for members of minority ethnic communities.			
SIC14	Safer & Inclusive Communities CLD	Community Councils Provision supporting and promoting community councils and residents' associations is well established, however, current and planned changes to their role create additional demands and challenges for community representatives	All community representatives are skilled and confident in meeting the challenges of their changing role.	Enhanced programme of training and support for community representatives, including embedding of training in ongoing activities and meetings. Timescale: To be agreed	Each Community Council is at full strength in term of numbers. Community representatives report improvements in their skills and confidence to undertake their role.	John Arthur		Respected& Responsible SOA2 MBV1
SIC15	Safer & Inclusive Communities CLD	<u>Young Scot Cards</u> Young Scot cards are available to all secondary school pupils. Cards can be used for Free swimming, cashless catering, shop discounters, school trips , saving	System extended to include Kidz cards for all children aged between 4 and 11 resident or attending school in Inverclyde.	Negotiate with Young Scot to introduce Kidzcards in Inverclyde. Establish systems and quality assurance procedures. Timescale: To be agreed	Cards in place	John Arthur		Respected& Responsible SOA6

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		money, award points.						
d) Organisational Development, HR and Communications								
ODHR C1	OD, HR & Comms	HR21 Development Self Service Element is currently being used in a number of Council Services. E.g. HR, Finance, Legal, Planning.	<p>The maximum number of employees are able to use HR21 to manage their personal information requests for leave, and employee development information etc</p> <p>Sickness/ Absence recording and statistics drawn from Chris 21</p> <p>Pensions Auto Enrolment</p>	<p>HR21 to be rolled out to Education, CHCP in 2013, Environmental Services and PA&FM by March 2014.</p> <p>Pilot for compiling statistics from Chris 21 in OD, HR & Comms September 2013. Extending to other Services in parallel with self Service April 2014.</p> <p>Software installation, process review to ensure compliance,</p>	<p>HR21 Self Service accessed by as many employees as practicable.</p> <p>Increased use of management statistics for annual leave, equalities, and SOLACE performance indicators compiled through Chris 21. Skills data base available</p> <p>New Starts auto enrolled where eligible.</p>	Alasdair Moore	Dependent upon system development	SOA8 MBV5

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
			Real Time information for HMRC	liaison with the Pensions Regulator, SPFO and SPPA (May 2013) Software installation & process review to ensure compliance, Liaison with the HMRC and BACS software provider, August 2013	Information supplied to HMRC			
ODHR C2	OD, HR & Comms	Recruitment Portal Portal available and in use across the Council.	Recruitment portal to be upgraded. On/Grasp software	Training/E learning/ Development of new Recruitment Handbook for Managers Move to Talent Link by January 2014 - Luminesse changing technology centrally	Improved portal functionality recording, selection and reporting including statistical analysis for equality purposes.	Alasdair Moore		MBV5 SOA8
ODHR C3	OD, HR & Comms	<u>Absence Management</u> Current absence level for the Council is 4.84%. SOLACE indicator 10.5	Reduce the absence rate across the Council to below 4.75%. Consider standardised	Continuation of Automation of processes links to ODHRC1 New HR Interventions/ pilots to assist management and reduce absence level Report to CMT and	Meeting or bettering 4.75% target. Improve on current SOLACE ranking. Move to standardised	Alasdair Moore		SOA8 Healthy Nurturing MBV5

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		days per FTE	reporting to align with the SOLACE indicators.	P&R Committee on standardisation of KPIs by April 2014	reporting based on Days lost per FTE.			
ODHR C4	OD, HR & Comms	<u>Gender Equality</u> Percentage of female employees in top 2% of Earners. Currently 42%	The percentage of female employees in the top 2% of earners is increased	Monitor application of Council's Equal opportunities policies by Services. Link with Corporate Equalities Officer to include as part of overall Equality Strategy for the Council CA2 Timescale: To be agreed	Top 2% of earners who are female, measured through annual benchmarking return is improved	Alasdair Moore		Included Achieving SOA8
ODHR C5	OD, HR & Comms	<u>Workforce Development Plan</u> Implementation of the Workforce Development Plan 2013 to 2016 Theme1 Organisational Development- Planning for the Future Theme 2 Leadership, Succession Planning and Skills Development -	The actions of each theme of the workforce development plan have been delivered as included in the report to the Policy and Strategy Committee of March 2013	By carrying out the work identified in the 4 Themes Timescales for delivery are as identified in the report.	By annual reporting on the progress of the Workforce Development Plan to the Policy and Resources Committee	Alasdair Moore		Achieving Nurtured SOA8

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
		<p>Employees our most valuable resource</p> <p>Theme 3 Employer of Choice – Continuous Improvement</p> <p>Theme 4 Grading and pay – Equality and Performance</p>						
ODHR C6	OD, HR & Comms	<p><u>Policy Development</u> A number of Corporate Policies have been updated and placed on ICON.</p>	<p>Remaining corporate policies to be updated and brought into line with current legislation, case law and guidance/good practice.</p>	<p>Identify priority policies based on legislative need, risk to the council and information gaps.</p> <p>i.e. Health and Safety Policies, i.e. Legionella, HR Policies, Discipline, Family Friendly.</p> <p>Timescale: To be agreed</p>	Policies updated	Alasdair Moore		SOA8
ODHR C7	OD, HR & Comms	<p><u>Corporate Communications Strategy</u> A Corporate Communications Strategy is to be developed</p>	<p>To have an agreed Corporate Communications Strategy</p>	<p>Development of a Communications Strategy working with services and the CMT. Communications Strategy to be submitted to</p>	<p>Communications Strategy in place, and better communication taking place across the Council.</p>	Alasdair Moore		SOA8 Achieving Nurturing

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
				committee by June 2014	Employee survey results indicate employees feel communication has improved.			
ODHR C8	OD, HR & Comms	<u>Social Media</u> Limited use of Social media in Education and Libraries and by Corporate Communications.	Use of Social Media as a co ordinated means of communication and customer contact across the organisation.	Creation of social media guidelines for use across the Council and schools. October 2013	Launch of social media guidelines across the council.	Alasdair Moore		SOA8 MBV1
ODHR C9	OD, HR & Comms	<u>Website</u> Current website has not been reviewed for a number of years and sits low on the annual SOCITM survey of UK Council Websites.	Review and design a new Council Website including online services.	Review content of the website via a cross departmental content review team. Draft a new design and agree with CMT. January 2014	New look website launched with new content.	Alasdair Moore		SOA1 SOA8 MBV4
ODHR C10	OD, HR & Comms	<u>Press and Media</u> Support Committees and Pre agenda meetings Respond to press and media enquires Provide 24/7 emergency press and media cover.	Review Media Relations Protocol.	Write draft media relations protocol and issue to CMT and Senior Councillors June 2013 Carry out media training events for key Council staff. December 2013	Media toolkit agreed and issued to key Council Staff. Media training events delivered to key Council staff.	Alasdair Moore		SOA8

Ref no	Area of Directorate Activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA, Wellbeing Outcomes and Manifesto reference
ODHR C11	OD, HR & Comms	<u>Inview</u> Inview delivered 2 times per year and published online.	Design and layout reviewed Frequency of publication reviewed.	Reader survey to be created to assess readership views of InView. November 2013	Inview design and layout updated in line with readership survey.	Alasdair Moore		SOA8
ODHR C12	OD, HR & Comms	<u>Events</u> Ongoing series of events held throughout the year.	Reviews to be carried out on certain events. Fireworks, Gourock Highland Games and Christmas lights switch on. Improved events listing on Website. June 2014	Cross Service Events group to be set up and to report to the CMT by June 2014 Links to redesign of Council website.	Events delivered on time and to budget. New events listing on Council website.	Alasdair Moore		SOA1 SOA8
ODHR C13	OD, HR & Comms	<u>Public Information Notices (PINS) portal</u> Public notices published online	Council public notices published online.	Redevelopment of the council website and public notices published on Public Information Notices (PINS) portal. December 2014.	Improvement service training arranged for key council employees and public notices published online through the national PINS portal	Alasdair Moore		

6.0 Education, Communities and Organisational Development Performance Information

Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
Community Wardens High priority calls responded to within 30 minutes	96.3%	97.2%	96.1%	95%	100%	90%	
Medium priority call responded to within 60minutes	99.1%	99.1%	100%	95%	100%	90%	
Corporate Absence Rates	5.15%	5.04%	Due May 2013	4.75%	5.5% (Red)	4.5% (Green)	
Performance Appraisals completed	n/a	70%	Due May 2013	75%	85% (Green)	65% (Red)	
Women employees in the top 2% of earners	42.5%	42%	Due May 2013	45%	50% (Green)	40% (Red)	
Women employees in the top 5% of earners	47.6%	47.6%	Due May 2013	45%	50% (Green)	40% (Red)	
Number of library visits (actual and virtual) per 1000 population	3599	4178	n/a	4182	4200	4160	
Number of library issues per 1000 population	2957	2936	2702	2945	2960	2920	
No of library PC Users per 1000 population	79.7	84.9	81.4	86	90	80	
No of Adult Learners in Inverclyde Libraries	1447	1213	1277	1300			
No of museum visitors in person	469	495	n/a	498	520	480	

Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
per 1000 population							
No of museum users per 1000 population	620	715	n/a	720	750	700	
£ brought into Inverclyde via external Funding Group	Establish baseline this year						
% of IC employees strongly agreeing or agreeing 'I have a clear understanding of the aims and objectives of the Council'	n/a	n/a	78%				
No / % of Inverclyde schools meeting Scottish Government's target for levels of quality PE	n/a	Sec 100% Prim 67%	Sec 100% Prim 75%	Sec 100% Prim 80%			
No / % of pupils walking / cycling to school	Walk 44.3% Cycle 0.8%	Walk 42.2% Cycle 1.2%	Walk 40.0% Cycle 1.0%				
No of adult learners in Inverclyde achieving core skills qualifications	70	169	266	310	325	280	
No of adult learners improving their literacies ksu	546	555	tbc	575	590	565	
No of tutors trained in the delivery of literacy and numeracy (across a range of accredited development and training SCQF levels 6-10)	17	19	16	38	40	25	
No of tutors trained in the delivery of literacy and numeracy (across a range of non-accredited development	12	25	31	37	39	35	

Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
and training)							
Quarterly Electricity / Gas / Water Consumption level within Directorate	Info to follow						
Quarterly mileage claim level within Directorate	Info to follow						
Rate of Teenage Pregnancy (Under 16) in Inverclyde (SCOTPHO profile 2010)	33.6 (3 year average annual measure)	n/a	n/a				Lower than the national 3 year average annual measure of 41.4
No of Young Pregnant Women / Young Mothers supported to remain in education / training / employment	Establish baseline this year						
% schools/early years establishments receiving positive inspection reports	100%	100%	Due August 2013	99%	100%	95%	
% of all looked after children who achieved SVQ level 3 or better in current diet of examinations	33%	59%	Due August 2013	63.6%			
% of S4 looked after children who achieved SVQ level 3 or better in English or Maths	42%	72%	Due August 2013	45.5%			
% of pupils reaching level 3 in English & Maths by end of S4	95.0%	97%	Due Sept 2013	95%	100%	90%	2% above national average
% achieving 5 at level 3 by the end of S4	95.0%	95%	Due Sept 2013	95%	100%	90%	2% above national average

Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
% achieving 5 level 5 by the end of S4	38%	33%	Due Sept 2013	35%	40%	30%	2% above national average
% achieving 1 at level 6 by the end of S5	45.0%	48%	Due Sept 2013	40.0%			At national average
% achieving 3 at level 6 by the end of S5	25.0%	26%	Due Sept 2013	22.0%			1% below the national average
% achieving 5 at level 6 by the end of S5	12%	12%	Due Sept 2013	10.0%			At national average
% achieving 3 at level 6 by the end of S6	34.0%	37%	Due Sept 2013	30.0%			1% below the national average
% achieving 5 at level 6 by the end of S6	22.0%	24%	Due Sept 2013	22.0%			2% below the national average
% achieving 1 at level 7 by the end of S6	14.0%	17%	Due Sept 2013	15.0%			2% below the national average
Number of CPD opportunities for teaching staff	n/a	n/a	64				
Number of attendances by teachers at CPD opportunities	n/a	n/a	658				
Attendance in Inverclyde Primary Schools	95% (2010/11)	95.23% (2011/12)	Due August 2013	95%	100%	90%	Same as national average
Attendance in Inverclyde Secondary Schools	91% (2010/11)	91.79% (2011/12)	Due August 2013	92%	100%		0.1% below national average
Attendance in Inverclyde	93.0%	93.52%	Due	92%	100%		3% above the national

Key Performance Measures	Performance			Target 2013/14	Upper Limit*	Lower Limit*	Rank / National Average
	2010/11	2011/12	2012/13				
Special Schools	(2010/11)	(2011/12)	August 2013				average
LAAC Pupil Attendance rates	Establish baseline this year						
Pupil Exclusion rates (rate per 1000 pupils)	Prim 7 Sec 39.6 Spec 64.9	Prim 5.5 Sec 43.3 Spec 80.7	Due August 2013	n/a	n/a	n/a	
LAAC Pupil Exclusion Rates	Prim 108.7 Sec 358.7 Spec 266.7	Prim 53.6 Sec 262.1 Spec 409.1	Due August 2013	n/a	n/a		
School Leaver Destination Results (SLDR) positive destinations (extended to include non-mainstream young people)	89.1%	88.4%	94.8%				

Risk Register

Appendix 1

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

Corporate/Directorate Plan: Environment, Communities and Organisational Development			Risk Status as at 1/4/13 for 2013/2015 Activity						
Risk Category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)									
Improvement Action	Risk No	Risk Category	*Description of RISK Concern	IMPACT Rating (A)	L'HOOD Rating (B)	Quartile	Risk Score (A*B)	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates
CA3 Performance Indicators	3	LR/R	Fail to fully integrate the new SOLACE indicators into the performance management framework resulting in adverse external criticism. Factors of this risk include: Lack of support/buy in from services; baseline figures are not consistent across all relevant indicators; do not take account of benchmarking or best practice with other local authorities; indicators are not evidenced by robust management information.	3	3	1	9.0	Head of Inclusive Education, Culture and Corporate Policy	Indicators will be input to Inverclyde Performs and services will be requested to input to the development of the approach to reporting and benchmarking of the indicators. Issues will be escalated as appropriate to CMT.
CA14 HR21 Self Service	4	F/OC	Fail to roll out HR21 to as many services as reasonably practicable resulting in inconsistent processes and/or duplicate information sets being used to manage corporate HR information. Factors of this risk include; adequate resources are not available to project manage the roll out; services do not engage in the exercise; inefficiencies are not identified and removed.	2	3	3	6.0	Head of HR, OD and Corporate Communications	Project plan will be put in place to manage requirements and ensure resources are in place including financial and people. This will require a training plan for staff. Engagement will require to take place with corporate communications and key services.

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

Corporate/Directorate Plan: Environment, Communities and Organisational Development				Risk Status as at 1/4/13 for 2013/2015 Activity					
Risk Category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)									
Improvement Action	Risk No	Risk Category	*Description of RISK Concern	IMPACT Rating (A)	L'HOOD Rating (B)	Quartile	Risk Score (A*B)	Who is Responsible? (name or title)	Additional Controls/Mitigating Actions & Time Frames with End Dates
ED14 LAAC	7	R/OC	Failure to implement policies and procedures impacts ability to achieve targets of reducing number of exclusions and improved attainment for LAAC. Factors of this risk include: Schools are not appropriately engaged; lack of buy in from parents/carers/pupils.	3	3	1	9.0	Head of Education/ Head of Inclusive Education, Culture and Corporate Policy	Project plan will be put in place to roll out Positive Relationships and Positive Behaviour Policy. This will require a training plan for staff. Engagement will require to take place with parents/carers/pupils as appropriate.

Report To:	Policy & Resources Committee	Date: 21st May 2013
Report By:	Chief Financial Officer	Report No: FIN/34/13/AP/LA
Contact Officer:	Alan Puckrin	Contact No: 01475 712223
Subject:	An Overview of Local Government in Scotland 2013 – Accounts Commission Report	

1.0 PURPOSE

- 1.1 The purpose of this report is to highlight to Committee the main messages coming from the Accounts Commission document – An Overview of Local Government in Scotland 2013 which was published in late March 2013 and to seek Committee views on any actions arising from the document.

2.0 SUMMARY

- 2.1 Every year Audit Scotland on behalf of the Accounts Commission publish an overview of Local Government report which is issued in March. The report is largely derived from the audit of Annual Accounts and Members Reports for the prior financial year.
- 2.2 This year's document is split into 2 main sections; Service Challenges in 2013 and Use of Resources in 2012. Both sections give an overview of issues identified by Audit Scotland and contain a short summary section.
- 2.3 The main messages contained in the document are as follows:
- a) Pressures continue to build on Council Budgets due to reductions in funding and increases in demand.
 - b) Public sector reform is inevitable and ongoing and Councils need to ensure they have mechanisms in place to deal with this.
 - c) Councillors need to ensure that they are adequately equipped to be involved in managing the performance and governance of their Council.
 - d) There have been significant changes in the political and management makeup of most Councils and this can increase risk.
 - e) Overall Council reserves have increased but this is not necessarily a bad thing given the increase in cost pressures.
- 2.4 Appendix 1 to the report poses a number of questions for Councillors to consider.
- 2.5 Having considered the report the Corporate Management Team believe that the Council has in place robust arrangements for dealing with most of the issues highlighted in the report particularly around the Finance Strategy, Performance Management Framework, SOA and the recently approved Corporate Directorate Improvement Plans. There are however 2 specific actions which the Corporate Management Team believe should be progressed during 2013 as follows:
- a) The Council's Reserves Policy requires to be reviewed and refreshed.

-
- b) The recently approved Solace indicators require to be embedded in the Performance Management Framework for the relevant directorate with a specific report on these being presented to the relevant committees.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee consider the contents of the report and identify any specific actions contained in Appendix 1 they would wish officers to progress.
- 3.2 It is recommended that the Committee agree to the actions identified in paragraph 2.5.
- 3.3 It is recommended that Committee remit this report to the Audit Committee for further consideration.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 Each year Audit Scotland on behalf of the Accounts Commission produce an annual report on the overview of Local Government in Scotland.
- 4.2 The report is largely derived from the Audit of the annual accounts and the resultant member's letter for the 32 Councils in Scotland and is contained in Appendix 1.

5.0 MAIN ISSUES HIGHLIGHTED IN THE REPORT

- 5.1 The report is broken down into 2 main parts with each part having a summary and thereafter appendix 1 of the Accounts Commission report poses a number of questions for Councillors to consider.
- 5.2 Part 1 of the report concentrates on Service Challenges in 2013. The report identifies a number of issues including:
 - a) Demand and resource pressures which continue to build on Local Government.
 - b) Public Sector Reform is gathering pace and the need for Councils to have mechanisms in place to monitor progress and minimise risk.
 - c) The role of Community Planning Partnerships and delivering outcomes.
 - d) The role of Councillors in monitoring Council Performance, Improvement and Governance.
- 5.3 The report also highlights the crucial role of self evaluation in ensuring the Council can demonstrate Best Value. Whilst the recently approved Corporate Directorate Improvement Plans are a significant contribution to self evaluation within the Council the report also highlights the need to make use of the recently approved Solace/Improvement Service Indicators in the area of benchmarking with other Local Authorities.
- 5.4 Having considered this matter the Corporate Management Team would recommend that each service committee receives a report on the relevant Solace Indicators and specifically the action which it proposes to take to improve performance or an explanation as why it is not proposed to make improvements at this point in time. A report on this matter therefore will be presented to each service committee after the summer recess.
- 5.5 Page 16 of the report gives the key messages for this section of the report
- 5.6 Part 2 concentrates on the Use of Resources in 2012 and highlights the following:
 - a) There have been significant changes in the makeup of those leading, managing and working in Councils in recent times. This can pose a risk at a time of considerable change and pressure.
 - b) Financial reserves have increased in 2012 but funding is decreasing and cost pressure continues to grow.
 - c) More can be done to improve the financial information presented in Public Performance Reports.
- 5.7 Within this section there are 2 exhibits within which the Council is mentioned namely exhibit 19 – Movement in Net Indebtedness 2003/4 to 2011/12 and exhibit 21 – General Fund Balances as a percentage of the net cost of services as at 31st March 2012. Taking each in turn the Chief Financial Officer would comment as follows:

Exhibit 19 – Inverclyde Council appears to have the second largest reduction in net indebtedness from 2003/4 to 2011/12. This however is not surprising given that during this period the Council transferred its Housing Stock and part of this transaction was that the Housing Revenue Account debt for the Council was written off. There is therefore limited value in this table.

Exhibit 21 – It can be seen from this table that Inverclyde has the highest overall reserves as a percentage of the net cost of services as at the 31st March 2012. It should be noted however that the vast majority of the Council's reserves are earmarked for specific purposes such as the School Estate Management Plan, Asset Management Plan, Equal Pay, Riverside Inverclyde, specific economic regeneration initiatives such as Employment and Business Support and a wide range of Community Projects which are reported on a regular basis through the Environment and Regeneration Committee. Once the Earmarked Reserves are discounted then the Council's level of reserves is very much in line with the Scottish average.

- 5.8 One issue however the report does highlight is the need for Councils to have a regular review of the Reserves Policy. This has not taken place within Inverclyde Council since 2008 and as such it would be appropriate for a review of the Council's Reserves Policy to take place and be reported to the Policy & Resources Committee during 2013.

6.0 CONCLUSION

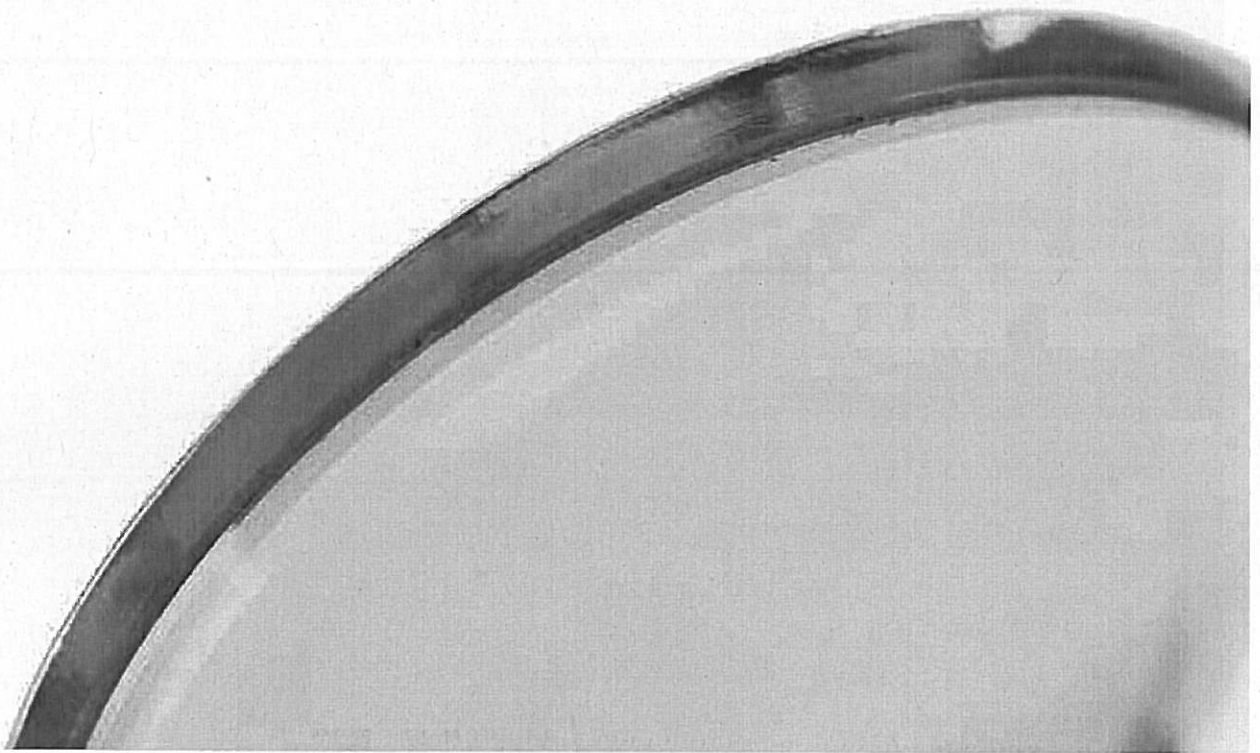
- 6.1 The annual overview of Local Government in Scotland report once again highlights a number of important issues for Members to consider.
- 6.2 The Corporate Management Team have recommended 2 specific actions and Committee are asked to consider whether there are any further actions which they would wish officers to progress.
- 6.3 In line with previous years it is proposed that the report also be remitted to the Audit Committee for the consideration of any relevant matters.


7.0 IMPLICATIONS

- 7.1 There are no financial, HR or legal implications arising from this report.

Responding to challenges and change

An overview of local government in Scotland 2013



 ACCOUNTS COMMISSION

Prepared by Audit Scotland
March 2013

The Accounts Commission

The Accounts Commission is a statutory, independent body which, through the audit process, requests local authorities in Scotland to achieve the highest standards of financial stewardship and the economic, efficient and effective use of their resources. The Commission has four main responsibilities:

- securing the external audit, including the audit of Best Value and Community Planning
- following up issues of concern identified through the audit, to ensure satisfactory resolutions
- carrying out national performance studies to improve economy, efficiency and effectiveness in local government
- issuing an annual direction to local authorities which sets out the range of performance information they are required to publish.

The Commission secures the audit of 32 councils and 45 joint boards and committees (including police and fire and rescue services).

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. It provides services to the Auditor General for Scotland and the Accounts Commission. Together they ensure that the Scottish Government and public sector bodies in Scotland are held to account for the proper, efficient and effective use of public funds.

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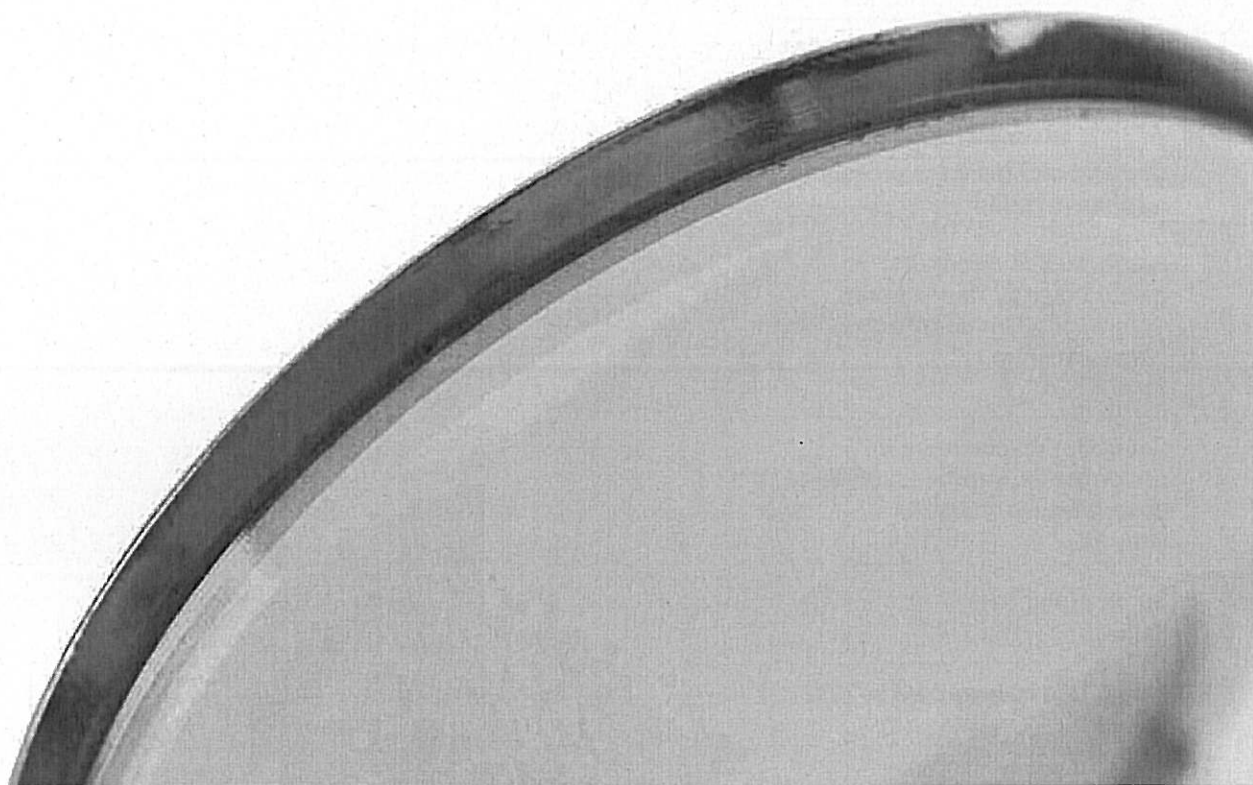
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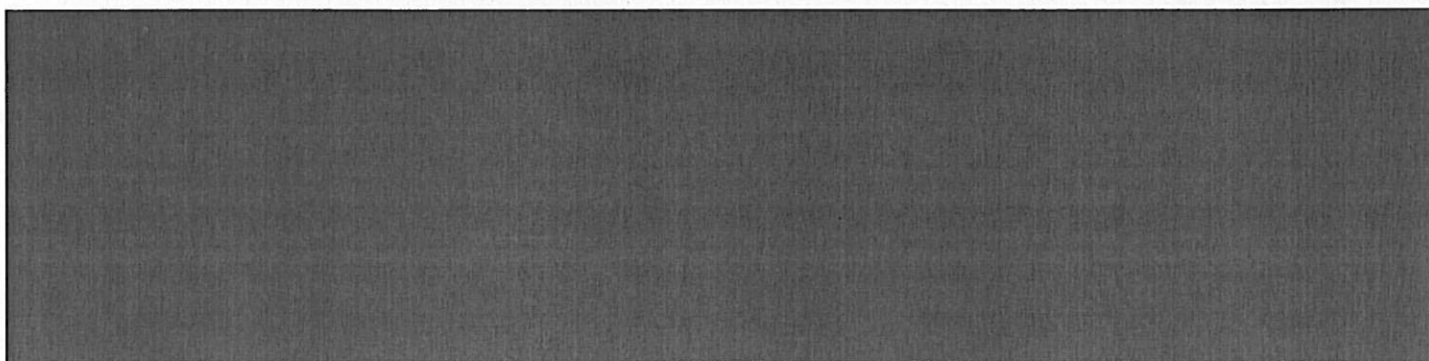
Exhibit data

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

Summary



Councils that place Best Value at the centre of all they do are well placed to deal with challenges and change



Introduction

1. The Accounts Commission's overview report last year identified the pressures facing local government. This year, we look at how councils are responding and identify what more needs to be done. There are many challenges facing local government. The most immediate are managing financial pressures, dealing with welfare reform and continuing to provide Best Value.

2. Our report draws on recent audit work including the annual audits, Best Value audits and national performance audits to provide an independent view on the progress councils are making. The report is in two parts:

- Part 1 highlights service challenges in 2013
- Part 2 reviews use of resources in 2012.

3. There are short summaries at the end of each part of the report, leading to a checklist of actions for councillors in Appendix 1. There is a glossary of terms used in the report in Appendix 2.

Context

4. Budgets are tightening and councils anticipate even tougher times over the next few years. Reserves have increased but they can be used only once and are not a sustainable source of support for expenditure. Demands on services continue to rise and the longer-term impact of changes in the population and, in particular, the growing number of older people, is likely to be substantial. So far, tighter budgets have been met by reducing staff numbers and increasing charges.

5. There have been significant changes in the make-up of the people leading and managing councils. Over a third of the councillors elected were new to local government at the May 2012 elections. About a third of councils have changed their

chief executives over the last two years. Councils are also changing how they deliver services with, for example, more arm's-length external organisations (ALEOs) now in place.

6. Politics is, of course, an integral part of local government and heightened political tensions are apparent. Further pressures are likely as the new administrations strive to deliver manifesto commitments at a time when reduced budgets mean that choices and decisions are harder.

7. The public service reform agenda is gathering pace and significant changes lie ahead for local government. Reform of the welfare system is likely to have significant and far reaching consequences for councils and their communities. There are plans for major change in adult health and social care. The new single police and fire services mean new relationships will need to be established with councils. It is also very clear that the Scottish Government expects Community Planning Partnerships (CPPs) to oversee and lead public service reform.

Priorities

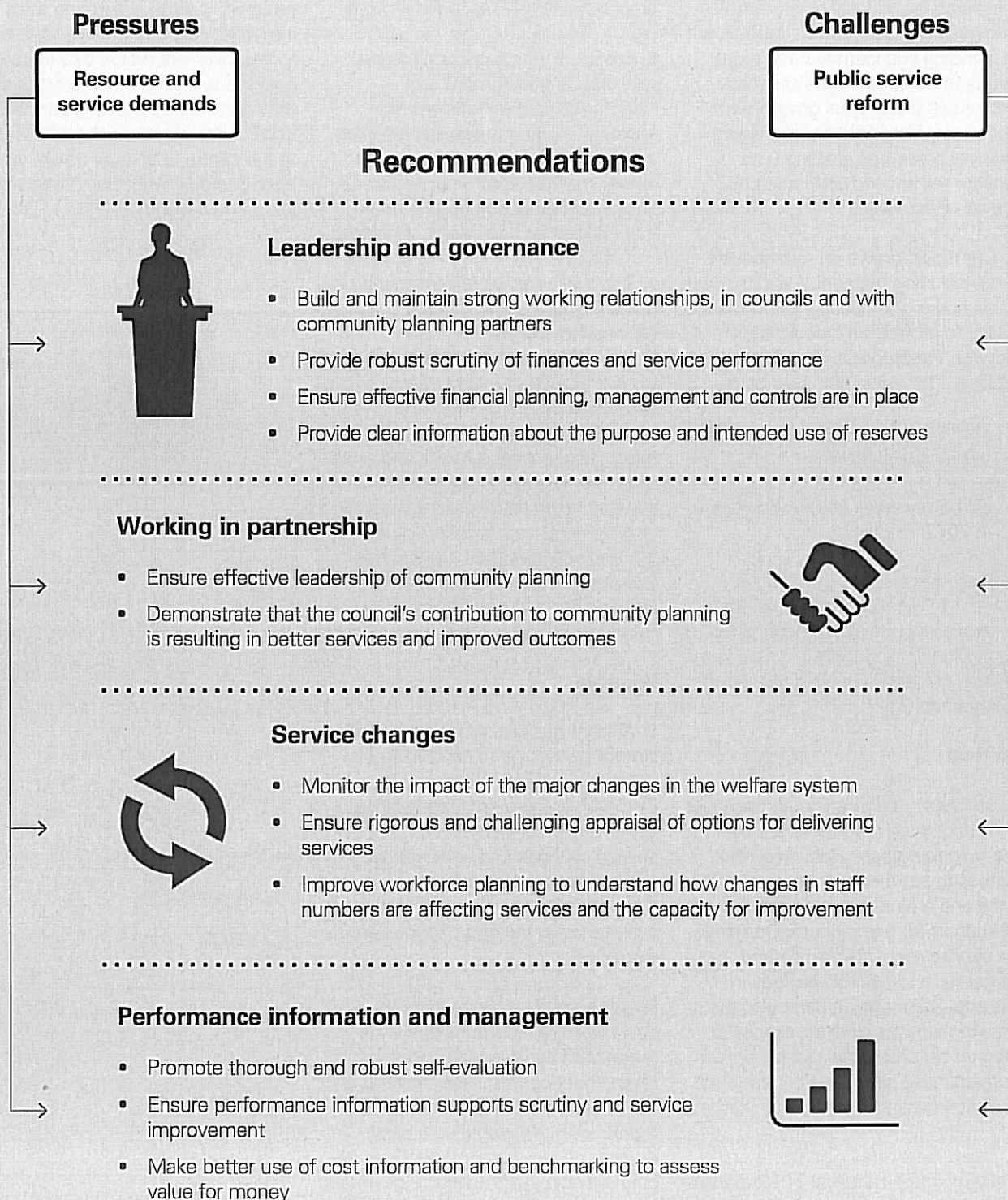
8. Against this backdrop, the overall aim for councils is to achieve Best Value and improve outcomes. Common themes are leadership and governance, partnership working, service changes and performance information and management. We return to these themes in the summaries at the end of each part of the report.

9. There are many aspects to the councillor role, and there is a wide range of material available to support them. In recognition, and drawing on the range of issues covered in the report, we have identified a small number of key recommendations for councillors in 2013 (Exhibit 1, overleaf).

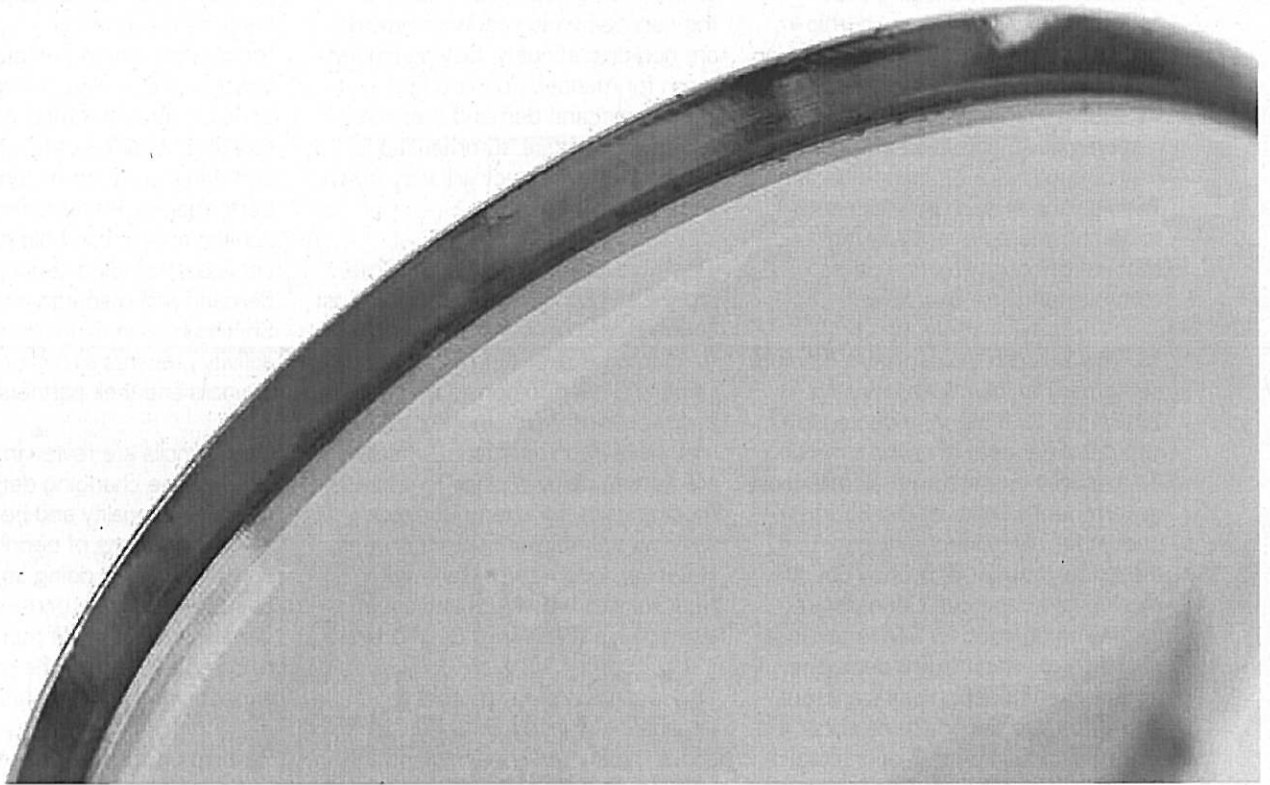
10. Councillors and senior managers should consider this report, identify what they are doing in response and, where there are gaps or where progress is slow, determine the immediate actions they need to take to improve. We would also encourage councils to discuss the report with their community planning partners. Local authorities that place Best Value at the centre of all they do are well placed to deal with the challenges in 2013 and beyond.

Exhibit 1

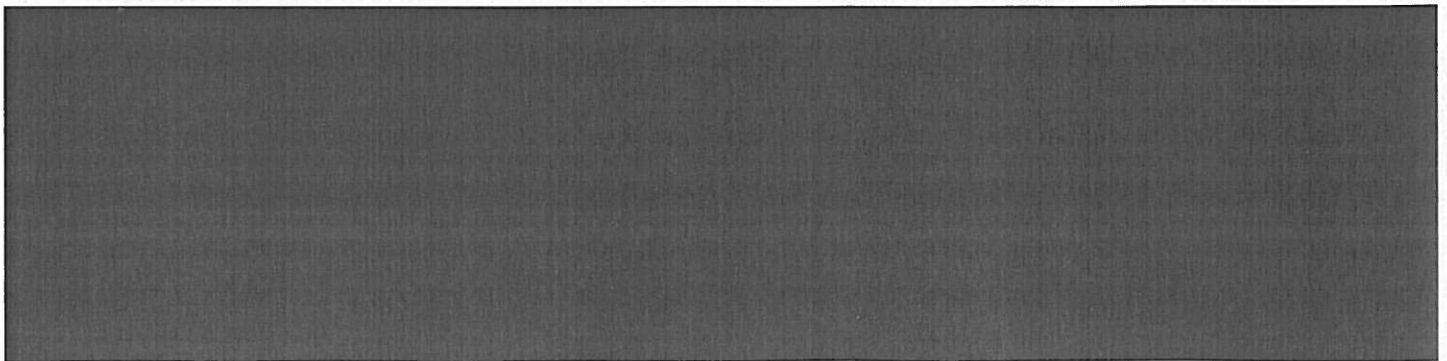
The Accounts Commission's key recommendations for councillors in 2013



Part 1. Service challenges in 2013



The councillor role in performance, improvement and governance is crucial in 2013 and beyond



11. In this part of the report, we consider the resource and demand pressures facing local government in 2013, the impact of public service reform and underline why the councillor role in performance, improvement and governance is crucial.

Demand and resource pressures continue to build

12. Councils are managing their finances in challenging economic circumstances and against a backdrop of increasing demand for services. As shown in Part 2 of the report, reserves have increased but this is only one indicator of financial health. The position at each council needs to be considered overall, taking account of borrowing and other commitments, for example.

13. The Scottish Government funding settlement to local authorities for 2013/14 is £9.9 billion, a decrease of about 0.2 per cent in cash terms or 2.2 per cent in real terms.¹ While local government's share of the Scottish budget has remained fairly constant, the actual amount of money councils receive has been cut. Councils are increasing charges for some services but need to weigh these decisions against the impact on service users. There are also uncertainties about the scale of any further reductions which may flow from the UK Government's Comprehensive Spending Review later in 2013.

14. At the same time, councils are facing continuing cost pressures. Following a series of pay freezes, salaries are set to increase. There are also pressures in a range of other areas, including food and energy costs, waste disposal and building and road maintenance.

15. Staff early-release schemes continue to feature strongly as an option to reduce costs. Councillors should take a close interest to ensure

the principles of transparency and accountability are observed in an area which is, rightly, of particular interest to the public.

16. Cost pressures have to be managed alongside substantial service demand pressures relating to, for example, looked-after children, supporting people most affected by economic recession and welfare reform, and the effect on services of the ageing population. Many of the services which councils provide are non-discretionary, leaving limited room for manoeuvre in budgets. Typical cost and demand pressures facing councils are summarised in Exhibit 2; their impact will vary from council to council.

17. Achieving savings will become progressively more challenging. Most councils are predicting substantial funding gaps over the next three years and need to consider seriously policy options which in the past may have been rejected. Councils are putting plans in place to address funding gaps, for example through savings and efficiency programmes. However, longer-term plans with clear links to workforce and asset strategies are less well developed.

18. Councils are doing more to engage local people in discussions about the financial position and the choices available to balance the budget, eg by online questionnaires and through meetings in local communities. This is a healthy development which provides councils with more information about residents' views and promotes a wider understanding of the tough decisions councillors face. It is important that councils follow through on these initiatives by publishing information on what people said and how this influenced budget decisions.

19. Set against a background of substantial demand and resource pressures, there is a range of

changes on the horizon to which local government will need to respond (Exhibit 3, page 8).

Public service reform is gathering pace; councils and Community Planning Partnerships are at its centre

20. Public service reform is gathering pace and local government is at its heart. The Scottish Government's reform approach across public services is founded on 'four pillars' for change: shifting resources towards prevention; integrated local services through better partnership working; workforce development; and transparent and improving performance. Responding to public service reform can help public services, including councils, deal with demand and resource pressures. Shifting resources to preventative activity presents a major challenge for councils and their partners.

21. Councils are reviewing services to meet the changing demands, to address inequality and better meet the expectations of people and communities. In doing so, councils need to work with partners so we also look at what more needs to be done to meet the growing expectations of community planning.

Reforms and changes, now and in future

22. Councils and local services face significant changes. Welfare reform, the new national police and fire and rescue services and adult health and social care reform will all have a significant impact on local government. An increasing emphasis on partnership working and community empowerment also provide opportunities for new approaches to service delivery.

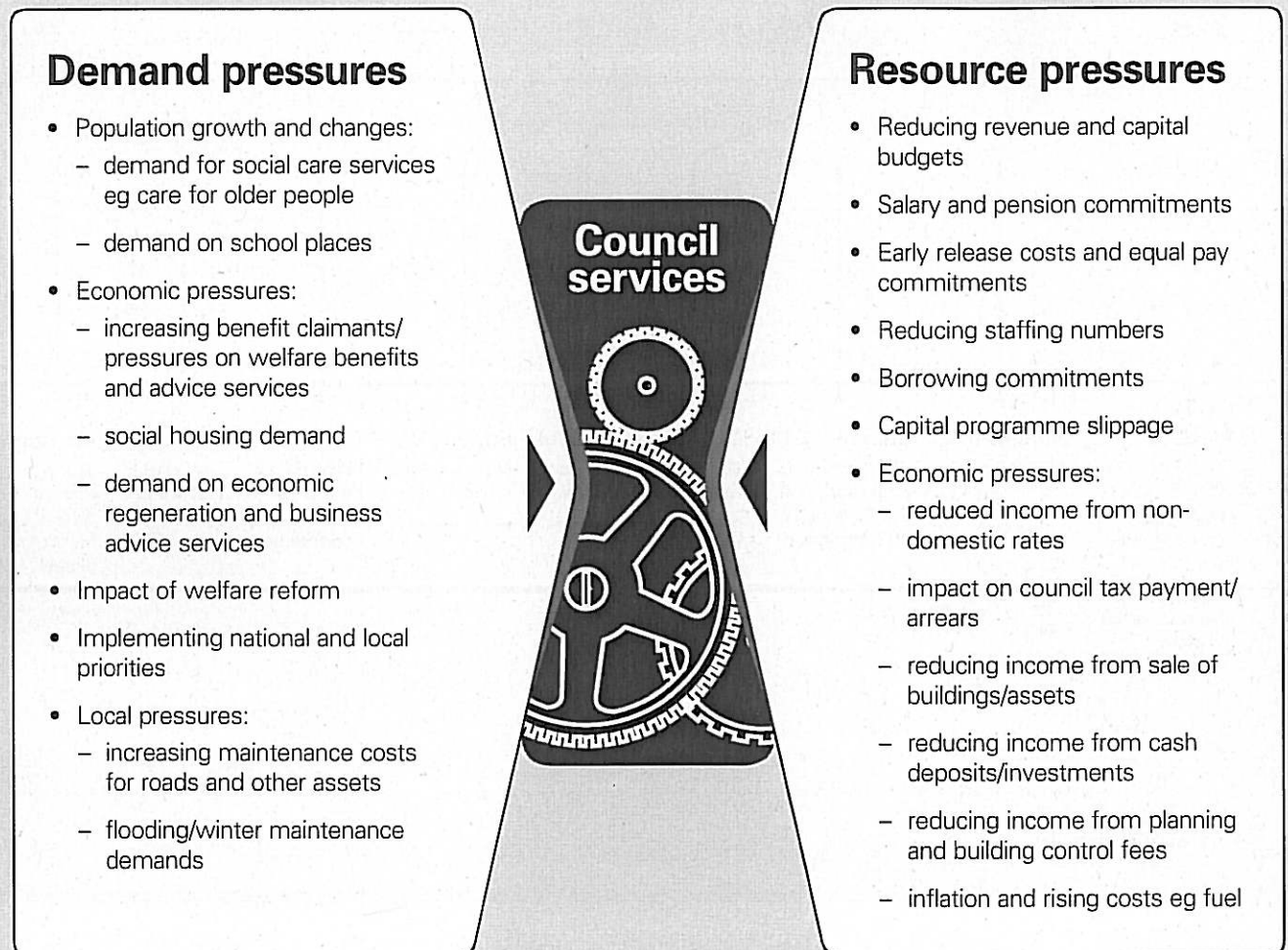
Welfare reform

23. The Welfare Reform Act 2012 of the UK Parliament aims to improve work incentives, simplify benefits

¹ *Local Government Funding: Provisional Allocations for 2013-2014*, Scottish Parliament Information Centre (SPICe), December 2012.

Exhibit 2

Demand and resource pressures in 2013 and beyond



Source: Audit Scotland

and their administration, and deliver substantial savings. It is the biggest reform of the UK welfare system in 60 years, which could change the lives of millions of people and have significant implications for councils and the services they provide. The most significant changes include: a new universal credit to replace existing benefits, including housing benefits currently administered by councils; the introduction of a benefit cap which will limit the amount paid to households; and a new scheme to replace existing council tax benefits.

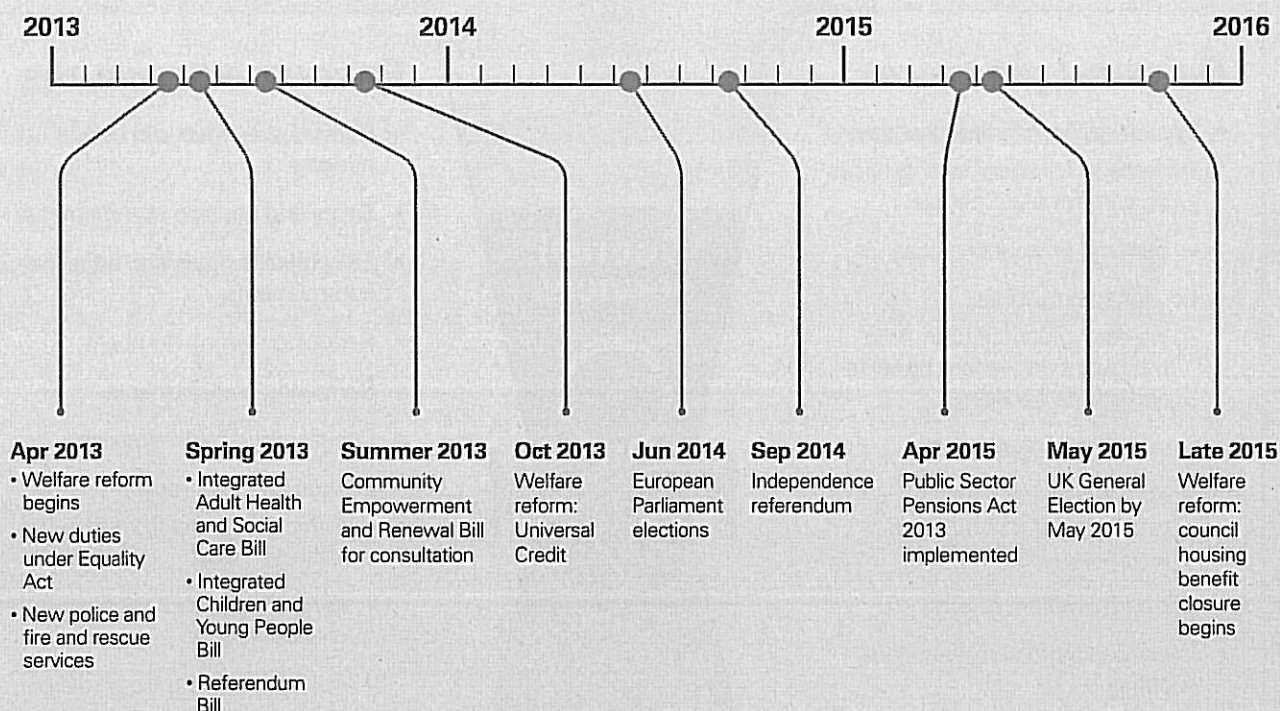
24. Councils are taking this very seriously and are responding to this major change by identifying the implications for existing services and anticipating the effect on local communities. Some councils have estimated the effect on disposable income in their area, further emphasising the far-reaching effect of the reforms. There is also evidence of councils working together and working with their partners, such as housing associations, to plan for the changes. Some councils are involved in testing aspects of the reforms, including direct payments to benefit claimants (as

opposed to offsetting benefits against rents due under current arrangements).

25. Immediate challenges include monitoring the impact of changes from April 2013. Work is continuing to ensure council staff are prepared to deal with issues that arise and to assist those most affected. In the longer-term, councils may review new house building to address the likely increased demand for properties with fewer bedrooms because, under the reforms, benefit will be restricted if a dwelling is larger than required. Many councils have yet to address

Exhibit 3

Summary of changes facing local government



Source: Audit Scotland

fully the longer-term implications. This is mainly because they are unable to predict with certainty the services they will be expected to provide and therefore the number, skill mix and staff grades required.

26. It is difficult to overstate the potential implications of welfare reform on people and communities, on council services and their policy objectives, and on council staff. Welfare reform represents a major challenge for councils in the short to medium term.

Other changes

27. The Police and Fire Reform (Scotland) Act 2012 of the Scottish

Parliament established a single police service and a single fire and rescue service from 1 April 2013. This is a substantial undertaking involving major change in vital public services. During 2012, we produced overview reports^{2, 3} highlighting the main issues from Best Value audit and inspections of police authorities and forces and the Best Value audits of fire and rescue authorities.

28. In December 2011, the Scottish Government set out plans to integrate adult health and social care. This aims to improve the quality and consistency of care for older people, and to shift resources to

community services and away from institutional care. The Government plans to introduce Health and Social Care Partnerships (HSCPs) to replace the existing Community Health Partnerships. These changes affect major public services and, potentially, represent the biggest change in local government since its reorganisation in 1996.

29. Demographic changes, particularly the ageing population, have significant implications for council services and will increase demands in key areas such as homecare and housing. Registrar General for Scotland⁴ figures show

² *Best Value in police authorities and police forces in Scotland*, Accounts Commission and the Auditor General for Scotland, November 2012.

³ *Best Value in fire and rescue services in Scotland*, Accounts Commission, July 2012.

⁴ *Scotland's Population 2011 – The Registrar General's Annual Review of Demographic Trends*, General Register Office for Scotland, August 2012.

that Scotland's population reached a record high, growing by 0.6 per cent in the year to June 2011, largely due to inward migration with 27,000 more people entering Scotland than leaving, and 4,809 more births than deaths. Projections suggest further growth, and a significantly ageing population. From 2010 to 2035 the number of people aged 75 and over will increase, by over 80 per cent, representing about a third of a million people (Exhibit 4).

30. The anticipated effect across council areas is not uniform, with rural areas likely to see proportionately larger increases in the number of older people, with the potential to compound the challenges in meeting service demands. The demographic changes mean significant and pressing challenges for councils and the wider public sector. There is a wide recognition that services need to change but services have been slow to adapt and there is limited evidence of changes in the way resources are being used over time.

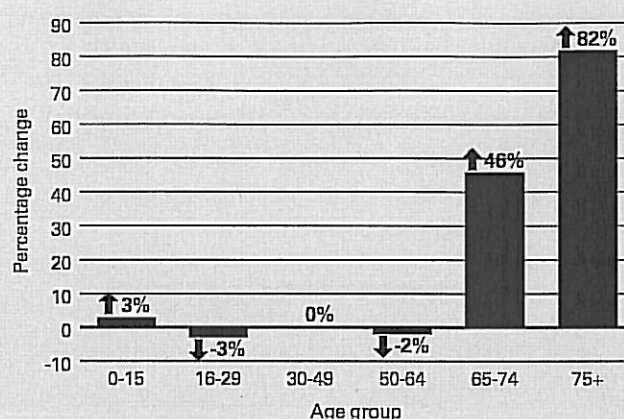
Reform and the growing expectations of community planning

31. By working together to plan services and make best use of the overall resources, partners can achieve better outcomes and value for money than by working alone. Community Planning Partnerships (CPPs) offer part of the solution to the pressures on resources and will play a crucial role in public service reform. The Scottish Government expects CPPs to take the lead in improving outcomes with reduced budgets.

32. Community planning involves councils and other public bodies working together, with local communities, the business and voluntary sectors, to plan and deliver better services and improve

Exhibit 4

Projected change in age structure of Scotland's population, 2010–35



Source: General Register Office for Scotland

outcomes for people. CPPs set out their priorities in Single Outcome Agreements (SOAs).

33. Local authorities have a duty⁵ to initiate, facilitate and maintain effective community planning, and statutory partners such as health boards are required to participate. All councils have established a CPP to lead and manage community planning in their area. CPPs are not statutory committees of the council or public bodies in their own right.

34. As part of its response to the Christie Commission's report on the future delivery of public services,⁶ the Scottish Government worked with the Convention of Scottish Local Authorities (COSLA) to produce a Statement of Ambition for community planning.⁷ It requires community planning partners to achieve better outcomes for communities and to work together to help prevent problems arising. It also emphasises that all partners are collectively accountable for delivering services (Exhibit 5, overleaf).

35. The Scottish Government asked the Accounts Commission to consider how external audit and inspection might help CPPs to improve and deliver better outcomes. In doing this we worked with the Auditor General, Audit Scotland and our scrutiny partners⁸ and developed a framework to audit CPPs and how they perform.

36. Aberdeen City, North Ayrshire, and Scottish Borders CPPs participated in initial audits which, for the first time, focussed on the effectiveness of individual CPPs. Audit reports on each CPP and a summary report covering common issues and related information were published in March 2013.⁹

37. The initial audit work suggests that while there are examples of good partnership working and initiatives to meet local needs, there is a long way to go before the full potential of community planning will be realised. Exhibit 6 (overleaf) summarises the findings from our early audit work on community planning.

⁵ Local Government in Scotland Act 2003, Part 2, section 15.

⁶ Commission on the Future of Public Services, Christie Commission, June 2011.

⁷ Review of Community Planning and Single Outcome Agreements: Statement of Ambition, Scottish Government and COSLA, March 2012.

⁸ Partners included: Education Scotland, Care Inspectorate, Her Majesty's Inspectorate of Constabulary for Scotland, the Scottish Housing Regulator and Healthcare Improvement Scotland.

⁹ Community planning in Aberdeen, Community planning in North Ayrshire, Community planning in Scottish Borders, Improving community planning in Scotland, Accounts Commission and the Auditor General for Scotland, March 2013.

Exhibit 5

The Statement of Ambition – key features and what CPPs must do

- **Understand place:** develop a clear and evidence-based understanding of local needs and opportunities. This requires local and national agencies, supported with good data that can be monitored over time, to demonstrate continuous improvement. CPPs and SOAs must be responsive to local circumstances, within the context of the National Performance Framework – this sets out national priority areas such as 'we live longer healthier lives', 'we realise our full economic potential', and 'our children have the best start in life'.
- **Plan outcomes:** translate their understanding of place into plans that recognise the particular needs and circumstances of different communities. These should clearly identify outcome priorities and improvement actions, agreed jointly by partners.
- **Deliver outcomes:** translate into delivery, with partners working together to implement local priority outcomes. CPPs must have a clear understanding of the respective contributions from partners, and how overall resources will be targeted to deliver the priorities. This will require service integration, a focus on prevention, and investment in the people who deliver services through enhanced workforce development, including effective leadership.

Source: Audit Scotland

Exhibit 6

Community planning – audit findings

- Community planning provides a clear opportunity to deliver a step change in the performance of public services.
- Partnership working is well established and there are many examples of joint working that are making a difference for specific communities.
- Community Planning Partnerships (CPPs) are not yet able to demonstrate that they have had a significant impact in delivering improved outcomes across Scotland.
- Performance issues go beyond individual CPPs: delivering change to help meet the demanding requirements of the Statement of Ambition for community planning will require strong and sustained leadership at national and local level.
- The outcomes that CPPs are trying to improve are complex and deep rooted.
- CPPs need to be clearer about their priorities for improving their area.
- CPPs need to focus their efforts through using their combined resources, skills and expertise.

Source: Audit Scotland

38. The messages from the CPP audits are consistent with matters identified in our report on health inequalities.¹⁰ This highlighted the lead role that CPPs have in bringing together all relevant local organisations to address health inequalities. The report found a number of areas where health and social care providers need to improve the joint delivery of services (Exhibit 7).

Councils and CPPs must involve and consult local communities

39. Councils and CPPs need to understand local community needs to deliver better services and address inequalities. The Statement of Ambition for CPPs stresses the importance of using strong and reliable data to understand and act on local need.

40. Most councils survey service users in some way and some have established customer standards setting out what people can expect from services. Reports from surveys provide useful information and help to support public performance reporting, eg where councils take an approach based on 'you said..., we did...'.

41. Councils are doing more to understand the views of residents more generally. Information from complaints and user feedback, for example, helps to identify problems and gauge customer satisfaction. Councils with good complaint-handling processes are more responsive and transparent in the way they deliver services.

42. The effectiveness of community engagement is variable. Many councils and CPPs do not link consultation and engagement activity with decision-making to adapt and improve services. More developed approaches, involving CPPs and others, can help manage expectations about what can be achieved by local public services in a context of reducing budgets.

Reviewing services and implementing options

43. Councils decide the best way to deliver services taking account of the needs of service users and communities. In so doing, they must observe their duty to provide Best Value, which requires continuous improvement, while maintaining a balance between quality and cost and having regard to value for money, equal opportunities and sustainability. Pressures on finances and changes in the workforce give even greater impetus for councils to be active and ambitious in considering alternative options for services.

44. Options include: council-provided services; services delivered through contracts with external private or voluntary sector suppliers; and services delivered through partnerships or by an arm's-length external organisation (ALEO). Option appraisal needs to be rigorous and challenging, and based on clear business cases. Alternatives to externalising services include simplifying and standardising existing processes, many of which are common to all councils, for example, issuing bills and paying creditors.

45. Reviews need to include discussions with local partners to identify areas for improvement. Fully evaluating the service options that flow from that can be complex and councillors need good-quality evidence. In summary, the key questions are:

- Is there a need for this service?
- If so, how should it be delivered and by whom?
- Have we explored all the realistic options?
- Do we have sufficient evidence to make an informed decision?

Exhibit 7

Health inequalities

- CPPs' reports on delivering their SOAs are weak in the quality and range of evidence used to track progress in reducing health inequalities. Current performance measures do not provide a clear picture of progress.
- It is difficult to track direct spending by the NHS and councils on addressing health inequalities.
- CPPs must ensure that partners have a shared understanding of health inequalities, their respective roles and the shared resources available, and that they involve local communities in initiatives to tackle health inequalities.
- NHS boards, councils, the voluntary sector and other partners should identify their combined spend on reducing health inequalities locally, and work together to ensure that resources are targeted at those with the greatest need.

Source: Audit Scotland

46. Improvement depends on strong and effective councillor and officer leadership which builds and maintains momentum through the change process. Councillors and officers must ensure they have the skills and capacity to deliver change and councillors need to challenge and scrutinise progress effectively.

Sharing services

47. Sharing services may provide an option for savings or for providing better services. However, barriers include organisational structures, leadership changes, compatibility of systems and staff terms and conditions (Exhibit 8, overleaf). It is particularly difficult when sharing services means loss of control and jobs. We remain of the view that significant savings in the short term are unlikely from sharing services.

48. Where business cases and option appraisal indicate the potential for savings, we encourage councils to press on in accordance with Best Value principles, with strong councillor and officer leadership, to realise the benefits as quickly as possible.

49. There is also potential from approaches that shift the emphasis from 'economies of scale' to 'economy of skills', particularly around professional services. For example, our report on protecting consumers¹¹ noted that councils are working collaboratively on specific projects such as sharing laboratories, equipment and expertise.

ALEOs

50. Our *How councils work* report on ALEOs¹² sets out good practice in setting up and running ALEOs. We encourage councillors to use it to check progress on governance, performance and risks. We have previously highlighted the problems that can emerge when governance is not effective, and the risks to finance and services. A key issue for the Accounts Commission is for auditors to be able to 'follow the public pound', from the council to the ALEO, where it is then used to provide public services.

¹¹ *Protecting consumers*, Accounts Commission, January 2013.

¹² *How councils work: an improvement series for councillors and officers – Arm's-length external organisations (ALEOs): are you getting it right?* Accounts Commission, June 2011.

Exhibit 8

Shared services

- East Lothian and Midlothian councils ended their plans for joint working in education and children's services following changes in political administrations.
- The three Ayrshire councils decided not to proceed with a project for shared regulatory services (building standards, environmental health and trading standards) owing to the lack of savings likely to be generated and legal complexities in integrating services.
- Clyde Valley councils have worked together since the 2009 Arbutnott review recommended closer working between councils and health boards. Work started in social transport, health and social care, waste management and support services. Many of the projects are still at planning and development stage and have not yet delivered the expected outcomes.
- Clackmannanshire and Stirling councils continue to work to integrate education and social care services. Each council has now agreed a shared methodology for apportioning costs and savings, and work is under way to agree a common performance management framework.

Source: Audit Scotland

51. ALEOs can take the form of a company or trust which is 'arm's-length' because the council retains a degree of control and 'external' because they have a separate legal identity. They deliver a wide range of council-related services, including leisure services and property maintenance, and offer the potential to reduce costs and increase flexibility. However, there are also potential disadvantages and risks.

52. More councils have established leisure trusts and there are other cases where councils are considering the ALEOs option, for example as the vehicle for innovative approaches to the management of commercial property.

53. Specifying policies on, for example, remuneration (including bonus payments), equalities and sustainability means that the council can shape from the outset the framework within which the ALEO operates. A clear framework also allows the council

to retain responsibility for the public funds it provides to the ALEO without compromising the independence of the ALEO.

54. ALEOs operate in the same challenging financial environment as councils and there is an increasing number of cases where ALEOs are operating at a loss. In a quickly changing environment, councils need to keep their involvement in ALEOs under close review. This involves regular monitoring of financial and service performance but it will also involve periodic and systematic review of whether an ALEO remains the best option.

Councillor involvement in performance, improvement and governance is crucial

55. This section focuses on self-evaluation, performance information and governance. All of these are increasingly important in the context of the challenges which councils face

in 2013 and beyond. Councillors need to be clear about what the council is trying to achieve and how they will monitor and review performance.

Self-evaluation and improvement

56. Our Best Value audits have helped stress the importance of self-evaluation and performance management as a route to improvement.

57. Self-evaluation done well can provide real insight into how councils can improve and is a characteristic of high-performing organisations. In order to improve, councils must be self-aware and critically review their performance.

58. There is still a long way to go before self-evaluation becomes a central part of change and improvement. There is scope for councils to improve self-evaluation by comparing performance with other councils by benchmarking, using the work developed by the Society of Local Authority Chief Executives and Senior Managers (SOLACE), and by making better use of service users' views.

59. Everyone in the council has a role in managing performance. In well-run councils, performance management is embedded in people's jobs. The key requirement is a culture that encourages open discussion and challenge. By taking a close interest in performance, councillors can support improvement. They need to be prepared to engage in strong scrutiny and to challenge officers on performance.

60. Performance management involves gathering, analysing and acting on information to manage and improve services. Good performance management is essential for councils to deliver effective services and to demonstrate the best use of resources. In 2012, we looked across our audit work to identify key issues to help support improvement.¹³

61. Councillors often have a strong appetite for scrutiny, although they can feel cautious about this where partners are involved. They need good-quality performance information to allow them to scrutinise effectively. Information needs to be concise and relevant, highlighting areas not meeting or exceeding target. Lengthy performance reports are often ineffective because critical issues are buried in the detail. Exhibit 9 sets out the main elements of performance management.

62. Our performance audit reports have confirmed that more work is required on performance information and management. For example, our report on reducing reoffending¹⁴ identified the need to improve the range of performance measures used to assess the effectiveness of

the Scottish Prison Service, criminal justice authorities and councils in reducing reoffending.

63. Similarly, our report on *Protecting consumers*¹⁵ found that councils had differing and inconsistent performance reporting for trading standards. This makes it difficult to benchmark performance. Councils should continue to work together in the project developed by SOLACE to produce meaningful and consistent indicators that will allow them to compare their services. This will help them to identify what works well as a starting point to improving performance and cost effectiveness.

64. The Accounts Commission has a duty to define the performance information that councils need to publish. In 2008, we made a

significant change, inviting councils to develop a broad set of information to demonstrate they are securing Best Value. In December 2012, the Accounts Commission endorsed the SOLACE project to improve performance and benchmarking information.

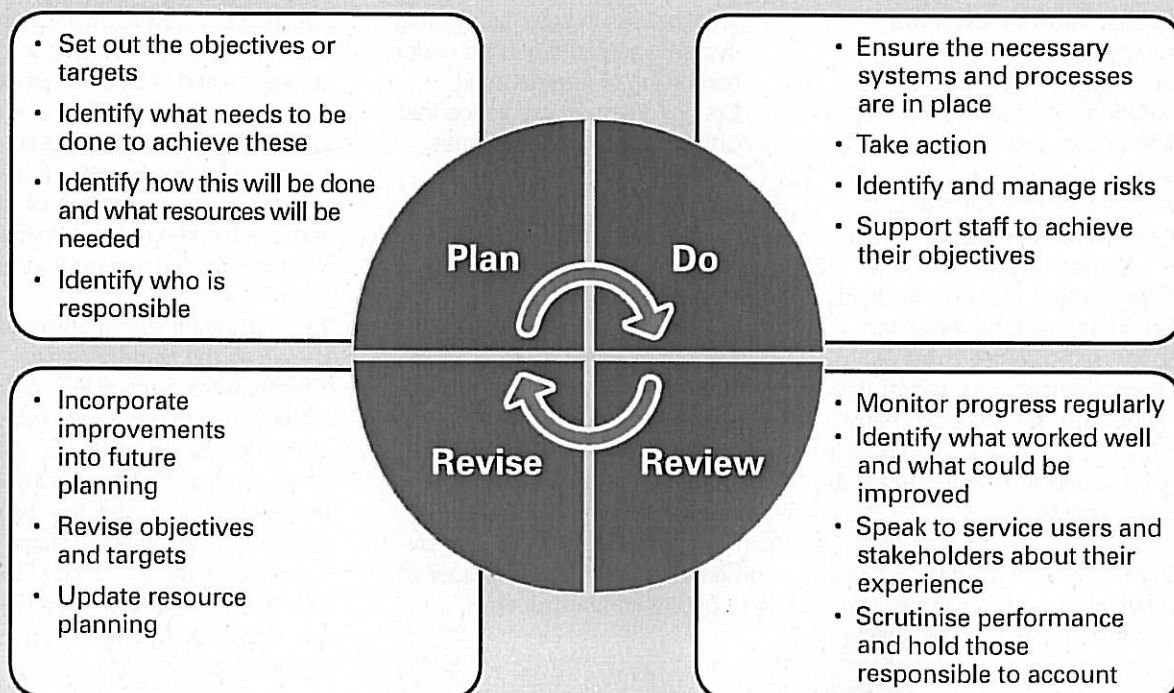
65. We will continue to review councils' approaches to the Best Value principle of reporting performance to citizens, both in terms of the benchmarking indicators and in the range of service and corporate performance information reported.

Effective performance management in partnership working

66. The Statement of Ambition for CPPs emphasises the role for strong challenge and scrutiny from councillors, and the importance

Exhibit 9

Managing performance based on the plan-do-review-revise cycle



Source: Audit Scotland

¹⁴ *Reducing reoffending in Scotland*, Accounts Commission and the Auditor General for Scotland, November 2012.

¹⁵ *Protecting consumers*, Accounts Commission, January 2013.

of self-assessment. Similarly, the Scottish Government holds health boards and other public bodies to account for their contribution to CPPs.

67. Performance management in partnership working can be challenging. CPPs must demonstrate that they are improving local outcomes but this can be difficult. It requires good local data and meaningful comparisons to track progress over time. Differing financial and performance management arrangements across sectors can be problematic, and more work is needed to share data between agencies.

68. The extent to which shared partnership objectives are built into partners' performance management arrangements varies. This can make partners less clearly accountable for delivering SOA priorities. In addition, performance reporting of partnership work does not always give a clear picture of progress, for example in reducing health inequalities.

Using cost information more effectively

69. Our report on how councils use cost information¹⁶ found scope for councils to use cost information more effectively. Cost information, and in particular the unit cost of services, is crucial for councillors to make informed budget decisions, particularly where finances are tight. The report stressed the need for councillors to scrutinise costs as well as performance. As part of this they should be able to benchmark or compare service costs and quality with other councils which operate in similar circumstances.

70. Our report on reducing reoffending¹⁷ found that more detailed information on unit costs

and service quality is needed to make an overall assessment on how efficiently money is being used. The report recommends that councils and their partners work together to improve understanding of costs of service delivery. Previous performance audits have identified the need for more consistent data and much greater transparency about the cost of in-house and externally provided services.

Governance of finances

71. Good governance is about clear direction and strong control. In the current financial circumstances, effective governance of finance is more important than ever. Part 2 of our report has details on matters arising from the audits which are of concern. In particular, it highlights:

- increasing evidence of large variances against budgets. It is important that councillors have good-quality and timely information about why variances occur
- weaknesses in basic accounting systems and controls and under-resourcing of internal audit. Councillors need assurance that officers are addressing these problems.

72. Councils decide local governance arrangements but they should take account of recommended good practice. If they decide not to follow it, they need to explain why. Audit committees provide a focus for financial control and risk and enhance public trust and confidence. We support the fundamental principle that audit committees should be chaired by someone who is not a member of the political administration.

73. Many administrations are now coalitions, so applying the principle in practice can be challenging. There are six councils where the chair of the audit committee is also a member of the administration. Those councils need to monitor their approach to ensure effectiveness and transparency and to maintain public confidence. Some councils have non-councillor, lay members on their committees. This can add a different perspective to the audit committee work and further enhance its independence and standing.

74. Status and independence provide the foundation but, ultimately, the effectiveness of the audit committee depends on the committee members and their approach. They need to know how services and resource management work and be prepared to ask challenging questions. This in itself requires particular skills. Specialist training in how to pursue lines of questioning may help support councillors in their role.

75. There is evidence of delays in updating key governance documents such as standing orders, schemes of delegation and financial regulations. These are essential points of reference which ensure that business is conducted properly within the agreed responsibilities and accountabilities, and need to keep pace with changes in structures and responsibilities.

76. The chief financial officer (also known as the statutory officer for finance or the Section 95¹⁸ officer) has a crucial role in providing professional advice to colleagues and councillors on all aspects of the council's finances and is central to effective financial governance. A useful summary of the role is provided in the Chartered Institute of Public Finance and Accountancy's (CIPFA) guidance¹⁹ (Exhibit 10).

¹⁶ *How councils work: an improvement series for councillors and officers – Using cost information to improve performance: are you getting it right?*, Accounts Commission, May 2012.

¹⁷ *Reducing reoffending in Scotland*, Accounts Commission and the Auditor General for Scotland, November 2012.

¹⁸ Section 95 of the Local Government (Scotland) Act 1973.

¹⁹ *The Role of the Chief Financial Officer in Local Government*, CIPFA, 2010.

77. The focus on finances means that the chief financial officer role is increasingly important. The role carries overall responsibility for financial management and reporting, contributing to the strategic management of resources and advising on the financial aspects of what are often complex proposals for new ways of delivering services.

78. However, management restructuring and the shift to smaller management teams means that the chief financial officer is often not now a member of the senior management team. As a result, in about a half of councils the chief financial officer is below director level. There is a risk, therefore, that the statutory role is less visible and that financial governance is affected. These risks can be mitigated where the chief financial officer attends senior management team meetings and has regular contact with councillors who have specific responsibilities for finance, such as the convener of the finance committee or equivalent.

79. As we have said in previous reports, where the chief financial officer is not a member of the senior management team, councillors need to understand why that is the case and satisfy themselves that the officer has appropriate access and influence to perform this crucial role.

80. Effective risk management is increasingly important in the current context, where there are substantial changes in staff and services, innovative approaches and more focus on partnership working. These require a shift in the culture and attitude to risk. In short, the scale of the challenge for councils means that they cannot afford to be risk averse, so the focus is on being risk aware.

Exhibit 10

CIPFA statement on the role of the chief financial officer (CFO)

The CFO:

- is a key member of the leadership team, helping it to develop and implement strategy and to resource and deliver the organisation's strategic objectives sustainably and in the public interest
- must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer-term implications, opportunities and risks are fully considered, and alignment with the organisation's financial strategy
- must lead the promotion and delivery by the whole organisation of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.

To deliver these responsibilities the CFO:

- must lead and direct a finance function that is resourced to be fit for purpose
- must be professionally qualified and suitably experienced.

Source: CIPFA

81. High-level risk registers are in place in all councils but more work is needed to ensure risk management is embedded and aligned through the council, from the corporate centre through individual services. It is important that risk management is not seen simply as a compliance exercise but rather it is used operationally, for example, to inform decision-making in individual projects, in services and to develop contingency plans.

82. Councillors have an important role in encouraging an open approach to risk management which promotes discussion about risk, and a clear plan which identifies acceptable risks and the steps needed to mitigate the likelihood of those risks materialising.

Summary of Part 1

Leadership and governance

- Councillors need to provide robust scrutiny of finances and service performance (paragraphs 59 and 71).
- Councils need to ensure strong financial governance, including fully resourced internal audit, strong audit committees and access and influence for the chief financial officer (paragraphs 71 to 79).

Working in partnership

- There are increasing expectations on community planning, and councils must provide strong leadership of this process (paragraph 31).
- Community Planning Partnerships must make better use of available resources, develop preventative practice to improve local outcomes, and demonstrate that the council and its partners are making progress in achieving outcomes (paragraph 37).

Service changes

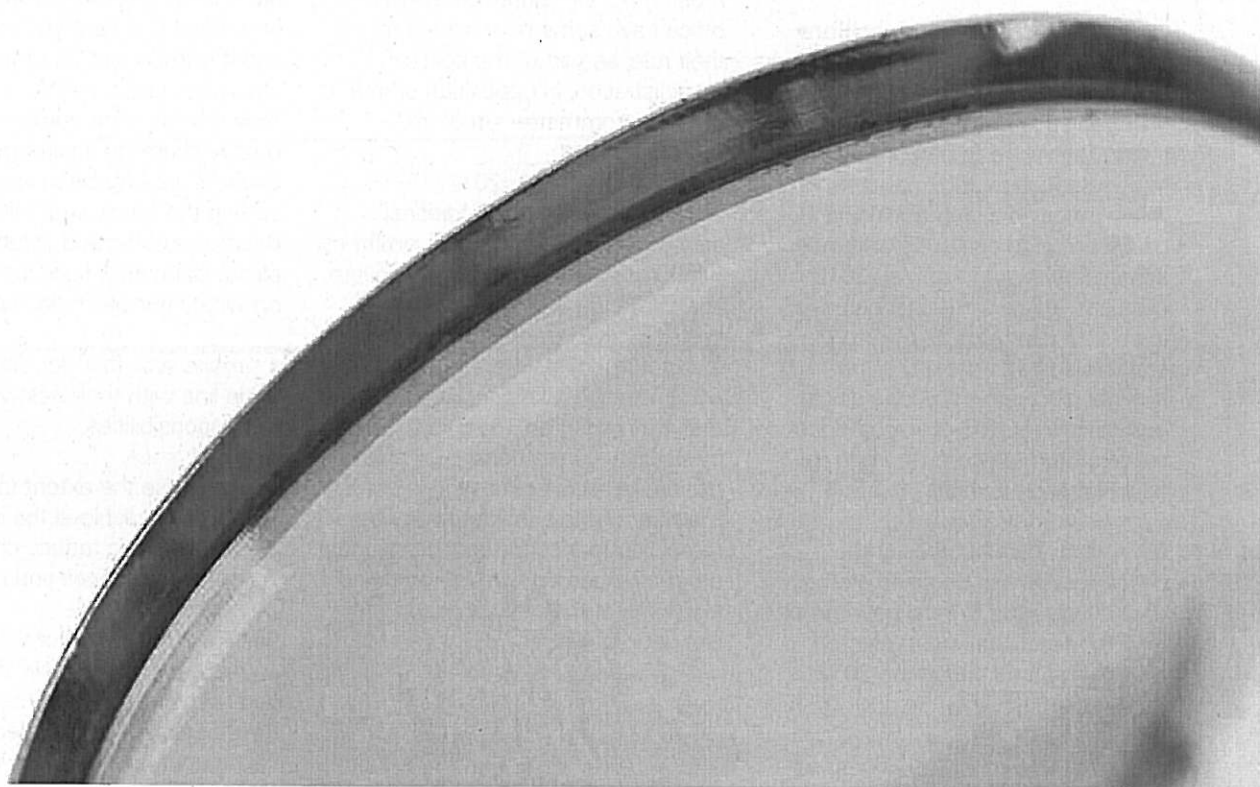
- Significant changes for local government include: welfare reform; changes in health and social care; police and fire and rescue service reform; and the effect of demographic changes (paragraph 22).
- Rigorous option appraisal is needed to ensure that services are effective and demonstrate Best Value. Existing arrangements, including the use of ALEOs, should be reviewed to ensure they are meeting their financial and service aims (paragraphs 44 and 54).

- Councils need the capacity and skills to respond to budget challenges, support change programmes and improve services (paragraph 46).

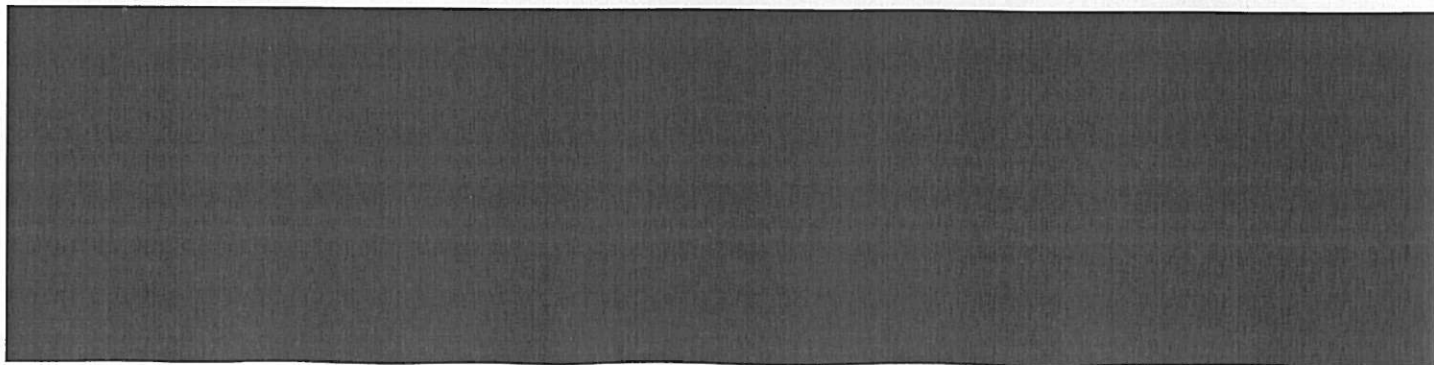
Performance information

- Good self-evaluation is central to improvement (paragraph 57).
- Good cost and comparative performance information is essential for councillors to scrutinise services and take effective decisions (paragraphs 61 and 69).
- Councils must demonstrate Best Value, using benchmarking information to draw comparisons with other councils and providers (paragraph 58).

Part 2. Use of resources in 2012



There were significant changes in people
and finances in local government in 2012



83. In this part of the report, we consider changes in 2012 in the make-up of those leading, managing and working in councils. We also look at the financial position in 2012 and how well councils are placed to deal with financial pressures in the years ahead.

There have been significant changes in the make-up of those leading, managing and working in councils

Changes in councils, councillors and senior managers

84. The political landscape has changed substantially in recent years. The move to proportional representation in 2007 resulted, in many cases, in a shift from one-party control to coalitions or minority administrations. In the May 2012 elections, there were changes in political control in 23 of the 32 councils and an increase in the number of councils led by a single political group. However, coalitions remain the most common form of administration (Exhibit 11).

85. A significant number of the 1,222 councillors across Scotland are new or relatively new to local government. In 2007, nearly half were elected for the first time and in the 2012

elections 34 per cent of councillors were new to local government. In some councils, the proportion was significantly higher, with almost half in Glasgow City and almost two-thirds in Shetland Islands.

86. Following the elections, 12 councils have made changes in their decision-making and scrutiny structures and more are in the process of doing so. Consequently, most, if not all, councillors now in office have some new aspect to their role, as part of the political administration, in opposition or in a different committee structure.

87. As at December 2012, 16 councils operated 'traditional' service structures where committees with cross-party membership govern and challenge on a service-specific basis. Twelve operated 'executive' or 'cabinet' models where the leading administration takes decisions that are monitored and challenged by scrutiny committees, typically chaired by a councillor who is not a member of the administration. The remaining four councils operate under other arrangements which combine elements of the traditional and cabinet models.

88. Some councils have introduced a petitions committee designed to encourage individuals, community groups and other organisations to become involved by bringing forward concerns and suggestions for change. Alongside existing channels and other initiatives, these committees have the potential to deliver a more inclusive and accessible approach to council business.

89. It is for councils to decide structures that best suit local needs and it is important that they keep structures under review to ensure they remain fit for purpose in a quickly changing environment. How councils are organised is crucial in setting the framework within which decision-making and scrutiny take place. Ultimately, success will depend on what councillors do in practice to:

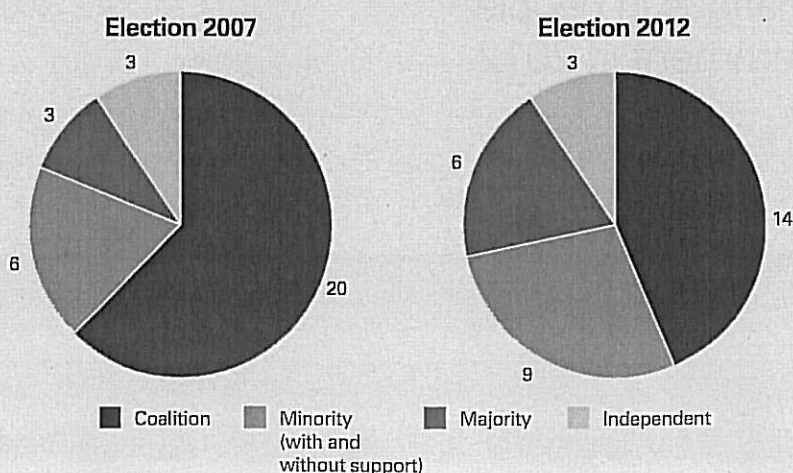
- make sure that decisions are in line with their best value responsibilities
- scrutinise the extent to which their decisions achieve the intended outcome, eg reduce costs and/or improve services and outcomes.

90. It will take time for the new councils to become fully established, and for newer elected members to develop an in-depth understanding of the context into which they will implement manifestos and priorities. Initial signs, such as disputes over the political balance on committees (unlike England, there is no statutory requirement in Scotland for committees to reflect the political composition of the council overall), suggest that political tensions may be more pronounced. Councils need to consider the implications on the public's perceptions of local government.

91. Changes in the make-up of councils provide an opportunity for fresh ideas and renewed impetus. This makes it more important than ever that councillors get the support

Exhibit 11

Political control in councils: 2007 and 2012



Source: Audit Scotland

they need, including effective training and development. Councils have made good progress in introducing personal development plans for councillors that include training for councillors working in specialist areas such as planning and licensing. In the current context, developing scrutiny skills is a priority. One year after last year's council elections, the time is right for councillors to assess the effectiveness of training and development.

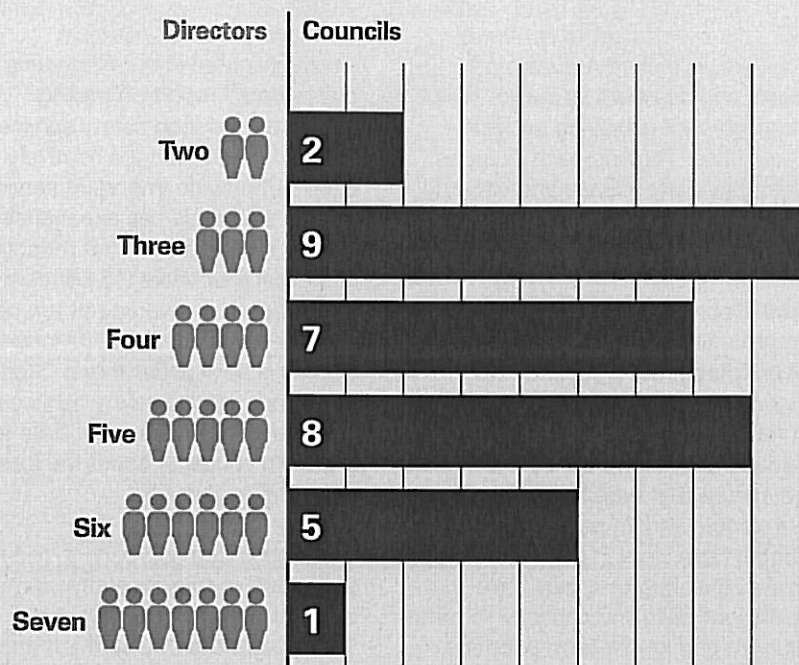
92. As well as significant changes in political leadership, there continues to be substantial changes at a senior officer level. In the two years to December 2012, there have been ten new council chief executives and over a third of chief financial officers are new. There has also been substantial change in other senior manager positions as councils look to save money and put in place structures which best suit the service context now and in future. In some cases, councils and health boards have agreed to a single senior officer overseeing aspects of health and social care, and this has helped to promote a joint approach.

93. There has been a continuing move to smaller management teams and, by the end of 2012, over half of councils had four or fewer directors on their management teams (Exhibit 12). Changes were made to reduce costs or to promote a more corporate approach to management, or both.

94. Councils are complex organisations with many different services and areas of professional expertise. In recognition, steps to reduce the number of senior managers are often accompanied by changes in management structures at less senior levels, and by a change in culture to empower managers across the council. This takes time to embed and become fully effective and requires, in particular, strong skills and capacity at the first level below directors, at 'head of service' level.

Exhibit 12

Number of directors (corporate management teams, excluding the chief executive)



Note: Shows the 32 councils by number of directors (eg, nine councils have three directors).
Source: Audit Scotland

95. Management restructuring brings additional demands on senior managers and comes at a time when they need to support new political arrangements and manage substantial pressures on finances and services. Councillors need to ensure their councils maintain senior managers' skills and build resilience and capacity within smaller senior management teams.

Reducing staff numbers

96. A significant proportion of local authority spending is on staffing, typically about 41 per cent of net spending, or about £8 billion in total across Scotland's 32 councils. At a time of financial pressures, balanced budgets have been achieved mainly by reducing staff numbers. Councils need to monitor the consequences for services.

97. The number of staff directly employed by councils has decreased by about 6.4 per cent since 2010, a reduction of 25,800 people or 14,100 full-time equivalent (FTE) posts. There have also been reductions elsewhere in the public sector. Over that two-year period, the percentage reduction in local government was bigger than the NHS in Scotland (2.2 per cent) but smaller compared to other public bodies, including the Scottish Government core directorates (10.7 per cent).²⁰

98. The number of people directly employed in local authorities is now at the lowest level since 1999. There are two main factors: workforce reductions to meet tighter budgets; and the transfer of staff to ALEOs and the commissioning of services.

²⁰ Scottish Government core directorate figures refers to the core directorates only and not the whole civil service in Scotland. Joint Staffing Watch, Q3 data.

Information is not available on the extent to which these factors contribute to the decrease. Exhibit 13 therefore only shows the overall change in directly employed staff.

99. This trend is set to continue as councils look to reduce staff costs and numbers as part of their strategies for achieving budget reductions. The approach includes voluntary early release and vacancy management, where staff who leave are not replaced.

100. Councils with workforce plans in place to identify skills gaps, workforce pressures, and future needs are better placed to take informed decisions about how to reduce the workforce. Councils need to ensure that workforce plans are up to date and, in particular, to take a longer-term view in line with service plans, ensuring that they have sufficient skills and capacity to meet current and longer-term priorities. Councils are at an early stage of engaging with community planning

partners to discuss the overall workforce-related issues in their area, including matters flowing from public service reform, eg adult health and social care changes.

101. One particular example was highlighted in our *Protecting consumers*²¹ report on trading standards and food safety services. These departments are relatively small but provide important services. Trading standards has experienced greater than average staff reductions in the last four years (15 per cent compared to an average of ten per cent for all services) and its long-term viability is now under threat. Staff reductions in food safety services have been less severe but here too there are concerns about the loss of skills and experience.

102. Part of the approach to reduce staff costs is to offer staff voluntary early release. Since 2010, about 9,400 local authority staff left at an average cost of £35,600 per person and at an aggregate cost over the

two years of £335 million. Schemes vary, with some requiring individual business cases while others are based on eligibility, eg age. However, more work is needed to demonstrate that business cases and schemes have resulted in the anticipated level of savings.

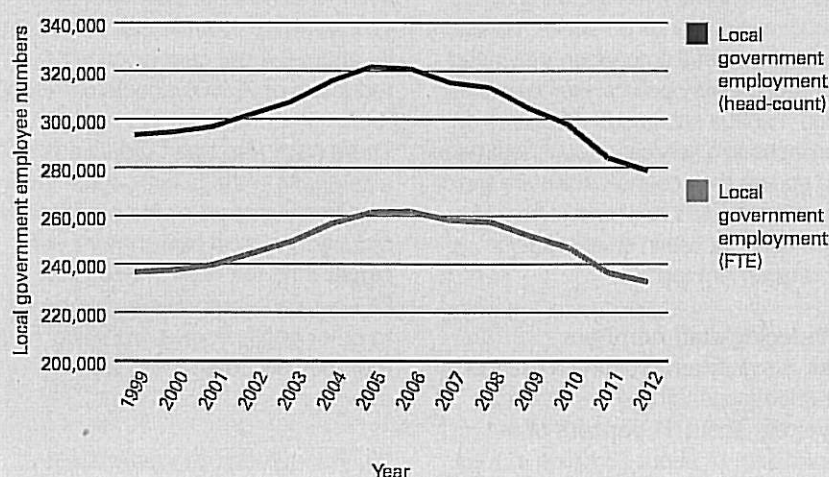
103. Our audits have identified weaknesses in governance of senior officer early retirement. For example, at Strathclyde Fire and Rescue Joint Board we found a systemic failure by the board and its officers to follow good governance in the retirement and re-employment of the chief fire officer.²² Our findings included points of principle which are applicable across local government (Exhibit 14). This case demonstrated the key role for councillors and, in particular, the need to do more to ensure transparency when senior officers retire early and to provide effective scrutiny of the financial implications.

104. The recommendations in our *Bye now, pay later?* report²³ remain relevant. These emphasise the importance of effective governance and identifying the full costs of early retirements, particularly when decisions relate to senior officers where the sums tend to be relatively large and the consequences of getting it wrong are at their greatest (Exhibit 15). We are currently working with the Auditor General to prepare a report on managing early departures in the Scottish public sector which we will publish in spring 2013.

105. There is progress in the number of women who are part of senior management structures. Our Statutory Performance Indicators (SPIs) show that the percentages of women in the top two per cent and five per cent of earners continue to improve. Women now make up 48.5 per cent of the top five per cent of

Exhibit 13

Numbers directly employed in local government



Note: Employee numbers by full-time equivalent (FTE) and head-count Q3 of each year
Source: Joint Staffing Watch

²¹ *Protecting consumers*, Accounts Commission, January 2013.

²² *Strathclyde Fire and Rescue Joint Board Statutory Report on the retirement and re-employment of the Chief Fire Officer*, Accounts Commission, September 2012.

²³ *Bye now, pay later? A follow-up review of the management of early retirement*, Accounts Commission, June 2003.

council earners and 41.2 per cent of the top two per cent of council earners.

Workforce-related financial pressures

106. Councils are continuing to settle equal pay claims and make provisions where claims are still outstanding. Cumulatively, councils had paid £475 million by March 2012 (£25.6 million during 2011/12), with £106.3 million set aside for known future amounts. Some councils also earmarked reserves for equal pay and, beyond that, most councils' accounts note the possibility of future claims which cannot be quantified, ie contingent liabilities. We will consider equal pay implementation further in our performance audit on workforce planning.

107. Pension costs are met from employer and employee contributions over the long term. There is a risk that amounts required to fund staff pensions will increase over time, as a consequence mainly of reduced investment returns in recent years and retired members living longer.

108. The UK Government is changing all the main public sector pension schemes to help reduce their cost, through the Public Service Pensions Act 2013. The Act requires: ending the current final salary pension schemes; establishing a link between state pension age and normal scheme pension age; and improving scheme governance arrangements.

109. These changes apply to the local government pension scheme in Scotland and must be implemented by April 2015. Within the next two years COSLA, local authorities, the Scottish Government and trade unions must consult and conclude negotiations on the design of a successor scheme. They will also need to work together to help prepare the necessary legislation for approval by the Scottish Parliament and ensure new systems and processes are up and running in time.

Exhibit 14

Strathclyde Fire and Rescue – retirement and re-employment of Chief Fire Officer – Accounts Commission's findings

Public confidence in decisions on early retirement can only be secured if decisions are made and reported in accordance with the principles of good governance, including full transparency. We emphasise a number of key points for general application by all local authorities:

- Members of joint boards have an important decision-making role. In order to fulfil this role effectively, they must be provided with full and objective information and advice, setting out appropriate choices, and the full implications of those choices.
- Members must scrutinise and challenge officers on the information and advice provided to them, especially if they believe that it is inadequate.
- Members must be kept up to date with issues relevant to them fulfilling their obligations.
- The distinct roles and responsibilities of senior officers, either from the supporting authority or from the services for which a board is responsible, need to be clearly set out and adhered to.

Source: Accounts Commission

Exhibit 15

Bye now, pay later? – key recommendations

Framework for decision-making

- Early retirement policies should be approved by councillors and reviewed regularly.

Informing members

- Councillors should receive a report at least annually that details the number of early retirement decisions and the associated costs and savings.

Decision-making

- Local authorities should rigorously appraise individual cases to ensure the expected savings associated with retirement outweigh the costs.
- To improve accountability and assist monitoring, the costs of early retirement should be charged to the appropriate service budget.
- Councillors should be involved in approving early retirement decisions for senior staff.

Source: Accounts Commission

110. Effective absence management practice can help to reduce sickness absence rates and support employees back into work. Local authorities have done important work to address the levels of sickness absence and absence rates have mostly improved:

- 6.2 days for teachers (2010/11: 6.6 days)
- 10.4 days for other council staff (2010/11: 10.8 days), (Exhibit 16)
- 7.2 days for fire and rescue services (2010/11: 8.3 days)
- Absence for police officers²⁴ in 2011/12 was 4.2 per cent (2010/11: 3.8 per cent²⁵).

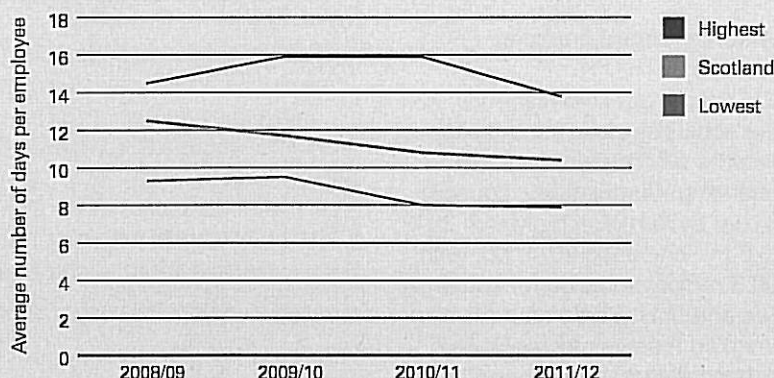
111. The costs of sickness absence include sick pay, staff cover and overtime, and service loss. The extent to which employers monitor this varies, as do the costs they include. It is therefore difficult to estimate the cost of sickness absence. In a UK-wide absence management survey²⁶ public sector employers indicated that sickness absence costs around £80 per day per employee.

112. The costs of sickness absence can therefore be substantial. As an indication, in a typical council with around 5,000 employees (non-teaching staff), sickness absence could cost over £4 million a year, based on an average of 10.4 sickness days per employee. Each reduction of one day in the average level of sickness absence could save in the order of £400,000 per year. Projecting this further, a potential saving in the order of £12 million could be possible across councils as a whole for non-teaching staff alone if they each achieved a reduction of one day's sickness per employee.

113. These figures are indicative and focus only on savings; less sickness absence can also reduce

Exhibit 16

Other local government staff sickness absence



Source: Audit Scotland

pressures on services. However, we hope expressing this in financial terms goes some way to reflect the costs of sickness absence and how further relatively small reductions can contribute to savings.

Financial reserves strengthened in 2012, but funding is decreasing and significant cost pressures are growing

The financial position and asset management

114. Revenue expenditure is the day-to-day cost of providing services and includes employee costs, supplies such as food and fuel, and materials for routine repairs. Capital expenditure is the expenditure incurred on long-term assets such as schools, major repairs and refurbishment of other buildings and acquiring large items of equipment such as vehicles which will be used over time in providing services.

115. In financial year 2011/12, income from government grants, council tax, non-domestic rates, housing rents and other fees and charges in local government was £18.6 billion.

Spending on services was £18.7 billion and, after accounting adjustments of £0.3 billion, £0.2 billion was transferred to usable reserves (Exhibit 17). Service spending was broadly in line with the spending patterns in the previous year.

116. The SPLs showed that, despite the financial context for taxpayers, most councils increased the amount of council tax collected. The overall figures increased from 94.7 to 95.1 per cent. Five councils had small reductions in collection rates. Around £116 million, or about five per cent of the £2.3 billion due in 2011/12, was not collected during the year. Councils will continue to pursue this through ongoing recovery processes.

117. Of the aggregate expenditure, councils spend over £4 billion in procuring goods and services to deliver outcomes. Better procurement can help councils achieve better value for money. A Procurement Capability Assessment scoring process was introduced in 2009 to measure progress against common criteria and standards. From a relatively low base, the average

²⁴ Sickness absence for police officers is calculated as the proportion of working time lost.

²⁵ ACPOS Annual Performance Report 2011-12, Scottish Policing Performance Framework, June 2012.

²⁶ The 2012 CIPD Annual Report found that the median cost of sickness absence per year in a UK survey was £647 per employee for the public sector, and the average sickness level was about eight days per employee.

score for councils has been improving and now stands at 48 per cent, just short of the Scottish Government's target for all sectors of 50 per cent by the end of 2012.

118. Capital investment is essential to sustain delivery of high quality and effective public services in Scotland. Investing in areas such as schools, social housing and transport infrastructure can bring significant improvements to public services and the way they are delivered.

119. Total capital spending in 2011/12 was £2.4 billion, an increase of £0.3 billion or 14 per cent compared with the previous year (£2.1 billion), reflecting a focus on promoting capital spending to support more efficient services.

120. The main sources of money for capital spending are borrowing, capital receipts (from the sale of assets such as land and buildings), capital grants and the application of capital reserves. Exhibit 18 (overleaf) shows that more capital spending is being funded from borrowing, with reduced funding from capital receipts because of lower asset values and fewer sales.

121. Capital grants are forecast to be cut in 2013/14 before increasing again in 2014/15. Councils are considering new ways of financing capital expenditure, including Tax Incremental Financing (TIF) which uses forecasts of the expected additional income from non-domestic rates from property developments as a basis for additional borrowing.

122. We have carried out a performance audit of major capital projects in councils and published our report in March 2013. This assessed how well capital investment is directed, managed and delivered within councils. It is crucial that councillors and officers provide

Exhibit 17 Income and expenditure 2011/12

	£ billion
Where the money came from:	
General revenue funding from government	£7.8
Service fees, charges, other revenue, government grants and housing rents	£5.6
Capital grants and contributions	£0.7
Council tax	£2.3
Non-domestic rates	£2.2
Total income	£18.6
Where the money was spent:	
Education	£5.3
Social work	£3.8
Housing	£3.7
Roads, environment, culture and planning	£3.3
Police, and fire and rescue services	£0.9
Other services and operating expenditure	£1.7
Total spending on services	£18.7
Accounting adjustments	-£0.3
Increase in usable reserves	£0.2
Total expenditure and transfer to reserves	£18.6

Source: Audit Scotland

strong leadership and effective management to ensure value for money from capital investment programmes. To assist this we have published a good practice guide on major capital investment in the *How councils work* series.²⁷

123. Having invested in assets to support service delivery, councils need to maintain these assets, to ensure they remain fit for purpose. Our report²⁸ on roads, for example, found that all councils had a road maintenance backlog

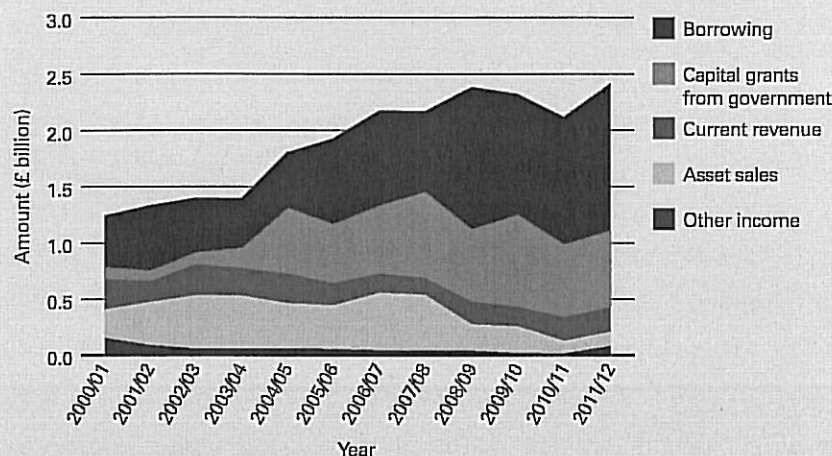
and there is scope for better use of planning to help set priorities for roads maintenance. More recently, the Scottish Road Maintenance Condition Survey for 2010-12 indicates a slight improvement of 0.3 per cent in the proportion of council-maintained roads that are of acceptable condition. However, this survey is based on a rolling programme of work and it will take time before information is available as to the true effect of expenditure reductions.

²⁷ *Major capital investment in councils* report and the associated good practice guide, Accounts Commission, March 2013.

²⁸ *Maintaining Scotland's roads: A follow-up report*, Accounts Commission and the Auditor General for Scotland, February 2011.

Exhibit 18

Sources of financing for annual capital expenditure, 2000 to 2012 (real terms)



Source: Audit Scotland

124. Maintaining information and communications technology (ICT) assets is also important. ICT has a key role in enabling change and improving services. There are challenges in implementing ICT projects, including integrating working practices between services or organisations and in applying procurement legislation across organisations. ICT-related matters will be a central factor as councils and their partners work together to implement public service reforms.

125. The Local Government ICT Strategy²⁹ was developed in response to the McClelland review of public sector ICT, *Scotland's Digital Future – Delivery of Public Services*. It sets out a ten-year vision and a national programme of work taking into account the Christie review³⁰ and the opportunity for digital services at a time of tight financial constraints. Its aim is to help local government to deliver better services using ICT to plan and procure better, and to share future developments and operations.

Indebtedness

126. Local authorities determine programmes for capital investment in accordance with the prudential code³¹, which was introduced in 2004 to support local authorities' capital investment decisions. Borrowing is the main way councils fund capital spending and the prudential regime allows flexibility to invest – on condition that capital plans are affordable, prudent and sustainable.

127. In the period since the code was introduced, the overall level of net indebtedness³² increased by around 40 per cent, from £9.1 billion to £12.9 billion. The position at each council must be considered in the context of its overall financial strategy and circumstances, eg the decision to transfer housing stock to another landlord will have a significant effect on a council's borrowing. However, bearing in mind local circumstances, there is wide variation across councils in the change in net indebtedness in the years since the prudential

code came into effect. Exhibit 19 (which excludes Orkney and Shetland Islands councils which have no net indebtedness).

128. We believe there would be merit in examining the reasons for the wide variation and in producing benchmark data to give councillors better information about indebtedness and how, alongside other key financial information, their council compares with others. This is a complex and important subject, with far-reaching consequences for the sustainability of public finances, and we would encourage a collective response, involving professional organisations and local government, supported if appropriate by auditors.

129. The prudential code has been revised on a number of occasions but the key indicators remain largely unchanged. There may be merit in considering the code further in the current financial context, and to explore how effective the framework has been in monitoring borrowing, supporting borrowing decisions and gauging the affordability of capital investment decisions.

Reserves

130. Councils hold reserves which are available to finance service expenditure, to ensure stability in cash flow, to build up funds for predicted cost pressures, and as a contingency for unforeseen expenditure.

131. The overall level of cash-backed reserves increased by £0.21 billion (14 per cent) compared with the previous year and totalled £1.68 billion at 31 March 2012 (Exhibit 20). Contributory factors include lower than anticipated interest and more general under-spending against budgets; 27 councils experienced an increase in reserves in 2011/12.

²⁹ *The Local Government ICT Strategy, Delivering Better Services for Communities – SOLACE, SOCITM, Improvement Service, September 2012.*

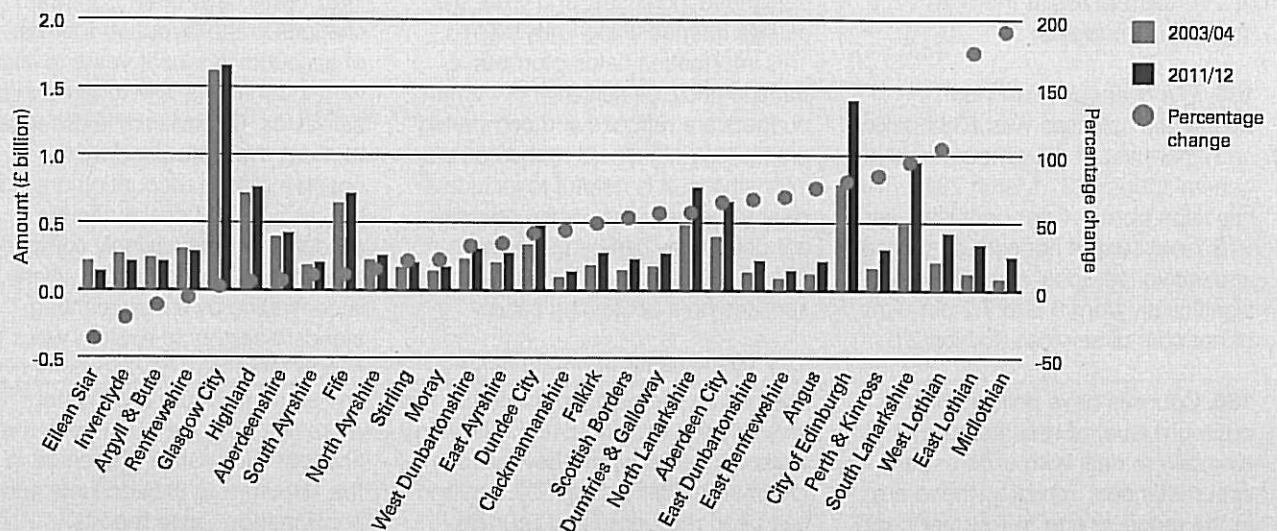
³⁰ *Commission on the Future of Public Services*, Christie Commission, June 2011.

³¹ *The Prudential Code for Capital Finance in Local Authorities*, CIPFA.

³² We define net indebtedness as external borrowing plus PFI-related liabilities less investments, on a council-only basis, ie not including borrowing etc. in the 'group'.

Exhibit 19

Movements in net indebtedness 2003/04 to 2011/12



Source: Audit Scotland

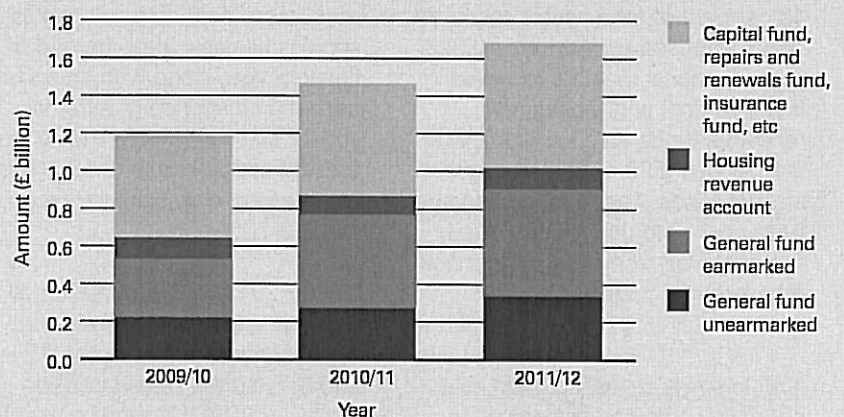
132. As a broad comparison, councils in England held total reserves of £12.9 billion at 31 March 2012,³³ which is broadly similar to the position in Scotland taking account of the relative sizes of the local government sectors in each country.

133. The general fund is the main reserve and these funds increased by £139 million (18.1 per cent) in 2011/12 and totalled £907 million at 31 March 2012. Of this, £573 million was 'earmarked' to meet known commitments such as PPP/PFI payments and equal pay claims. The earmarked element represents 63 per cent of the amounts held in general funds, broadly in line with previous years.

134. Approaches to 'earmarking' vary from council to council and reflect local plans and views of risk and, as a result, earmarking is inconsistent. However, it does give an indication of how much

Exhibit 20

Total usable reserves



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

Source: Audit Scotland

33 Striking a balance – improving councils' decision-making on services, Audit Commission, December 2012.

is available to meet unplanned expenditure. The information is important for councillors, to assist their understanding of the financial position and to assist them in scrutinising budgets.

135. The overall level of non-earmarked balances was £334 million or 37 per cent of the amount held in general funds at 31 March 2012. This has risen from 2.1 per cent last year to 2.7 per cent of net cost of services, and within individual councils varies significantly from 0.8 to 7.2 per cent of net cost of services (Exhibit 21).

136. Councils have policies on the optimum level of reserves they maintain to deal with unforeseen circumstances. Typically, these are in the range of one to four per cent of net cost of services. A number of councils have non-earmarked general fund reserves greater than the level set out in their policies, which may be prudent in the current environment.

137. Beyond the general fund, councils also held £666 million in other reserves, representing about 40 per cent of total usable reserves. This comprised capital funds (£323 million), capital receipts reserves (£195 million) and repairs and renewals funds (£122 million), with the balance (£26 million) in other smaller funds. These reserves vary from council to council and need to be viewed alongside the general fund position to get an overall picture.

138. In some cases, councils have not reviewed reserves policies for many years and so policies may no longer reflect the council's overall financial approach. Councillors need a clear picture of reserves and how they feature as part of their council's overall financial strategy.

139. Equally important is clear information for local people and communities about why reserves are built up, the reasons for any unplanned increases, and what the council intends doing with them. This information helps promote transparency, particularly now when budgets are reduced and competing pressures on financial resources are intensifying. It is helpful to include a clear statement that when reserves are used, they can be used only once and are not available to sustain services on a continuing basis.

140. We have been monitoring the position on the eight councils that had investments totalling £46.5 million in Icelandic banks when they failed in October 2008. To date, £22.7 million has been recovered and councils expect to recover between 88 and 100 per cent by 2019.

Financial reporting and management

141. Annual audited accounts show a council's financial performance and position and are important in demonstrating the proper stewardship of public money. The accounts should be published as soon as possible after the end of the financial year, along with an opinion from the independent, external auditor stating whether the accounts present a 'true and fair' view. This provides important assurance on financial reporting.

142. In 2011/12, accounts for all councils and other local authority organisations, including the 11 local authority-administered pension funds for 2011/12, were presented for audit on time and signed off by auditors without qualification. We welcome this achievement and the assurance it provides to the public and other stakeholders. We are, however, concerned about the increasing number of adjustments to accounts identified by auditors,

often arising from more complex issues, such as accounting for capital assets.

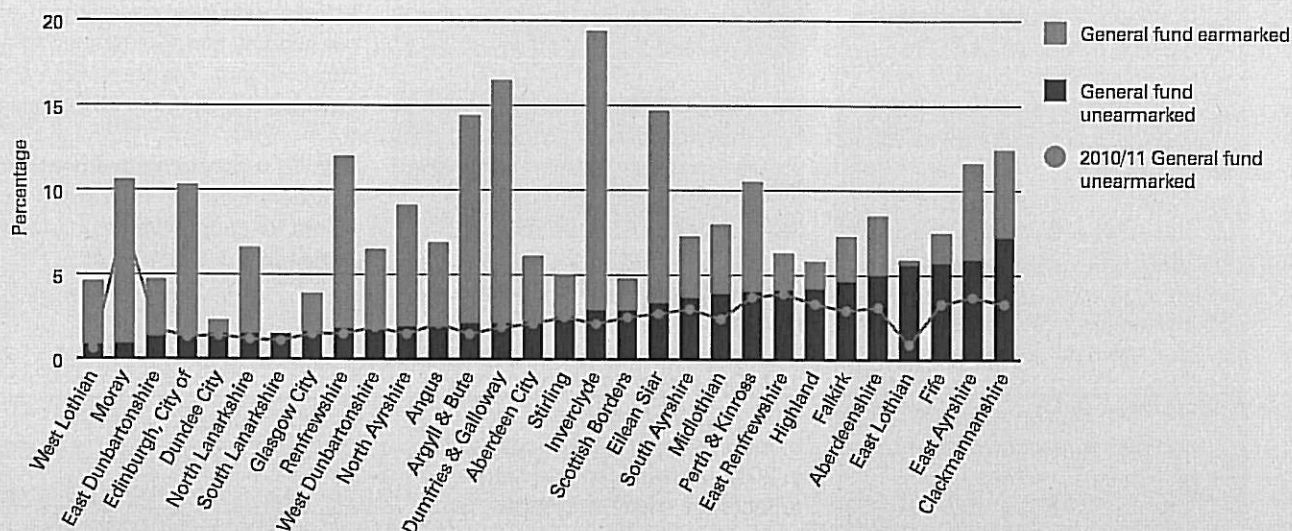
143. There have been significant changes in the layout and format of accounts in recent years to align with international financial reporting standards. Compliance is essential to meet the statutory duty to observe proper accounting practice but, as a result, local authority accounts are increasingly complex and difficult to understand. Work is continuing by the accounting standard-setters to explore ways to support transparency, accountability and scrutiny. In the meantime, more can be done to improve the financial information presented in the foreword to the accounts and in public performance reports.

144. There is increasing evidence of large variances of actual expenditure against budgets, where actual spending has differed from planned spending. Of particular concern are cases where variances only became apparent during the closing months of the financial year or where variances against budget at the year-end were significantly different to those reported to councillors during the year. Councillors need to understand the reasons, including whether the root cause is over-spending or under-budgeting.

145. We are also concerned about the increasing reports by auditors of weaknesses in some councils' basic accounting systems and controls (Exhibit 22). Strong accounting systems and controls are the mainstays of financial management and if they are not in place, or do not operate effectively, local authorities are exposed to a greater risk of accounting errors, fraud and corruption.

Exhibit 21

General fund balances (as a percentage of net cost of services) as at 31 March 2012



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

Source: Audit Scotland

146. We are also concerned to note an increase in reports of data loss, including cases where paper records were not disposed of properly and where computer equipment was not secured, and stolen. Investigations were undertaken by councils' internal auditors and further by the Information Commissioner. In such cases, public confidence in the council's systems is affected and there is reputational damage to the council overall.

147. There is further evidence of under-resourcing of internal audit and cases where the internal audit approach could include more focus on financial controls and risk management. Councils, through their audit committees, should ensure that the resources for internal audit are adequate and that they provide assurance on the effectiveness of financial controls across the council's range of activities, including pension funds where the council is an administering authority.

Exhibit 22

Basic weaknesses in accounting systems

Examples from auditors' reports:

- 'Key weakness related to the lack of timely completion of monthly bank reconciliations.'
- 'Weaknesses and risks arising from gaps in the financial control framework, including bank and other reconciliations and journal authorisation processes.'
- 'The key bank accounts were not fully reconciled at the year-end.'

Source: Audit Scotland

Summary of Part 2

Leadership and governance

- Building and maintaining strong working relationships in the new councils is essential to deal with the challenges facing councils (paragraphs 89 to 95).
- Sound governance is needed over early retirement (paragraph 104).
- Effective capital planning and management are essential if councils are to understand progress with capital projects, and their impact on services and council priorities (paragraph 122).
- Sound financial management is required to anticipate resource pressures in the longer-term and to ensure borrowing is affordable and sustainable (paragraphs 128 and 144).
- Strong accounting systems, controls and internal audit are essential (paragraphs 144 and 147).

Working in partnership

- Councils, with their partners, should plan and manage the overall workforce and other resources in their area (paragraph 100).

Service changes

- A stronger focus on workforce planning is important to ensure the right people are in place to meet future service needs and the challenges of public sector reform (paragraph 100).

- More work is needed to understand the impact of staff reductions on services (paragraph 96).

Performance information

- More can be done to improve the financial information presented in public performance reports (paragraph 143).

Concluding comment on this report

148. Our report draws on the audit work to provide an overall picture of local government in Scotland in 2013. Its wide-ranging nature reflects the many challenges, risks and opportunities for councils and their partners in providing vital public services across Scotland, now and in future.

149. Pressures on resources – and by that we mean finance, workforce and assets – continue. This is not new because in public services there have always been difficult choices to make about how to allocate limited resources across many competing priorities. However, the scale of the pressure, coming as it does at the same time as increasing demands and expectations on services and very significant changes such as welfare reform, is substantial.

150. We emphasise the crucial role of those leading and managing the response to this challenge. In particular, we emphasise the difference that strong and effective scrutiny by councillors can make in ensuring the best use of available resources, improving services and delivering improved outcomes.

151. The Accounts Commission acknowledges the progress achieved this far in challenging circumstances and we look forward to continuing to work with local government and our scrutiny partners to support improvement. The Best Value duty provides the platform for success.

152. To support improvement and to provide a focus for next steps, action points for councillors can be found in Appendix 1.

Appendix 1

Action points for councillors

Question	Action point
Leadership and governance	
Are you satisfied that you are supported in taking effective decisions, and can question and challenge your council's performance?	<ul style="list-style-type: none"> Consider reviewing governance arrangements in your council and its committees.
Do you understand your council's overall financial position, including its borrowings and other commitments, and the level of reserves?	<ul style="list-style-type: none"> Consider the extent to which you are made aware of financial issues and their impact on services. Seek assurance from officers that sufficient controls and checks are in place.
Do you understand how the financial position affects on your council's services?	<ul style="list-style-type: none"> Seek advice on how budget shortfalls, savings, or delayed spending will impact on services.
Do you know how well your council is managing its capital programme and major capital projects?	<ul style="list-style-type: none"> Review whether progress with capital plans is on track and meeting its objectives, using our good practice guide on major capital investment to help improve your council's performance.
Working in partnership	
How well placed is the Community Planning Partnership (CPP) to meet the expectations set out in the Statement of Ambition?	<ul style="list-style-type: none"> Review plans and progress, eg how well the CPP: engages partners; makes best use of employees and other resources; targets local need; involves communities.
Is your CPP delivering on its local priorities and improving people's lives?	<ul style="list-style-type: none"> Assess how well CPP progress reports give you a clear picture of progress, including prevention.
Is your council making good progress in implementing reforms regarding police, fire, and integrating adult health and social care?	<ul style="list-style-type: none"> Ensure measures are in place, and that the CPP and the council are providing sufficient direction.
Service changes	
Are you satisfied with how your council and its partners are leading public sector reform?	<ul style="list-style-type: none"> Ensure you understand the issues and implications for the council and local services. Check the extent to which arrangements are in place to plan and implement reform.
Do you understand the impact of staff reductions at your council on skills and capacity?	<ul style="list-style-type: none"> Review the impact on services, sickness and morale. Review how effective workforce planning is in your council and its services.
Do you understand the implications of welfare reform?	<ul style="list-style-type: none"> Check your council has plans in place, including plans to change its workforce and its ICT systems.
Are you satisfied that your council has fully considered the various options to deliver services, and their advantages, risks, and disadvantages?	<ul style="list-style-type: none"> Review whether existing delivery methods have delivered their intended benefits. Check that you are satisfied that the council has a robust approach to review and option appraisal.

Question	Action point
Performance management and improvement	
Are you given the right information on costs and performance to challenge how well your council performs and whether it is achieving Best Value?	<ul style="list-style-type: none"> • Review the information you receive noting gaps and areas for improvement.
Do you have the information you need to assess how well your council's performance compares with others?	<ul style="list-style-type: none"> • Assess the benchmarking information you receive, eg on performance, practice, costs, sickness absence, etc.
Do you have skills and experience to scrutinise and take decisions effectively?	<ul style="list-style-type: none"> • Consider further training on scrutiny.

Appendix 2

Glossary of terms

Arm's-length external organisations (ALEOs)	Companies, trusts and other bodies that are separate from the council but are subject to council control, or influence.
Best Value	Continuous improvement in the performance of an authority's (council's) functions.
Community Planning Partnership (CPP)	A partnership between a council, health board, police, fire and rescue services, third sector and other public sector organisations to deliver improved outcomes in a geographical area.
Continuous improvement	Ongoing action to improve services, ie Best Value.
General fund	The main cash-backed fund or reserve held by a council.
Governance	The framework of accountability to users, stakeholders and the wider community, within which councils take decisions, and lead and control their functions, to achieve their objectives.
Outcomes	Priorities or objectives, and their associated measures (eg, set out in the SOA) to improve aspects of people's lives such as their health, employment or education.
Performance management	Processes at individual, team and service level to assess, manage and improve performance against objectives.
Private Finance Initiative (PFI)/Public Private Partnership (PPP)	A generic term for projects involving both the public and private sectors (resulting from earlier government initiatives to promote private sector financing and involvement). This can be to varying degrees with partnerships taking different forms.
Prudential code	A professional code of practice to support local authorities in taking capital investment decisions.
Reserves	Money set aside to meet expected and unexpected demands.
Resource management	The efficient and effective use of a council's collective resources, directed where they are needed. Refers to the workforce, finances, buildings and other assets, including ICT.
Risk management	The process of managing risk to identify risks to projects, services, or to the council itself and taking action to control or avoid unacceptable risks.
Section 95 officer	The statutory officer for finance, as required by Section 95 of the Local Government (Scotland) Act 1973 – 'every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that the proper officer of the authority has responsibility for the administration of those affairs.'
Shared services	Joint services or functions provided by more than one council or partner.
Single Outcome Agreement (SOA)	An agreed vision between a Community Planning Partnership and the Scottish Government setting out the priority outcomes in the area and how the Community Planning Partnership will work towards achieving them.
Statutory Performance Indicators (SPIs)	A set of performance indicators specified by the Accounts Commission, the information for which must be collected and reported on by councils.
Value for money	Obtaining the maximum benefit from resources (money, people, assets) with regards to economy, efficiency and effectiveness.
Workforce planning	Process to identify and plan workforce needs (size, experience, knowledge and skills) to achieve service objectives.

Responding to challenges and change

An overview of local government in Scotland 2013

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Report To:	Policy & Resources Committee	Date: 21 st May 2013
Report By:	Chief Financial Officer	Report No: FIN/38/13/AP/LA
Contact Officer:	Alan Puckrin	Contact No: 01475 712223
Subject:	Welfare Reform Update	

1.0 PURPOSE

- 1.1 The purpose of this report is to provide Committee with an update in respect of Welfare Reform and to provide specific updates in respect of the Scottish Welfare Fund and Discretionary Housing Payments.

2.0 SUMMARY

- 2.1 The Council took on responsibility for significant extra duties as a result of Welfare Reform from the 1st April 2013. In addition to the introduction of the Council Tax Reduction Scheme the Council also became responsible for the Scottish Welfare Fund which replaced aspects of the DWP Social Fund and a significantly increased responsibility for Discretionary Housing Payments as a result of the removal of the Spare Bedroom Subsidy (Bedroom Tax).
- 2.2 Based on the first 4 weeks of operation and outwith some minor system problems the implementation of these changes has gone well. This reflects extremely well on the dedication of the officers within the Revenues & Customer Services Team supported by colleagues within the CHCP and other external agencies most notably the DWP.
- 2.3 In the case of the Scottish Welfare Fund, eligible applications and expenditure have been lower than anticipated. This is in line with initial indications from other Local Authorities. All applications have been processed within approved timelines and the use of home visits has proven extremely valuable and effective. To date payments made have been dispensed by either Grand Central Savings or treated as supervised payments to the CHCP or relatives and paid by the BACS.
- 2.4 As is the case with the Scottish Welfare Fund applications for Discretionary Housing Payments have been lower than anticipated to date. Officers expect there to be a further upsurge in applications once Housing Associations commence pursuing rent arrears now that the first reduced benefit payments have been made to RSL's. Overtime has been required to deal with applications to date however it is hoped that the Discretionary Payments Team will take on more of this work from core benefits staff in the near future.
- 2.5 It is clear from awards made to date that Committee could consider expanding the eligibility criteria for DHP and proposals in this regard are included in Section 6 of the report. It is however important that the Council takes a cautious approach to increasing eligibility and intervention rates for DHP as the approved budget is cash limited and it will be more difficult to tighten up eligibility further down the line if the budget proves to be inadequate.

-
- 2.6 The Committee will be aware that the Right Honourable David Mundell MP visited the Council on the 25th of April to understand the impact in Inverclyde and hear Members' views in respect of Welfare Reform. The visit was part of series of visits to all Local Authorities in Scotland and the Council raised concerns in respect of all aspects of the Welfare Reform but in particular the removal of the removal of the Spare Bedroom Subsidy and the impact of the implementation of Universal Credit.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note and welcome the successful implementation by the Council of its new responsibilities under the Welfare Reform Act 2012.
- 3.2 It is recommended that the Committee agree to expand the eligibility criteria for Discretionary Housing Payments as outlined in section 6 of the report and that these changes become effective from 1st April 2013.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Committee has received regular updates in respect of the implementation of the significant changes arising from the Welfare Reform Act 2012. Previous updates have advised Committee of progress being made in respect of the replacement of Council Tax Benefit with the Council Tax Reduction Scheme, the Council taking on responsibility for aspects of the DWP Social Fund under the banner of the Scottish Welfare Fund and the significant expansion of the Council's responsibilities in respect of Discretionary Housing Payments due the Government's removal of the Spare Bedroom Subsidy which is better known as the bedroom tax.
- 4.2 At the last meeting of the Committee it was agreed that a report would be brought back to Members in respect of the potential expansion of the eligibility criteria for Discretionary Housing Payments.

5.0 SCOTTISH WELFARE FUND

- 5.1 The new Discretionary Payments Team within Revenues & Customer Services successfully implemented the Scottish Welfare Fund with effect from the 2nd of April 2013.
- 5.2 Early indications after about 5 weeks operation are that the staff have adapted extremely well to the challenging nature of the service delivered, have dealt with the applications in line with the Government guidance and have reviewed all applications within the approved timescales.
- 5.3 In addition the Committee are advised that the home visits carried out to substantiate some of the larger claims have proven to be successful in identifying areas where claims have been over elaborated but also areas where claimants may not have been claiming for all relevant items.
- 5.4 One issue which has had to be dealt with has been the fact that the paypoint implementation was not in line with expectations and that Inverclyde Council in line with a number of other Councils decided not to go live with paypoint from the 2nd April. Grand Central Savings agreed to assist the Council with cash payments and have proven to be extremely flexible in this regard. It is therefore intended that even once the paypoint implementation occurs that Grand Central Savings will continue to have a role in distributing cash payments for Crisis Grants.
- 5.5 It can be seen from the statistics in appendix 1 that expenditure to the 3rd of May is well below the budget allowance for Crisis Grants and Community Care Grants. It is understood that this picture is replicated across large areas of Scotland and following further discussion with peers it is believed that the number of referrals back to the DWP for Short Term Benefit Advances had been underestimated and as a result a large number of claimants who previously may have received funding from the Social Fund continue to receive funding from the DWP rather than the Council. Saying that however the volume of calls being fielded by the team is significant and the expectation of DWP offices is that the number of calls will increase over time.
- 5.6 The Committee will recall that at its last meeting it agreed to install warm phones to enable individuals to phone the Council on an internal phone line if the need arose. In the first 3 weeks of operation the 3 warm phones (based at the Inverclyde Centre, Newark House and the Wellpark Centre) were used for 104 connected calls to the Discretionary Payments Team. The vast majority of these calls came from the Inverclyde Centre. It has also been confirmed by colleagues in the CHCP that no incidents have arisen during this period.
- 5.7 Finally statistics have been logged in respect of out of hours contact and whilst there have been a number of out of hours messages left there have been no incidents and claimants have simply contacted the Discretionary Payments Team at the first available opportunity.

6.0 DISCRETIONARY HOUSING PAYMENTS

- 6.1 At the last meeting the Committee agreed the eligibility criteria for Discretionary Housing Payments but also asked that a report be brought back to this Committee after the first few weeks of implementation to allow Committee to consider whether the eligibility criteria should be expanded/amended.
- 6.2 In the first 5 weeks 285 applications for Discretionary Housing Payment (DHP) have been received. 43 cases are likely to be eligible subject to further information whilst 9 are in the process of assessment.
- 6.3 Of those where a decision has been reached DHP has been approved in 39 cases and refused in 102. The balance of 92 relate to cases where the applicant is in financial hardship which was not a category approved by Committee in March.
- 6.4 The expectation from officers is that the number of applications will increase significantly once Registered Social Landlords start chasing up rent arrears for those cases where reduced benefit has been paid directly to the RSL but tenants have not commensurately increased their payments towards rent. The impact of this is likely to manifest itself from May onwards. Even allowing for this however it is the view of officers that the eligibility criteria can be expanded.
- 6.5 It is the recommendation of the Welfare Reform Project Board that the Committee agree to expand the eligibility criteria for DHP to include households experiencing financial hardship. The Committee is asked to note that for the purposes of this exercise financial hardship means that a household has lower than £20 per week surplus income after allowing for all essential expenditure. Based on applications received in the first 4 weeks then this would increase the number of DHP approvals from 39 to 131.
- 6.6 In addition, following consultation with local RSLs it is proposed that where a household is deemed to have two or more surplus bedrooms that DHP be used for a maximum period of 6 months to restrict the impact to as if there was one surplus bedroom. The rationale being that the change in legislation should not penalise households with two surplus bedrooms any more than a household with one surplus bedroom. The six month timescale gives some time for a suitably sized property to be found.
- 6.7 Finally, the Welfare Reform Board has also reassessed the DHP intervention rates for those eligible categories approved by Committee in March. The Board recommend increasing Category 2 intervention rates to 75% and Category 3 to 50%. It is recommended that these changes are treated as being effective from 1st April 2013. The estimated financial implications are shown in Appendix 2.
- 6.8 It is important that the Committee does not expand the eligibility criteria too quickly as it is very early on in the first year of the removal of the spare bedroom subsidy and the budget of £212,068 is cash limited. Appendix 3 shows the revised eligible categories on the basis that the Committee approve the recommendation from the Welfare Reform Project Board.
- 6.9 Another issue the Committee needs to be aware of is that the Council has been advised by the Glasgow Local Medical Committee Ltd that it is not appropriate for GPs to be asked for letters of support or letters to confirm care needs. Whilst this is disappointing the Discretionary Payments Team have a number of other routes to substantiate the care needs of applicants which includes liaison with RSL's, existing Council records and finally a statement from the applicant's support provider or another healthcare provider.

7.0 OTHER ISSUES

- 7.1 The Council received a visit from the Right Honourable David Mundell MP (Under Secretary of State for Scotland) on the 25th April 2013. Mr Mundell visited Inverclyde as part of a tour of all 32 Local Authorities to hear the Council's approach and experience of implementing the changes from Welfare Reform and also to answer questions from

Members. During Mr Mundell's visit to Inverclyde Members raised a number of issues in particularly around concerns in relation to the removal of the Spare Bedroom Subsidy and the implementation of Universal Credit.

- 7.2 Committee should be aware that the Council as part of the Financial Inclusion Partnership is involved in the submission of a number of Big Lottery Funded applications through the "Support and Connect" programme. These applications will cover a number of issues ranging from fuel poverty, food banks and starter packs plus provision of RSL accessible support within Port Glasgow and Greenock with a particular focus on supporting clients with "digitisation" (formally known as digital by default). Further updates in this regard will be provided to the Policy & Resources Committee.

8.0 CONCLUSION

- 8.1 The implementation by the Council of the main aspects of the Welfare Reform Act 2012 has gone as well as can be expected. There have been a few minor issues but officers have developed strategies for addressing these.
- 8.2 Although it is very early on in the first year of operation of these changes eligible applications for both SWF and DHP appear to be lower than anticipated. A better picture however will emerge later on in the year once matters settle down.

9.0 IMPLICATIONS

- 9.1 Finance – There are no net financial implications arising from the contents of this report as any unspent Scottish Welfare Fund money is to be ring fenced and carried forward to a future financial year whilst any unspent Discretionary Housing Payments money will be returned to the DWP.
- 9.2 There are no HR or Legal implications arising from this report.
- 9.3 There are no equalities implications arising from this report.

10.0 REPOPULATION

- 10.1 By supporting residents to either stay within their current home or support RSL's in finding suitable accommodation then the successful implementation of the Council's responsibilities in respect of the Welfare Reform Act and the expansion of the eligibility criteria for Discretionary Housing Payments will help retain families and individuals within Inverclyde.

Scottish Welfare Fund

Month	Applications			Crisis Grants		Community Care Grants	
	Received	Granted	Refused	Withdrawn	Outstanding	Number	£
April (to 3/5/13)	326	128	142	8	48	86	6,822
May							
June							
July							
August							
September							
October							
November							
December							
January							
February							
March							
	326	128	142	8	48	86	6,822
						42	22,182

Total Spend to 3/5/13 = £29,014

Budget - Crisis Grants	£ 278,763
- Community Care Grants	£ 453,774
	£ 732,537

AP/CM
07/05/2013

Discretionary Housing Payments
Position as at 3/5/2013

<u>Number Received</u>	<u>Approved</u>	<u>Refused</u>	<u>Potentially Meet Criteria</u>	<u>Outstanding</u>	<u>Financial Hardship</u>
285	39	102	43	9	92

Available Budget 2013/14 = £212,068

Budget Commitments* - 3/5/2013

	<u>£</u>	
Awards at 26/4/2013	20,000	(39 awards)
Potentially meet existing criteria	18,000	(43 awards)
Financial Hardship	26,500	(92 awards)
	<u>64,500</u>	

* Assumes 12 month awards and approval of recommendations in Section 6 of the report.

AP/CM
07/05/2013

APPENDIX 3

DHP Budget Category Priority	Circumstances	Maximum Duration of Award/ Award to be reviewed	Amount of DHP (up to stated % of shortfall between HB and rent charge)	Examples of Supporting Evidence
1	Property significantly adapted to meet tenant or a member of their household's needs	Until the end of the tenancy	100%	Statement confirming property's adaptations from RSL and confirmation of health needs
1	Foster carer (requiring more than one additional bedroom)	Until the end of the foster care arrangement with CHCP	100%	CHCP records
1	Kinship Care arrangement	Until the end of the kinship care arrangement	100%	HB records in consultation with CHCP
1	Children leaving care (LAC) and other vulnerable adults at risk	Up to the end of LAC status 12 months (adults)	100%	CHCP
1	Absent parent – requires bedroom for access to child	6 months	100%	Support provider/ RSL statement
1	End of Life Care	6 months after date of death	100%	Customer statement & HB records
2	Carer – lives close to person for whom care is provided	6 months	75%	Carer's Allowance records
2	Employed with caring responsibilities - tenant lives close to person for whom care is provided/ available childcare	6 months	75%	Claimant statement & HB records
3	Financial Hardship – Less than £20 income over expenditure each week	6 months	50%	Claimant Statement/HB assessment
3	Tenant/ partner within 6 months of reaching Pension Age	Until tenant/ partner reaches pension age	50%	HB records
3	Households requiring additional bedroom for medical reasons	Review depending on nature of illness	50%	Statement confirming circumstances from RSL

APPENDIX 3

3	Health conditions - tenant benefits from local support network/ CHCP	Review depending on nature of illness	50%	Support provider statement
3	Tenant victim of harassment at previous property (and tenant is protected under the Equalities Act - eg. disability, sexual orientation, ethnicity)	6 months	50%	Police report
3	Aged under 35 years – private rented sector tenant (max - 2 bedroom LHA rate)	6 months	50%	HB records
3	Service widows and ex-service personnel (including non-dependents)	6 months	50%	Self declaration, HB records
3	Benefit cap	6 months	50%	HB records
3	Two or more surplus bedrooms. Cap impact at one surplus bedroom	6 months (Cannot reapply)	100% of difference with one surplus bedroom	HB records/RSL letter

Report To:	Policy and Resources Committee	Date:	21 May 2013
Report By:	Aubrey Fawcett Corporate Director, Environment, Regeneration and Resources	Report No:	PR/090/AF/M McK
Contact Officer:	Miriam McKenna, Corporate Policy and Partnership Manager Elizabeth Robertson, Health and Wellbeing Development Officer	Contact No:	2042 2979
Subject:	Inverclyde Alliance Repopulation Outcome Delivery Group – Funding Allocation		

1.0 PURPOSE

- 1.1 The purpose of this report is to outline for the Policy and Resources Committee the allocation of the £1 million of funding across a range of initiatives to promote the repopulation of Inverclyde.

2.0 SUMMARY

- 2.1 Attached at Appendix One is the Repopulation Outcome Delivery Group's Action Plan which includes a range of initiatives to be undertaken as part of the work of the Inverclyde Alliance.
- 2.2 The Council allocated £1 million to the outcome delivery group and an action plan has been developed which sets out how this funding will be spent. The figures are summarised in Appendix Two, but it should be understood that these are approximate at present and will be finalised as the projects are fully developed.
- 2.3 The paper which previously went to the Policy and Resources Committee also set out indicative figures across three main areas: attracting new people and businesses to the area; retaining existing population; and the promotion of Inverclyde. These amounts have been amended slightly.
- 2.4 A number of subgroups will be set up to progress the actions set out at Appendix One and where appropriate the Group will seek additional funding as part of their work to complement the Council's funding.
- 2.5 Following this Committee a report will be submitted to the Inverclyde Alliance Board on 17 June to discuss the funding allocations and to identify where partner funding might be able to enhance each action.
- 2.6 As further work is undertaken by subgroups around each action the funding situation may vary. In order to allow the Repopulation Outcome Delivery Group to ensure that the actions can be delivered, Committee is asked to delegate authority to the Corporate Director Environment, Regeneration & Resources to enable the Outcome Delivery Group flexibility in the funding allocated against each initiative.

3.0 RECOMMENDATIONS

It is recommended that the Policy and Resources Committee:

- a. Approve the Action Plan as outlined in Appendix 1.
- b. Delegate authority to the Corporate Director Environment, Regeneration and Resources to vary the allocations as outlined in consultation with the Repopulation Outcome Delivery Group.
- c. Agree that the Repopulation Outcome Delivery Group monitor and scrutinise performance against each of the initiatives and provide regular updates every other cycle to the Policy and Resources Committee and SOA and Alliance Boards.

Aubrey Fawcett
Corporate Director
Environment, Regeneration and Resources
Lead officer Repopulation Outcome Delivery Group

4.0 BACKGROUND

- 4.1 On the 5th of February the Committee received a report detailing progress on the delivery of the Repopulation Outcome from the Single Outcome Agreement. The report highlighted recent activity and the development of specific actions on three key themes:
- Attracting new people and businesses into the area
 - Retaining existing population
 - The promotion of Inverclyde
- 4.2 The report asked Committee to remit a request to allocate £1 million from surplus reserves to full Council, where this funding was agreed.
- 4.3 Further work has now taken place to outline how this funding will be deployed across the various actions developed by the Repopulation Outcome Delivery Group, which are attached at Appendix One. A summary of the costs is set out at Appendix Two.
- 4.4 A number of subgroups will be set up to progress the actions set out at Appendix One and each one of these will seek additional funding as part of their work.
- 4.5 In order to ensure that the actions can be delivered, and to allow a level of flexibility as to how the funding is allocated against each action, Committee is asked to delegate authority to the Corporate Director Environment, Regeneration & Resources to enable the Outcome Delivery Group flexibility in the funding posted against each initiative.

5.0 PROPOSALS

- 5.1 It is proposed that Committee agree the attached action plan and agree to delegate authority for the funding to the Corporate Director Environment, Regeneration & Resources.

6.0 IMPLICATIONS

- 6.1 Legal: none

Finance: none

Personnel: none

Equality and Diversity: none

Population: the purpose of the Action Plan is to stabilise the current Inverclyde population and ultimately stimulate an increase in the population.

7.0 CONSULTATIONS

- 7.1 The Repopulation Outcome Delivery Group has been consulted in the development of the actions, involving representatives from a number of Community Planning Partners.

8.0 LIST OF BACKGROUND PAPERS

8.1 Repopulation Outcome Delivery Group Update, PRO/78/13



Repopulation Outcome Delivery Group

Action Plan

Appendix One

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Appendix One

1. Relocation Support Grants

Name: Lynsey Frizell		Contact Email: lynsey.frizell@inverclyde.gov.uk	
Description of Proposed Action: Council Tax Reduction (over 2 years) for Owner-Occupiers moving into Inverclyde			
Statement Outlining Potential Impact on Repopulation:			
<p>Support with Council Tax will provide an incentive to encourage people to move into the Inverclyde area and help to make Inverclyde more attractive than other areas. This opportunity will be promoted to individuals / families moving into Inverclyde, into lower CT banded properties.</p> <p>Opportunity to promote Low Cost Ownership (targeted at 1st time buyers) in conjunction with this development. Promote the Local Authority Mortgage Scheme (LAMS) and Help to Buy Scheme, and further augment the subsidies and supports available via these initiatives.</p>			
Agencies or Individuals to be Involved / Consulted:			
Consultation with and the ongoing involvement of Finance will be necessary to progress this action.			
Detailed Actions	Responsible for Action	Timescales for Updates	Comments
Hold discussions with Finance regarding the logistics / parameters of implementation	Aubrey Fawcett	May/June 2013	
Sub group of SOA1 Delivery Group to progress this as a repopulation action	Aubrey Fawcett	July 2013	Finance involvement in this sub group would be recommended.
Link in the LAMS and Help to Buy options to promote Low cost Ownership in the area	Sub Group	2013/14	Scope out costs for a % augmentation to existing government assistance programmes in Inverclyde, as an added incentive for people to move here
Estimated Financial Implications / Costings:			
<p>A contribution of approximately £500 per annum per household, for a 2 year period would be made available to subsidise Council Tax. Access to this should be restricted to lower banded properties (A-E). Where applicants can demonstrate that they are first time buyers, a further award of £500 will be made available.</p> <p>Allocated: £30,000 (20-30 households)</p>			
Proposed Monitoring of Impact:			
<p>The following would be monitored to indicate the impact of this proposal:</p> <ul style="list-style-type: none"> ➤ Uptake of the initiative in terms of households supported ➤ Levels of movement into Inverclyde by non-residents 			
Sources of Information used to inform this action:			
<p>Feedback from the focus groups carried out with people who live out with Inverclyde indicated that financial incentives would encourage people to consider moving to an area.</p>			

Appendix One

Links to other SOA Outcomes:

SOA 1 Depopulation ☒ SOA 2 Social Regeneration ☐ SOA 3 Economic Regeneration / Employability ☒ SOA 4 Health Inequalities ☐
SOA 5 Alcohol Misuse ☐ SOA 6 Best Start in Life ☐ SOA 7 Environment ☐ SOA 8 Partnership Working ☐

Link to Wellbeing Outcomes:

Safe ☐ Healthy ☐ Achieving ☒ Nurtured ☐ Active ☐ Respected ☐
Responsible ☐ Included ☒

Appendix One

2. Identify Sites for Self Build

Name: Ron Gimby		Contact Email: ron.gimby@inverclyde.gov.uk	
Description of Proposed Action: Support the development of self build sites as part of the housing development strategy of the Local Development Plan. Possibility of three sites with around 12 to 15 homes created. Funding will cover detailed site assessment, site particulars, appointment of planning consultants, architectural services and promotion of self build sites. Funding would not include site infrastructure work at this stage. <ul style="list-style-type: none">• Can be subsumed into Local Development Plan (2014 for fully adopted plan)• Could create a Developer Forum, to sell the message that ‘Inverclyde is Open for Business’ to housebuilders• Can ‘market’ to people the identified sites in the LDP on the ‘Self Build Scotland’ forum/site• Could also develop Homesteading approach, where people are given opportunities to bring sub standard housing up to scratch with either grant aid or low cost/no cost for property (link to Empty Homes Initiative)• Potential to support self builders to establish a self build housing co-operative• Possible focus on self build green homes.			
Statement Outlining Potential Impact on Repopulation: A key aim of the SOA, Local Housing Strategy 2011-2016 and the Local Plan/Local Development Plan (LDP) is to widen the housing options available to current residents and to attract people to come and live in Inverclyde. This action expands housing choice by identifying sites in the LDP that are suitable for self build projects, allowing households to design and build homes entirely suited to their needs and to their personal and financial circumstances.			
Agencies or Individuals to be Involved / Consulted: Inverclyde Council is the Strategic Housing Authority and therefore has a key role to play in identifying housing opportunities. Specific services involved in identifying potential sites for housing development and in particular, self build housing are: Regeneration & Planning, Planning Policy Team; Property Assets; and Safer & Inclusive Communities, Strategic Housing Team; with assistance from Inverclyde Alliance partners; local estate agents and property centres; RSL partners (Housing Options Guide).			
Detailed Actions	Responsible for Action	Timescales for Updates	Comments
Identify sites for self build	Strategic Housing Team / Planning Policy Team.	LHS updated annually; SOA annually reviewed; Land Supply Audit completed annually.	LHS to include development opportunities; forthcoming Local Development Plan (LDP) will also be useful in identifying opportunities noted through annual Land Supply Audit (LSA) process.
Market sites for self build	Strategic Housing Team in association with RSL partners and estate agents / property centres.	Annual would be most appropriate to coincide with LSA and LHS updates.	Housing Options Guide will have key role here to draw attention to self build option and potential sources of information (Housing, Planning, etc).
Advice, information and support for self builders	As above	As above	As above (i.e. project management, planning consent, building warrant, utilities, purchase of land, financing of new build, etc).
Estimated Financial Implications / Costings: Some costs would be incurred in marketing sites and in making information available through the Housing Options Guide (contribution to costs of production). Scottish Government could be approached for funding given stated policy of expanding new house building across Scotland. Possible incentives to incomers as detailed elsewhere in Action plan (deposit scheme, mortgage scheme, tax breaks, etc). Gains to the Inverclyde Council area include possible benefits to local			

Appendix One

economy during construction phase and in local retail spending by new households thereafter.

Allocated: £200,000

Proposed Monitoring of Impact:

Evidence that the action is having the desired impact on repopulation can be measured through new housing completions as part of the annual HLS Audit. An increase in Council Tax revenues from new homes and in the number of properties on the CT Register will be evident in annual statistical returns to Scottish Government. Identifying wider benefits to the local economy, etc, may be more difficult to quantify but as one part of the marketing and promotion of Inverclyde as a place to live, the housing development strategy of the Local Development Plan should have a significant part to play in the overall objectives of stabilizing and reversing Inverclyde's population.

Information to be gathered as a result of this action:

See opposite.

Sources of Information used to inform this action:

HLS Audit annual updates; LHS annual updates; Council Tax Register and Revenue returns to Scottish Government; Economic Development review of local economy, businesses, etc; Planning annual review of key demographic and economic trends as part of the LDP and Glasgow and the Clyde Valley Strategic Development Plan (SDP) process. The Annual Housing Trends Monitoring Report inaugurated for 2011-2012, will provide information and be available to all Inverclyde Council services and key partner agencies.

Links to other SOA Outcomes:

SOA 1 Depopulation ☒ SOA 2 Social Regeneration ☒ SOA 3 Economic Regeneration / Employability ☒ SOA 4 Health Inequalities ☐
SOA 5 Alcohol Misuse ☐ SOA 6 Best Start in Life ☐ SOA 7 Environm ☒ SOA 8 Partnership Working ☐

Link to Wellbeing Outcomes:

Safe ☐ Healthy ☐ Achieving ☒ Nurtured ☐ Active ☐ Respected ☐
Responsible ☒ Included ☐

Appendix One

3. Client Management Service/Inverclyde Migration Service

Name: Elizabeth Robertson		Contact Email: Elizabeth.robertson@inverclyde.gov.uk	
Description of Proposed Action:			
Development of a Client Management Service which provides a personalised support package for people moving into the area / investigating the area as a place to live. This service could provide substantial follow-up to web portal requests, where people note their interest in moving to Inverclyde.			
Support to “clients”, based on self-indicated areas of interest:			
<ul style="list-style-type: none">• Discussion of options• Personalised Information gathering for / on behalf of clients• Supporting / organising “Reconnaissance Visits” to the area• Linking in with local provisions / services / groups / individuals as relative to client needs – start to build picture of the client’s community• Legwork on behalf of the client – facilitating practical aspects of investigation / move• Distribution of free legal fees• Engagement with local ‘champions’ who can help to sell the area to prospective migrants.			
Additional work could be included to personalise job offers via the Employer Engagement Unit to show what is on offer in the area.			
Bearing in mind the demographic groups we are trying to target into Inverclyde, this service may be attractive in appealing to young professionals as an aspirational / lifestyle service, and to young families as a consolidative / timesaving service.			
Clear link with Housing Options Guide development by Strategic Housing Team. Will require to link with this to reduce duplication.			
Link with work on developing the website to promote Inverclyde.			
Statement Outlining Potential Impact on Repopulation:			
<ul style="list-style-type: none">• An added value service that will help to target the identified demographic groups which can affect population locally• A genuine offer from the authority that makes it different from other areas• Positive promotion opportunity for the area generally – Client Management workers as effective ambassadors for the area			
Agencies or Individuals to be Involved / Consulted:			
<ul style="list-style-type: none">• Corporate Communications• IT• Inverclyde Tourist Group• Chamber of Commerce• Economic Development / Riverside Inverclyde		web portal – content development promotion / marketing web portal functionality and design funding, promotion / marketing, information & sustainability funding, promotion/ marketing, information & sustainability funding, promotion / marketing, information, sustainability & recruitment	
• Working Group established to progress?		New service proposal – decision regarding where this should sit in organisation etc.	
Detailed Actions	Responsible for Action	Timescales for Updates	Comments
Funding Model for Service	Working Group	1 August 2013	Important to know what funding could support service

Appendix One

Logistical Options regarding Service	Working Group	1 August 2013	Service design, management, scope and scale of service
Approval to progress through Alliance	Alliance Board	30 Sept 2013	Cost / Benefit Analysis and Proposal presented to AB
Development of Web Portal	IT / Corporate Comms	30 April 2014 (not live)	First line of communication with these potential clients
Initial information (the basic offer for clients)	Working Group	1 October 2013	Bespoke service, but with a basic local knowledge bank
Recruitment / Selection and Training	Nominated Manager	31 December 2013	To establish & resource service team at agreed level
Marketing	Corporate Comms	31 December 2013	Promotion of service once in place
Link with Schools to do tours with Head Teachers	Education		
Link to Free Legal Fees action to identify opportunities to cover other costs e.g. stamp duty, removal fees, relocation package	Working Group		
Get businesses and local champions signed up to providing a 'flavour of Inverclyde' and becoming ambassadors for the area.	Working Group/ Employer Engagement Unit		
Company Engagement Comprehensive recruitment package from vacancy profiling to pre & post recruitment training to aftercare for new employees.	Economic Development Service & The Trust	Quarterly	Precarious funding – European funding reducing Develop bespoke offers
Research whether it is possible to get statistics from S1 jobs/my job scotland etc to identify how many people search for jobs in Inverclyde			
Promote the services of the Employer Engagement Team	Economic Development Service & The Trust		
Develop what is already on offer working with Scottish Enterprise to develop this			What can we offer as a Local Authority? Do we have intelligence on the offers from elsewhere? Raise area profile with SE.
Link with Housing Options Guide and Strategic Housing Team	Client management officer/ Strategic Housing Team		
Estimated Financial Implications / Costings: <ul style="list-style-type: none"> • Staffing Post will subject to job evaluation. • Operating Costs House person / team within existing premises (potentially also use existing support systems / staff) - Running costs for office set up Decisions regarding scale of offer provided – what can the officer provide for clients – budget for Hospitality? Travel? Activities? Marketing Budget? Is there an option to commission the service? - Funding options will depend on who houses the service – Third Sector organisations may have different options to Local Authority, for example 			

Appendix One

- Potential joint funding opportunity within the community – requests made of bodies / organisations with vested interest in promotion of the area (further consideration required of “what’s in it for them” – should also be clearly outlined
- Funding options can be explored for discrete elements of the individual “offer” such as housing, nursery education, council tax etc.
- Undertake Cost /Benefit analysis weighing up the overall budget proposal for such a service with the gains to the area – not sure how the economic / financial implication of migration is measured

Allocated £155,000

Proposed Monitoring of Impact:

- Increased hits on web portal – can also use this to find out what people want that we don’t provide – can inform development of “offer”
- Successful moves into the area
- Follow up / after care with clients – evaluation and sustainability
- Concrete measures (financial) identified through cost / benefit analysis
- Evaluative work with stakeholders – what **was** in it for them?

Re job offer personalisation: local residents into jobs and sustained for 13 weeks.

Will we be able to make a causal link to any increases in population? More likely to stabilise rather than increase population.

Will any evaluation / post-activity work be required to measures success – consider these elements at initial stages

Information to be gathered as a result of this action:

- Who’s interested in Inverclyde
- What they’re looking for from the area
- Fruits of investment (stakeholder benefits from involvement)

Sources of Information used to inform this action:

SLIMS research and Focus Groups have informed us as to the demographic groups that we wish to target in developing and providing this service
ODG Progress Reports
Evaluation of Employer Plus by MCRC

Links to other SOA Outcomes:

SOA 1 Depopulation ☒ SOA 2 Social Regeneration ☒ SOA 3 Economic Regeneration / Employability ☒ SOA 4 Health Inequalities ☐
SOA 5 Alcohol Misuse ☐ SOA 6 Best Start in Life ☐ SOA 7 Environm ☐ SOA 8 Partnership Working ☒

Link to Wellbeing Outcomes:

Safe ☐ Healthy ☐ Achieving ☒ Nurtured ☒ Active ☐ Respected ☒
Responsible ☐ Included ☒

Appendix One

4. Lobby for and Promote Additional Express Train Services

Name: Jackie Hill		Contact Email: jackie.hill@inverclyde.gov.uk	
Description of Proposed Action: Lobby for Additional Express Train Services.			
Statement Outlining Potential Impact on Repopulation: This action will potentially contribute to the repopulation of the area by encouraging individuals and families to live within Inverclyde but who may work outside the area. Additional express train services may provide an incentive. First Scotrail have indicated that additional express services will be introduced in May 2014.			
Agencies or Individuals to be Involved / Consulted: SPT; First Scotrail; Transport Scotland			
Detailed Actions	Responsible for Action	Timescales for Updates	Comments
<ul style="list-style-type: none"> Meet with key agencies initially; Lobby for additional fast frequent rail service between Glasgow and Inverclyde 	Who will lead on this? Economic Development Service	When can an update be brought back to the table? Quarterly	Catch all for any further info / caveats Will require to work with Transport Scotland, First Scotrail and SPT. Senior officers and politicians have a lobbying role. First Scotrail have agreed to introduce additional express rail services from May 2014. Additional detail is to be developed.
Marketing of additional rail service	Included in the Promotional Campaign initiative		
Develop user interface e.g. via Zonecard on Kindle and promote this to encourage public transport use and show commuting is an easy option from Inverclyde			Working with SPT
Estimated Financial Implications / Costings: Costs for marketing and promotion included within promotions budget			
Proposed Monitoring of Impact: If increased express train services lead to individuals and families re-locating to Inverclyde from outwith the area as well as stem the flow from the area. Increased/stable population. Would need to gather more detailed information. Will any evaluation / post-activity work be required to measures success – consider			

Appendix One

these elements at initial stages

Information to be gathered as a result of this action:

Note any datasets / information produced during the exercise in question

Require SPT statistics on current numbers of people using trains – split between express services and slower service.

Sources of Information used to inform this action:

What information that's already available has been used to inform the progress of this action? (Source, methodology etc.)

Data provided by SPT/Scotrail/Transport Scotland on use of rail services, rail stations within Inverclyde and Zonecard usage.

Links to other SOA Outcomes: Please tick the relevant SOA outcomes that the action will impact on

SOA 1 Depopulation ☒

SOA 2 Social Regeneration ☐

SOA 3 Economic Regeneration / Employability ☒

SOA 4 Health Inequalities ☐

SOA 5 Alcohol Misuse ☐

SOA 6 Best Start in Life ☐

SOA 7 Environment ☐

SOA 8 Partnership Working ☒

Link to Wellbeing Outcomes:

Safe ☐

Healthy ☐

Achieving ☐

Nurtured ☐

Active ☒

Respected ☐

Responsible ☐

Included ☐

Appendix One

5. Analysis of potential for Mid-Market Rent Housing

Name: Ronny Lee		Contact Email: Ronny.Lee@inverclyde.gov.uk	
Description of Proposed Action: Undertake analysis of the potential uptake of mid-market rent (MMR) housing in the Inverclyde Council area to inform future investment decisions by the council and by key partners in RSLs. The proposed research will also consider the potential for converting existing RSL stock for use as MMR housing following recent Scottish Government approval of a pilot project by an RSL.			
Statement Outlining Potential Impact on Repopulation: A key aim of the SOA, Local Housing Strategy 2011-2016 and the Local Plan/Local Development Plan (LDP) is to widen the housing options available to current residents and to attract people to come and live in Inverclyde. This action would provide current citizens and those wishing to come to Inverclyde with an alternative to social renting, or renting from a private landlord, and owner-occupation. The increased revenue available from mid-market rents (c. 80% of private rented market levels) could be used by RSLs to cross-subsidise new housing development and to improve current stock.			
Agencies or Individuals to be Involved / Consulted: Inverclyde Council is the Strategic Housing Authority and therefore has a key role to play in identifying new housing opportunities. River Clyde Homes (RCH) has expressed an interest in undertaking joint research with Inverclyde Council into the potential for mid-market rent as the Scottish Government is actively promoting this type of housing and there is currently no market intelligence on the likely uptake within Inverclyde. The principal agencies involved would be the Strategic Housing Team in partnership with RCH.			
Detailed Actions	Responsible for Action	Timescales for Updates	Comments
Commission research into the potential for mid-market rent housing in Inverclyde	Strategic Housing Team / RCH	SOA reviewed annually; LHS updated annually; Housing Need and Demand Assessment (HNDA) to be reviewed in 2013/14	The HNDA completed in 2011 identified a gap in local knowledge concerning the potential for mid-market rent housing and this action would allow this gap to be filled in time for HNDA2, due for completion in 2014
Disseminate research findings to partner RSLs	Strategic Housing Team in association with RSL partners and estate agents / property centres	To coincide with LHS updates and production of HNDA2	Housing Options Guide will play a key role in drawing attention to the mid-market rent option and to potential sources of information (Housing Team, RSLs, estate agents / property centres, etc.)
Discuss opportunities for mid-market rent with partner RSLs	Strategic Housing Team in association with RSL partners	To coincide with preparation of Strategic Housing Investment Plan (SHIP) and Strategic Local Programme (SLP)	Mid-market rent units as part of future developments to be included in discussions with Scottish Government and RSL partners on SHIP / SLP projects
Estimated Financial Implications / Costings: Costs would be incurred in engaging suitably qualified and experienced consultants to undertake market research and to assess the potential for conversion of existing stock to MMR. No firm costs available as yet however RCH is willing to jointly fund this work with Inverclyde Council. Gains to the Inverclyde Council area include increased Council Tax base and possible benefits to local economy during construction phase and in local retail spending by new households moving into the Inverclyde area. Initial allocation £25,000 (costs to be confirmed)			

Appendix One

Proposed Monitoring of Impact:

Evidence that the action is having the desired impact on repopulation can be measured through new tenants taking up mid-market rent houses as part of annual SCORE returns and reporting to the Scottish Housing Regulator. Returns are also supplied for LHS update purposes. Identifying wider benefits to the local economy, etc, may be more difficult to quantify. However the marketing and promotion of Inverclyde as a place to live would be enhanced by having this option available to mobile, younger professional people, and to those who are looking for good quality, comfortable, secure, energy efficient housing at rents below full market levels and who are unwilling or unable to buy a home of their own.

Information to be gathered as a result of this action:

See opposite.

Sources of Information used to inform this action:

Results of HNDA (2011); LHS annual updates; Council Tax Register and Revenue returns to Scottish Government; SCORE returns from RSLs; APSR returns to Scottish Housing Regulator by RSLs; annual Housing Trends Monitoring Report will also provide information and will be available to all Inverclyde Council services and key partner agencies.

Links to other SOA Outcomes:

SOA 1 Depopulation ☒ SOA 2 Social Regeneration ☒ SOA 3 Economic Regeneration / Employability ☒ SOA 4 Health Inequalities ☐
SOA 5 Alcohol Misuse ☐ SOA 6 Best Start in Life ☐ SOA 7 Environment ☐ SOA 8 Partnership Working ☐

Link to Wellbeing Outcomes:

Safe ☐ Healthy ☐ Achieving ☐ Nurtured ☒ Active ☐ Respected ☒
Responsible ☐ Included ☒

Appendix One

6. Graduate Entry Programme

Name: Jackie Hill		Contact Email: Jackie.hill@inverclyde.gov.uk	
Description of Proposed Action:			
<p>The National Data hub has been developed by Scottish Government and Skills Development Scotland to support post 16 transitions in Scotland. This is a means of tracking young people after they leave school, in order to keep routes open for continued support if / when needed.</p> <p>The data hub will essentially provide a means of communication with all Inverclyde young people, post 16. For the purposes of this proposed development, we would be particularly interested in those who have accessed Further and Higher education.</p> <p>It will be possible to identify those young people who are approaching the end of their studies (and which courses they have studied) in order to resume actual contact to support them in making positive transitions post-university. At this point, analysis could be done to consider promotion of available careers options locally, and to promote the return to Inverclyde with local(ish) job prospects to start their careers. It will be possible to build up contact lists of graduates to market local jobs to them which match their areas of study.</p> <p>This proposal is entirely in line with the Scottish Government publications relating to Post 16 Transitions “Data Practice Framework” and “Revised Policy & Practice Framework” which outline the relationships that Universities and Community Planning Partnership will have / could have in supporting young people as much as possible as they leave tertiary education. <i>Refer to pg 11 of the Data Practice Framework and to pg 29 of the Policy & Practice Framework for examples of this.</i></p> <p>The Council's Employability Pipeline Graduate Programme has recently been extended allowing suitable candidates to be placed in private sector business for a period of 12 months. It is proposed to extend this programme to allow a further seven places to be created for a period of two years per graduate at 50% intervention, in line with state aid guidelines. The candidates will be required to demonstrate that they have moved into Inverclyde for the period of employment .</p>			
Statement Outlining Potential Impact on Repopulation:			
<p>This would be an active way of encouraging educated young people to return to Inverclyde after their immediate post-school course of studies is complete. Potential to look at job market in relation to these young people and to develop links as much as possible to support graduates into their first professional positions in a way which enables as many of them as wish to live in Inverclyde. The wage incentive aspect of this proposal will allow 7 graduates to gain full time employment with private sector employers, whilst attracting them to the area. It is not considered appropriate to limit the programme exclusively to graduates who were brought up in Inverclyde as this may limit the available job / graduate match.</p>			
Agencies or Individuals to be Involved / Consulted:			
Skills Development Scotland		Development of Datahub and ongoing support of young people	
Scottish Government		Development and long term prioritisation / resourcing and sustainability of data hub	
University Sector		Provision of robust data via the data hub	
College Sector		Provision of robust data via the data hub	
Youth Employability Forum		Legwork to make the connections with soon-to-be graduates and provision of ongoing support	
Detailed Actions		Responsible for Action	Timescales for Updates
Datahub input extended fully into FE / HE		Universities and Colleges	Comments
			We only have influence over this aspect at CPP level

Appendix One

sectors			
Regular interrogation of data hub reports	Youth Employability Forum / Opportunities for All Group	Annually / twice yearly	Schedule best time of year to do this
Cross analysis of cohorts of young people with labour market information / opps	Youth Employability Forum	Annually	Timing of this is crucial – information and opportunities have to be available at the right time
Contact with young people to make offer to return to / remain in Inverclyde	Youth Employability Forum to decide which agency best to do this	Annually	Again, timing is crucial. Must approach young people at the optimum time to offer any support or access to opportunities
Substantial opportunities within realistic Travel to Work area to support this	Youth Employability Forum / Economic Development	Ongoing	We need to have good jobs within accessible region to make sense for young graduates to live in this area
Agreed levels of support based on either needs of young person or other locally determined incentives	Economic Development	Ongoing	<p>Agencies already provide a lot of support (SDS, JC+ etc.) but will have better access to more info about more young people in this “high end” category than previously – support must be suited to their needs</p> <p>Possibility of offering subsidy for travel if remain in Inverclyde and travel to FE/HE, or fees if they have to move, but with commitment built in that they come back to live in Inverclyde or have to pay back subsidy.</p> <p>Incentivise the housing offer if young people come back to live in Inverclyde post study.</p> <p>Seven graduate work placements.</p>
Establish local (or within travel work area from Inverclyde) work experience for those in FE/HE	Chamber of Commerce Employer Engagement Unit	Ongoing	Will need to know what young people from Inverclyde are studying to match up with work experience. Further analysis required.
Ask local young people who remain in the area and work here or elsewhere to speak in schools about their experiences	Inverclyde Council Education Service Link with SDS	Ongoing	Develop young ambassadors for the area who can highlight the benefits of living in Inverclyde to other young people.
Estimated Financial Implications / Costings: <p>No costs specifically relating to the basic idea of contacting graduates to highlight local graduate level jobs for them. Slight modification in current practice required in respect of the hub activity.</p> <p>7 graduate posts up to £20,000 with a salary of around £8.50 an hour, with additional funding available for training, travel and support costs.</p> <p>Allocated: £150,000</p>			

Appendix One

Proposed Monitoring of Impact:

- Numbers of young people choosing to come back to Inverclyde post Further and Higher Education.

Information to be gathered as a result of this action:

Enhanced dataset via the data hub. Richer resource for tracking and support of all young people.

Better data about the range of studies being undertaken to inform development in labour market links.

Communication with young graduates – opportunity to find out what would bring them back to the area or what stops them from wanting to come back to the area

Further engagement with employers.

Sources of Information used to inform this action:

National Datahub
Labour Market Intelligence

Links to other SOA Outcomes:

SOA 1 Depopulation ☒ SOA 2 Social Regeneration ☒ SOA 3 Economic Regeneration / Employability ☒ SOA 4 Health Inequalities ☐
SOA 5 Alcohol Misuse ☐ SOA 6 Best Start in Life ☒ SOA 7 Environm ☐ SOA 8 Partnership Working ☒

Link to Wellbeing Outcomes:

Safe ☐ Healthy ☐ Achieving ☒ Nurtured ☒ Active ☐ Respected ☒
Responsible ☒ Included ☐

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7. Grant Assistance for Local Business Start Ups and Growth

Name: Jackie Hill		Contact Email: jackie.hill@inverclyde.gov.uk	
Description of Proposed Action: Provide grant assistance for local business start ups.			
Statement Outlining Potential Impact on Repopulation: This action contribute to the stabilisation or growth of Inverclyde's population. Grant assistance is available to existing businesses and limited support is available to new start ups. Greater consistency is required in the access to support for businesses. However, where there is potential for an inward investor to the area, flexibility would be applied in developing a package of support. A greater emphasis is required on local marketing for businesses and supporting business with their own communications and marketing. Other opportunities include bringing local businesses together to bid for larger local contracts which they would not be able to secure on their own. There are also opportunities to be more entrepreneurial and develop a business to support businesses, filling current gaps in provision and securing greater support from agencies such as Scottish Enterprise. This action will contribute to the stabilisation or growth of Inverclyde's population through either creating or safeguarding jobs.			
Agencies or Individuals to be Involved / Consulted: Who needs to be on board / round the table to progress the action? Partners on the Economic Regeneration ODG. Alternatively, is any consultation required to progress the action? Partners on the Economic Regeneration ODG.			
Detailed Actions	Responsible for Action	Timescales for Updates	Comments
Breakdown of tasks <ul style="list-style-type: none"> Company Engagement Promotion of Business Support Products 	Who will lead on this? Economic Development Service	When can an update be brought back to the table? Quarterly	Catch all for any further info / caveats
Buy more ongoing business support/aftercare	Economic Development Service		
Pursue ESF/ERDF funding bids to further develop support for SMEs.	Economic Development Service		
Estimated Financial Implications / Costings: Scope out some costs of the proposed action, consider questions of how funding might be obtained to progress, outline the financial gains to the area in having undertaken the action No additional costs. Utilise existing Business Development Budget and Staff Resources – currently £5k property assistance, £5k business development Allocation: £100,000			

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Proposed Monitoring of Impact:

How will we know if this action is working for us? If, by our interventions, jobs will be created and/or safeguarded to maintain employment within Inverclyde, potentially preventing individuals and/or families leaving the area to seek work. What will indicate success? Success can only be measured over the longer term but will be measured by increased/stable population. Will we be able to make a causal link to any increases in population? More likely to stabilise rather than increase population. Will any evaluation / post-activity work be required to measure success – consider these elements at initial stages

Information to be gathered as a result of this action:

Note any datasets / information produced during the exercise in question

If we find out anything as a result of the exercise, this builds local intelligence and informs the ongoing planning in this area of work

Sources of Information used to inform this action:

What information that's already available has been used to inform the progress of this action? (Source, methodology etc.)

For example, SLIMS Study, Focus Groups, Census, GROS, SNS, SIMD. ODG Progress Reports and Directorate Performance Report

Links to other SOA Outcomes: Please tick the relevant SOA outcomes that the action will impact on

SOA 1 Depopulation ☒ SOA 2 Social Regeneration ☐ SOA 3 Economic Regeneration / Employability ☒ SOA 4 Health Inequalities ☐
SOA 5 Alcohol Misuse ☐ SOA 6 Best Start in Life ☐ SOA 7 Environment ☐ SOA 8 Partnership Working ☒

Link to Wellbeing Outcomes:

Safe ☐ Healthy ☐ Achieving ☒ Nurtured ☐ Active ☐ Respected ☐
Responsible ☐ Included ☐

Appendix One

8. Green Homes

Name: Ron Gimby		Contact Email: ron.gimby@inverclyde.gov.uk	
Description of Proposed Action: Provision of assistance to encourage sustainable energy use and widely promote ‘green homes’ in Inverclyde. This action requires further development.			
Statement Outlining Potential Impact on Repopulation: To provide assistance to incoming residents to adapt their new residences in Inverclyde to promote sustainable energy use and thereafter showcase their ‘green homes’ as an example of energy efficiency best practice in the area. This will encourage those who wish to have homes which use less energy, save money and protect the environment to come to live in Inverclyde. It will also promote Inverclyde as an environmentally friendly authority area. We currently have no properties listed on the Energy Saving Trust’s ‘Green Homes Network’: http://www.energysavingtrust.org.uk/scotland/Generating-energy/Green-Homes-Network Opportunities exist to tap into Home Energy Efficiency Programmes Scotland (HEEPS) grant for Inverclyde, covering owner occupiers and non owners.			
Agencies or Individuals to be Involved / Consulted: Green Charter Unit Co-ordinator, Strategic Housing team, appointed partner, Energy Saving Trust, local estate agents.			
Detailed Actions	Responsible for Action	Timescales for Updates	Comments
Initial meeting with relevant Council Services	Panning / Strategic Housing Team	June 2013	Discuss the possibility of replicating the ‘Green Network Scheme’ in Inverclyde on a grant-assisted basis
Contact the Energy Saving Trust	Planning / Strategic Housing Team	July 2013	To discuss their Scheme and seek permission to replicate it in Inverclyde
Seek a partner and market the scheme to encourage participation	Planning / Strategic Housing Team	August 2013	Devise a service level agreement with the preferred supplier and monitor the impact of a communication plan
Identify sites for sustainable eco homes	Strategic Housing Team/ Planning		Part of Local Development Plan
Identify sites for small scale wind turbines to generate money for other projects	Planning		Part of Local Development Plan
Investigate whether RSL new builds can include photo-voltaic cells to generate energy, ground heat schemes	Strategic Housing Team/ Planning		Oak Tree Housing Association doing this, can it be replicated?
Identify match funding for Inverclyde	Planning / Strategic Housing Team		Potential HEEPS funding of £400,000
Investigate opportunities for developing a community heating system	Planning / Strategic Housing Team		
Estimated Financial Implications / Costings:			

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Provisional figures: £50,000 comprising grant assistance of up to £10,000 for a property in each Inverclyde town and village, plus marketing

Allocation: included within Action No. 2 support the development of self build schemes

Proposed Monitoring of Impact:

Number of positive media items in the local press. Number of enquiries about the scheme including visits to the Energy Saving Trust's website. Number of incoming householders who fully participate in the initiative. Number of personal visits to the properties involved.

Information to be gathered as a result of this action:

At present we do not have any properties included in the Energy Saving Trust's 'Green Homes Network'.

Sources of Information used to inform this action:

The 'Green Homes Network' scheme on the Energy Saving Trust's website

Links to other SOA Outcomes:

SOA 1 Depopulation ☒ SOA 2 Social Regeneration ☐ SOA 3 Economic Regeneration / Employability ☒ SOA 4 Health Inequalities ☒
SOA 5 Alcohol Misuse ☐ SOA 6 Best Start in Life ☐ SOA 7 Environment ☒ SOA 8 Partnership Working ☒

Link to Wellbeing Outcomes:

Safe ☒ Healthy ☒ Achieving ☒ Nurtured ☒ Active ☐ Respected ☐
Responsible ☒ Included ☐

9. Tourism Business Liaison

Name: Jackie Hill		Contact Email: jackie.hill@inverclyde.gov.uk	
Description of Proposed Action: Identify opportunities to increase support for a variety of accommodation options (e.g. Hotels, Bed & Breakfast, short term lets) building on existing grants and linked to the Tourism Action Plan.			
Statement Outlining Potential Impact on Repopulation: Can encourage those already living in Inverclyde to appreciate what is on offer locally and will attract visitors and possibly encourage some people, longer term, to consider Inverclyde as a place to live, work and visit.			
Agencies or Individuals to be Involved / Consulted: Corporate Communications; Inverclyde Tourist Group; Discover Inverclyde. Mid-term review of Tourism Action Plan is currently underway.			
Detailed Actions	Responsible for Action	Timescales for Updates	Comments
As per new Events Strategy and existing Tourism Action Plan	Corporate Comms/Economic Development Service	December 2013	
Development of website to improve connectivity with partner websites and to develop 'What's on Inverclyde'	Tourism Business Liaison Officer	December 2013	
Identify sponsorship opportunities with e.g. Clyde Port	Tourism Business Liaison Officer	December 2013	
Engage with Federation of Small Businesses, Greenock Chamber of Commerce and other local businesses and Tourism initiatives to help co-ordinate and support development of the tourism offer in Inverclyde	Tourism Business Liaison Officer	December 2013	Focus on accommodation offer
Estimated Financial Implications / Costings: Scope out some costs of the proposed action, consider questions of how funding might be obtained to progress, outline the financial gains to the area in having			

<p>undertaken the action</p> <p>Costs in relation to Tourism Action Plan will be met from existing Economic Development budget.</p> <p>Allocated £150,000</p> <p>Tourism Businesses Liaison Post - £40,000 each year for two years – post to be discussed further by CMT. Budget for development of Inverclyde wide website, engagement with businesses etc.</p>													
<p>Proposed Monitoring of Impact:</p> <p>Growth in tourist numbers Growth in accommodation options Increase tourism spend in the Inverclyde area More visible promotion of Inverclyde as a tourism destination.</p>													
<p>Information to be gathered as a result of this action:</p> <p>Results from mid-term review of Tourism Action Plan</p>	<p>Sources of Information used to inform this action:</p> <p>Consultation process aligned to review of Tourism Action Plan</p>												
<p>Links to other SOA Outcomes: Please tick the relevant SOA outcomes that the action will impact on</p> <table style="width: 100%; border: none;"> <tr> <td>SOA 1 Depopulation <input checked="" type="checkbox"/></td> <td>SOA 2 Social Regeneration <input type="checkbox"/></td> <td>SOA 3 Economic Regeneration / Employability <input checked="" type="checkbox"/></td> <td>SOA 4 Health Inequalities <input type="checkbox"/></td> </tr> <tr> <td>SOA 5 Alcohol Misuse <input type="checkbox"/></td> <td>SOA 6 Best Start in Life <input type="checkbox"/></td> <td>SOA 7 Environment <input checked="" type="checkbox"/></td> <td>SOA 8 Partnership Working <input checked="" type="checkbox"/></td> </tr> </table>		SOA 1 Depopulation <input checked="" type="checkbox"/>	SOA 2 Social Regeneration <input type="checkbox"/>	SOA 3 Economic Regeneration / Employability <input checked="" type="checkbox"/>	SOA 4 Health Inequalities <input type="checkbox"/>	SOA 5 Alcohol Misuse <input type="checkbox"/>	SOA 6 Best Start in Life <input type="checkbox"/>	SOA 7 Environment <input checked="" type="checkbox"/>	SOA 8 Partnership Working <input checked="" type="checkbox"/>				
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Responsible <input type="checkbox"/>	Included <input checked="" type="checkbox"/>												

10. Promotional Campaign

Name: George Barbour		Contact Email: george.barbour@inverclyde.gov.uk	
Description of Proposed Action: <ol style="list-style-type: none"> 1. Create an overall campaign to promote Inverclyde which incorporates developing an annual activity which would bring people in to visit the area e.g. a river festival and build on existing activity, especially events we're not currently engaged with. 2. Change/update the signage for the area, especially on entry to Inverclyde. 			
Statement Outlining Potential Impact on Repopulation: An overall promotional campaign will help raise the profile of existing services and facilities within Inverclyde aimed at encouraging more people to live, work or visit. The campaign will also have an outward focus to raise the profile of Inverclyde in the west of Scotland.			
Agencies or Individuals to be Involved / Consulted: All council services and community planning partners will have a potential input/involvement in the campaign. Key partners will include Inverclyde Leisure, Riverside Inverclyde and River Clyde Homes and other housing providers.			
Detailed Actions	Responsible for Action	Timescales for Updates	Comments
Examine existing package of events across Inverclyde and identify gaps	Corporate communications	Every other committee cycle	The corporate communications team has set up a development session to examine the 'events package' across Inverclyde in December aimed at dovetailing regular activity.
Examine existing signage and opportunities for improvements	Corporate communications/Roads	Every other committee cycle	The communications team will prepare an examination of existing signage across Inverclyde with recommendations for improvement.
Create a promotional campaign theme and action plan focused on improving the profile of Inverclyde and supporting repopulation actions.	Corporate communications	Every other committee cycle	Needs involvement of partner organisations to assist in building the Inverclyde package and identify existing promotional opportunities which can be jointly utilised.
Link with Client Management service re web development and Housing Strategy re housing options guide	Corporate communications/ ICT		
Pull all web based elements of all the Repopulation initiatives together	Corporate communications/ ICT		
Estimated Financial Implications / Costings: The detailed campaign and any specific events will require additional funding to deliver a promotional campaign to raise the profile. Any physical changes to signage would also require additional funding, these would be identified as part of the signage and promotional campaign action plans. Allocated: £140,000			

Proposed Monitoring of Impact:

Increased attendance at events will be used to help assess the impact of existing events and new events. An examination of the 'reputation' of Inverclyde would be required for an Inverclyde and outside of Inverclyde audience against key messages. Existing depopulation surveys could be used to set a baseline for reputation.

Links to other SOA Outcomes:

SOA 1 Depopulation ☒ SOA 2 Social Regeneration ☐ SOA 3 Economic Regeneration / Employability ☒ SOA 4 Health Inequalities ☐
SOA 5 Alcohol Misuse ☐ SOA 6 Best Start in Life ☒ SOA 7 Environment ☒ SOA 8 Partnership Working ☒

Link to Wellbeing Outcomes:

Safe ☐ Healthy ☐ Achieving ☒ Nurtured ☒ Active ☐ Respected ☒
Responsible ☒ Included ☐

Budget Allocation for Repopulation Action Plan

	Attracting new people and businesses to the area	
1	Assistance with initial housing costs and access to housing <ul style="list-style-type: none"> Relocation fees for approx 30 families 	£30,000
2	Support the development of self build housing schemes	£250,000
3	Develop a service that helps people set up in the area <ul style="list-style-type: none"> Client Management Service Link with Housing Options Guide (Strategic Housing Team) Link with personalisation of job offers/Employer Engagement Unit 	£155,000
4	Increased public transport services <ul style="list-style-type: none"> Additional express trains 	Included in promotional budget
	Total	£385,000
	Retaining existing population	
5	Analysis of potential for mid-market rent housing	£25,000
6	Increase employment opportunities <ul style="list-style-type: none"> Inverclyde Graduate Entry Programme 	£150,000
7	Provide support to businesses <ul style="list-style-type: none"> Ongoing business support/aftercare 	£100,000
8	Introducing sustainable Heat Regeneration Schemes (Green Homes Network)	Included in self build budget
	Total	£325,000
	The promotion of Inverclyde	
9	Development of tourism in collaboration with local businesses <ul style="list-style-type: none"> Tourism Business Liaison Post Budget for development of website, engagement with businesses etc. 	£150,000
10	Promotional Campaign <ul style="list-style-type: none"> Improved signage Develop annual activities which would bring people in to visit the area e.g. a river festival 	£140,000
	Total	£290,000
	Overall Total	£1,000,000

Report To:	Policy & Resources Committee	Date: 21st May 2013
Report By:	Corporate Director, Community Health & Care Partnership	Report No: CHCP-37-2013
Contact Officer:	Susanna McCorry-Rice	Contact No: 715375
Subject:	Services to Gypsies/Travellers	

1.0 PURPOSE

- 1.1 To advise members of the outcome of the work carried out by the Short-Life Gypsies/Travellers Working Group, set up by the Council's Safe, Sustainable Communities Committee on 31 August 2011.
- 1.2 To seek approval for a reviewed and updated policy and procedures guide on the management of unauthorised Gypsies/Travellers encampments in Inverclyde.
- 1.3 To seek approval to carry out further works to secure access arrangements to the car park facility at Newark Castle, in addition to works already completed, and to commence work on other sensitive sites to allow their continued use as intended.
- 1.4 To provide an option for the provision of an official transit site and associated services for Gypsies/Travellers in Inverclyde, that will be consulted on and subject to planning approval.

2.0 SUMMARY

- 2.1 Inverclyde Council adopted a policy for managing unauthorised encampments in 2009; this requires review and amendment to reflect experience gathered in this area over past 3 years.
- 2.2 The frequent establishment of unauthorised Gypsies/Travellers encampments across various unsuitable sites has caused disruption and negative comment.
- 2.3 Particularly challenging issues have arisen from the establishment of unauthorised encampments at sensitive sites, which has restricted use of these sites by the general public. Some upgrading works have already been carried out on securing these sites.
- 2.4 It is the view of the Corporate Management Team that the establishment of an official transit site in the area may provide a solution to allow greater harmony in community relations with visiting Gypsies/Travellers to the area, and increase the powers of Inverclyde Council to direct Gypsies/Travellers away from unsuitable sites. The Corporate Management Team therefore agrees in principle that an official transit site should be established at Kelburn Park.
- 2.5 Of the 15 possible locations assessed by the Short-term Working Group, it is the view of the Corporate Management Team that the site at Kelburn Park represents the best possible option. This decision was reached following the need to rule out the site at Harelaw as the landowner is not agreeable. Therefore, the Corporate Management Team believes that a specific section of Kelburn Park could be 'cordoned-off' from general public use and utilised as an alternative option for locating an official transit site. A more detailed overview of the suitability of this site is noted below:

Criteria	Kelburn
Conflict with Settled Community	No adjacent housing. Park used by public, dog walkers etc. Screening could be introduced and public paths kept close to the Clyde walkway – to minimise conflict.
Access	Good access, close to A8 Site access road will need repair work.
Site Condition	Parkland. Hard standing area needed. No services on site.
Ownership	Council Owned
Access to Services	Safe walking to train and bus stop. Some distance from main services.
Acceptability to Travellers	Used frequently by travellers in recent years. Site is on reclaimed ground.

- 2.6 It is however highly likely that any proposal to establish an official transit site will attract strong negative reaction from local communities, and local media regardless of location, and will require sensitive handling.

3.0 RECOMMENDATIONS

- 3.1 To note the work of the Short-term Working Group on Gypsies/Travellers, and the proposals made by the group outlined at section 11 of this report.
- 3.2 To approve the content of the updated Council policy and procedures on the management of unauthorised Gypsies/Travellers encampments, and to formally adopt this policy from 1 June 2013.
- 3.3 To note the upgrading works carried out at Newark Castle and other sensitive sites and approve further measures to secure sensitive sites in Inverclyde in terms of car park and park management rules and regulations, that will be consulted on and subject to planning approval.
- 3.4 To approve the establishment of an official transit site in Inverclyde for Gypsies/Travellers at Kelburn Park as identified by Corporate Management Team.

Brian Moore
Corporate Director,
Community Health & Care Partnership

4.0 BACKGROUND

- 4.1 There is currently no official site provision for Gypsies/Travellers in Inverclyde. Inverclyde however remains a popular transit location for Gypsies/Travellers.
- 4.2 This has led to the use of unauthorised sites in the area, many of which have resulted in regular complaints from the general public and elected members. Such complaints tend to relate to alleged incidences of illegal dumping of garden and commercial waste, and unhygienic disposal of human waste.
- 4.3 Inverclyde Council adopted a policy for managing unauthorised encampments on 25 May 2009. This policy currently directs the Council's input of services to such sites, in partnership with NHS and Strathclyde Police. Users of these sites are offered input and assistance with issues surrounding health, wellbeing and education, as well as practical assistance with refuse collection. Staff within these departments carry out such duties as part of their routine work.
- 4.4 In terms of actual numbers of unauthorised encampments, the Council only started recording this in October 2010.
- 4.5 In the period October 2010 to December 2010, there was a total of 5 unauthorised encampments established in Inverclyde. In the calendar year 2011 there were 13, and in the calendar year 2012 to date there have been 10. This has been spread over a total of 8 different sites (Customhouse (Halfords)), Site of former Gantock Hotel (Gourock), Faulds Park, Kelburn Park, Newark Castle, Newark slipway, Parklea and Woodhall. The most recent unauthorised encampment at Woodhall was unusually large in numbers, and the spring/summer of 2012 saw a marked increase in the frequency of encampments being established.
- 4.6 In 2006, independent research carried out by Craigforth Consultants on behalf of local authorities had recommended that Inverclyde Council explore the option of establishing a joint transit facility with 3 neighbouring authorities (Glasgow City Council, Renfrewshire Council and East Renfrewshire Council). Following a series of discussions, it became clear that there was no appetite from neighbouring authorities to develop any such joint proposal. One authority in particular had recently closed down its official permanent site provision.
- 4.7 In 2011, Amnesty International wrote to all 32 Scottish local authorities to raise concerns as to the paucity of services and facilities offered to Gypsies/Travellers and urged local authorities to pursue practical measures to address any shortfall in provision. Councils were asked to explore areas where improvements could be achieved. This letter was responded to in some detail, outlining the terms of the Council's existing policy and guidelines.
- 4.8 The lack of official transit site provision for Gypsies/Travellers in Inverclyde and subsequent use of unauthorised sites for encampments continues to provide a source of friction between the Gypsies/Travellers and settled communities in the area. Whilst privately owned sites are the responsibility for the landowner, the absence of official alternative provision creates considerable obstacles for the Council to take steps to direct Gypsies/Travellers away from Council-owned land designated for other purposes and use by the community in general.
- 4.9 A meeting of the Safe, Sustainable Communities Committee on 30 August 2011 agreed:
 - a) to review of the current policy and procedural guidelines on the establishment of unauthorised encampments by Gypsies/Travellers in Inverclyde.

b) that an across-service working group along with the Police is established by the officer responsible for Gypsies/Travellers liaison (Service Manager – Homelessness), which will in turn make recommendations to the appropriate Council committee on how best to secure sensitive public sites from being used as unauthorised encampments.

c) that options for the establishment of an official transit site are reported back to the relevant Council committee for consideration.

5.0 SHORT TERM CROSS-SECTOR WORKING GROUP

5.1 The Short Term Cross-Sector Working Group consisted of representation from Inverclyde CHCP (Social Work and Health), Inverclyde Council (Safer & Inclusive Communities, Property Services, Education Services, Environmental Services), and Strathclyde Police. The group met formally on 6 occasions. The group has also however been represented on a tour of possible locations for official transit sites throughout Inverclyde; has had discussions with other local authorities and Historic Scotland; has facilitated a consultation/training event with members of the Gypsies/Travellers community, and has examined potential costs/benefits for both transit and permanent sites, and that of securing sensitive sites in the area.

5.2 The findings and proposals noted below reflect the findings of the Short-term Working Group set up to take the issue forward, and provide options on a possible location for an official transit site in the area.

6.0 POLICY AND PROCEDURAL GUIDELINES

6.1 The Policy and Procedural Guidelines on Unauthorised Encampments approved by Inverclyde Council in 2009, has largely served the Council and our partners well. The policy is seen by practitioners as reasonable, fair and progressive. It outlines duties and responsibilities of all partners, and offers practical guidance on how services can be delivered, and how inappropriate sites can be managed in the absence of an official transit site.

6.2 It was agreed however that a review of the Policy and Procedural Guidelines would be helpful in order to use the benefit of experience gained in the past 3 years in developing the document to better reflect the exact nature of service inputs as these have developed. The review also allowed the group to discuss reasonable timescales that could be afforded to unauthorised encampments, and to clarify our position in terms of requesting that these encampments be dispersed.

6.3 A revised Policy and Procedural Guidelines on Encampments document has now been agreed by the group and is recommended for approval. ***Appendix A**

7.0 SECURING SENSITIVE SITES

7.1 The establishment of unauthorised encampments on sensitive sites has long provided an area of tension between Gypsies/Travellers and the settled community. In particular, it has been raised by elected members, members of the community, and by officers of Historic Scotland, that access to public parks and to car park facilities at Newark Castle was being severely restricted due to caravans and other vehicles being parked inappropriately. In the case of Newark Castle car park, Historic Scotland had stated that this was having a detrimental effect on its day-to-day business.

7.2 With the prior approval of Corporate Management Team, work is now complete on erecting two height restriction barriers, installing CCTV, and improving lighting at Newark Castle car park. Further work is now recommended on adopting this car park,

putting parking and overnight camping restrictions in place and making further amendments to the layout of the car park, making it inaccessible to articulated vehicles. Indicative costs associated with adopting and securing sensitive sites are outlined at ***Appendix B**.

- 7.3 Similarly, some temporary work has been carried out at Kelburn Park to restrict access, and some further work is recommended in order to ensure that the park is made available for its intended use. Furthermore, the park management rules are currently being reviewed and amended by Environmental and Commercial Services to strengthen the Council's position in terms of ensuring that parks can be fully utilised by the general public for their intended use. Amended park management rules will be submitted to the Environment and Regeneration Committee in due course.
- 7.4 Whilst the above works carried out will ensure such sensitive sites will no longer be accessible for the establishment of unauthorised Gypsies/Travellers encampments, it is worth noting that there may now be foreseeable risks to other relatively 'open' Council-owned public spaces being utilised for this purpose in future in the absence of official transit site provision.

8.0 PERMANENT SITE PROVISION

- 8.1 Although not in the original remit of the group; it was felt worthwhile to look at the pros and cons of establishing a permanent Gypsies/Travellers site in the area, with brick-built facilities providing a year round permanent accommodation for Gypsies/Travellers in the area.
- 8.2 As part of these considerations, members of the group consulted with colleagues in both North Ayrshire Council and Glasgow City Council.
- 8.3 North Ayrshire Council was helpful in providing some indicative costs in relation to a permanent site. Their Redburn site is a 16 pitch permanent site, which is long-established. It was however extensively refurbished in 2007/08 to meet what would be regarded as acceptable standards. The cost of this refurbishment was £303,464. In terms of running costs; total staffing and other revenue costs for 2011/12 amounted to £44,344.
- 8.4 Glasgow City Council provided extensive views on events that led to the closure of its permanent site at Rodney Street in Maryhill. Firstly, it was clear that on occasions that the site was vacant; it became a target for regular vandalism, resulting in unsustainable repair costs. The site also required the employment of a Site Manager/Travelling Persons Liaison Officer, whose duties in this area could not be justified on a full time basis, resulting in the duties becoming part of another post, which was a largely unsuitable arrangement. The site itself became a focal point for criminal activity, and tended to be dominated by a particular family, which led to other families shunning its use. The site eventually fell into complete disrepair, was almost entirely unused, and became expensive in terms of additional security costs.
- 8.5 In light of the above, and taking into account views expressed by Gypsies/Travellers that Inverclyde was very much seen as a desired transit, rather than permanent location, the group took the view that the creation of a permanent site would not reflect demand, would not represent value for money, and could create increased difficulty around managing, policing and security. It was therefore agreed that pursuing such a course of action should not be recommended.

9.0 PERMANENT SITE OPTIONS

- 9.1 Building on the experience gathered in our liaison work with Gypsies/Travellers over the years, and having listened to the various views expressed by both the local community and elected members; it emerged as a clear view within the group that the

establishment of an official transit site in Inverclyde, would in many ways offset the difficulties and friction that arises whenever an unofficial encampment is established in the area.

- 9.2 The absence of an official transit site seriously weakens the Council's position in terms of directing Gypsies/Travellers away from unsuitable and inappropriate Council-owned land. This is a view shared by Council's Legal Services.
- 9.3 Official site provision would afford the Council the opportunity to make a reasonable and proportionate response to requests from occupants of unauthorised encampments to be provided with adequate facilities in accordance with their rights as a distinct community, and to protect their cultural identity.
- 9.4 Having listened to various views on this issue, it is the view of the group however, that it is highly likely that any preferred location for the establishment of an official transit site will encounter strong opposition from local communities. The possibility of a strong negative reaction in the local media is also highly likely.
- 9.5 Members of the group visited 15 possible sites that may have been considered as possible locations for such a site. Sites included those both Council-owned and privately-owned. A full list of these sites with views on suitability is attached at ***Appendix C** for ease of reference, and ordnance maps of these locations are outlined at ***Appendix D** Group members also considered the use of former quarry sites outlined in the Council's own investigation and hazard assessment of abandoned mines and quarries, published in September 2010.
- 9.6 It was the group's view that the optimum capacity for an official transit site should be a maximum of 8-12 pitches.
- 9.7 Ideally, an official transit a site should be easily accessible from major roads, and should be created on a hard standing area. A fresh water supply should be provided, along with a secure area to store and collect domestic refuse. The Council should also arrange for the delivery and collection of portable toilets as and when encampments are set up on the official transit site.

10.0 CULTURAL AWARENESS

- 10.1 On 5 December 2011, members of the group attended a half-day training session facilitated by two members of the Gypsies/Travellers community. The session was highly informative and provided members with a valuable insight into the lives and culture of Gypsies/Travellers, and their expectations around the provision of sites and services, and good community relations.
- 10.2 It is the view of the group that there would be a real benefit in extending similar training events to other staff and elected members, in an attempt to achieve greater understanding and harmony between the respective positions of the Gypsies/Travellers and the settled community.

11.0 PROPOSALS FROM SHORT-TERM WORKING GROUP

- 11.1 That the policy for managing Gypsies/Travellers sites is adopted as reviewed and implemented from 1 June 2013.
- 11.2 That funding is approved for, and further work commenced on securing sites at Newark Castle and Kelburn Park.
- 11.3 That approval is sought to obtain the necessary planning permission to establish an official transit site in Inverclyde with a maximum capacity of 12 pitches. Should the site be less than 1 hectare (10,000 sq meters) then planning permission required will be as

a local development. The planning application will be assessed against the Council's Local Development Plan and will be the subject of consultation, neighbour notification and newspaper advertisement before being reported to the Planning Board for determination. A decision to grant planning permission is final subject to the right of complaint to the Court of Session on a point of process, except in cases where a Government Agency advises against granting permission or has recommended conditions which the Council does not propose to attach to the permission. If the advice of a Government Agency is not accepted then the application is referred to the Scottish Ministers. The Ministers may call in the application for determination and a public local inquiry may be held.

- 11.4 That Committee note that once Planning is granted it will take a further 12-18 months to establish the site.
- 11.5 That Inverclyde Council introduces a programme of training events for staff and elected members on Gypsies/Travellers cultural awareness in order to develop greater understanding and harmony between both the Gypsies/Travellers and settled communities in the area.

12.0 IMPLICATIONS

- 12.1 **Legal:** Introduction and enforcement of park management rules and the adoption of car park at Newark Castle under relevant regulations will require to be managed by Council's legal services.

12.2 Finance:

The potential one off costs are:

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
Roads & Property	Newark Castle	2012/13	£12,660	N/A	Works to car park, contained from existing budgets
		2013/14	£10,000	Corporate Contingency	Potential costs to adapt car park **
	Kelburn Park	2013/14	£50,000	Corporate Contingency	Create hard standing and water supply

** At present the works undertaken to date have been sufficient in securing the Newark Castle car park, in the event that further works are required the additional £10,000 will be accessed.

The recurring revenue costs are estimated at:

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
Homelessness	Payment to Other Bodies	2013/14	£6,500	N/A	Cost of portaloos to be contained within service existing budgets

It should be noted that the cost of the portaloos are based on an estimated £25 per toilet per week and allows for 4 toilets. The estimate allows for 52 week provision, delivery and insurance charges, along with a small contingency for unforeseen costs.

12.3 **Personnel:** There are no additional personnel implications included in this report

12.4 **Equalities:** The updated policy on the Management of Encampments reflects the Council's obligations under relevant Human Rights and Equalities Legislation.

13.0 CONSULTATION

13.1 The Short-term Working Group has consulted with members of the Gypsies/Travellers community during the course of a training event for group members held in December 2011.

13.2 The Chair of the Short-term Working Group has received numerous informal views from elected members and members of the public with respect to issues surrounding the establishment of unauthorised encampments. Group members also consulted with officers of Historic Scotland, and colleagues from North Ayrshire Council, and Glasgow City Council, Renfrewshire Council, and East Renfrewshire Council.

13.3 Should the proposal be accepted it would be the intention to seek consultation with the wider community, involving local community groups, tenant and resident associations.

14.0 LIST OF BACKGROUND PAPERS

14.1 Updated policy on the Management of Encampments – Appendix A

14.2 Indicative costs for adopting and securing sensitive sites – Appendix B

14.3 Options and locations assessed on establishing official transit site – Appendix C

14.4 Indicative costs for the establishment and maintenance of an official transit site at Kelburn Park.

14.5 Ordnance Survey maps of assessed sites – Appendix D

14.6 Scottish Parliament Equal Opportunities Report (September 2012) - Appendix E

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**Policy and Procedural Guidelines on the
Management of Encampments by
Gypsies/Travellers in Inverclyde**

February 2013

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1. Introduction

1.1 This policy updates the Council position and procedural guidelines relating to the management of services to Gypsies/Travellers who establish encampments in the Inverclyde area. The policy will provide greater clarity on the roles and responsibilities of the Council, and our partners in the Inverclyde Community & Health Partnership (ICHCP) and Police Services, towards providing the most appropriate, accessible services to Gypsies/Travellers.

1.2 The policy will facilitate the provision of a consistent approach, and ensure decisions taken in respect to Gypsies/Travellers encampments are reached in the acknowledgement of the unique circumstances surrounding each encampment.

1.3 The Council's response to all Gypsies/Travellers encampments, will consider the social, health, welfare and educational needs of both the Gypsies/Travellers population and those of the broader community.

2. Background

2.1 Gypsies/Travellers are a small but distinctive ethnic and cultural minority within the Scottish population. The Scottish Government has recognised that Gypsies/Travellers have specific requirements and that they should receive the same level of protection from prejudice and discrimination as other ethnic minority groups in Scotland. The definition of Gypsies/Travellers excludes Occupational/Show Travellers and New (Age) Travellers. The incidence of travelling means that the population of Gypsies/Travellers in Scotland can vary considerably at different points in time. This is particularly true between the winter and summer months.

2.2 The responsibility for co-ordinating Inverclyde Council's services to Gypsies/Travellers lies within the Inverclyde Community & Health Care Partnership (ICHCP), principally with the Service Manager (Homelessness).

2.3 Inverclyde Council has no current official site provision for Gypsies/Travellers, either independently or in conjunction with neighbouring authorities. This being the case, the Council fully recognises Scottish Government Guidelines for Managing Unauthorised Camping by Gypsies/Travellers.*

* <http://www.scotland.gov.uk/Publications/2004/12/20417/48825>

3. Context

3.1 This policy emphasises Inverclyde Council and ICHCP's ongoing commitment to equality and diversity, in conjunction with our partners in the Police Services. This policy fully recognises the rights and responsibilities of the Gypsies/Travellers community, and the rights of all residents of Inverclyde to enjoy equity of access to services provided, regardless of background, and to do so in an atmosphere free from prejudice and discrimination.

3.2 Inverclyde Council and our partners will at all times adopt an approach of co-operation and assistance in response to encampments, to ensure that the rights of Gypsies/Travellers and those in the broader community are mutually respected.

3.3 Inverclyde Council believes that the effective management of services to Gypsies/Travellers and the response to encampments can only be achieved by effective joint-working with partner agencies, the broader community and Gypsies/Travellers themselves.

4. Official Transit Site Management

The site at Kelburn Park will be managed by Environmental and Community Services who will arrange for the delivery of portable toilets as required when Gypsy/Traveller arrive on site. The Service Manager (Homelessness) will be advised and will implement the policy as indicated at point 7.

5. Establishment of Unauthorised Encampments

5.1 Unauthorised encampments are set up on a short-term basis by Gypsies/Travellers when travelling through or visiting an area. They can also arise when families are having difficulty finding somewhere to settle in an area, for example, on a Council, Registered Social Landlord or private site. In many areas, such encampments are the only option available (where no available sites/pitches exist or where they are refused entry to private/holiday sites).

5.2 When an unauthorised encampment has been identified the camp occupants will be advised of the provision of the transit site and directed to this facility. However, Inverclyde Council and Inverclyde CHCP will be active in offering advice and practical support on issues such as waste disposal, site hygiene, social care, and educational support. We will also offer advice and interventions on issues such as road traffic legislation, anti-social behaviour, and other areas of environmental and common law in conjunction with Strathclyde Police.

6. Legislative Context

6.1 The Police have no powers to direct Gypsies/Travellers onto any land. This is the responsibility of local authorities. The Police are not empowered to remove or clear unauthorised encampment sites except where legislation empowers them to do so.

6.2 The relevant legislation covering any such action is contained within:

- Sections 61 and 62 of the Criminal Justice and Public Order Act 1994.
- Section 14 of the Public Order Act 1986 (serious community disruption from very large encampments)
- Trespass (Scotland) Act 1865
- Roads (Scotland) Act 1984

6.3 It is the settled view of the Police that negotiation and civil means should be exhausted prior to any further police action being taken. In circumstances where Gypsies/Travellers have refused to re-locate, or have been repeatedly moved from the same site only to return, prosecution may be considered. Landowners including local authorities have responsibility to take further steps to prevent continued access to unauthorised sites.

6.4 The Environmental Protection Act 1990 empowers authorised officers of the Council to regulate and to take enforcement action on unsatisfactory site conditions regarding waste management, fly tipping and the existence of Statutory Nuisance in particularly for insanitary conditions on the site. Officers will advise the site users of their responsibilities regarding these conditions. Failure to deal with unsatisfactory conditions will be addressed using enforcement powers available.

6.5 The Scottish Government's policy approaches to delivering education recognises the specific needs of children and young people within the Gypsies/Travellers community, and has provided guidance to support education authorities, schools and support services in delivering education for Gypsies/Travellers children to encourage inclusive practices. Education authorities have a responsibility to assist parents in the provision of education and do so largely by providing education in schools. Whilst a Gypsies/Travellers child's access to education is a right this may involve going to school, although an education authority's interpretation of any legal requirement for children is the area that allows for some flexibility.

The relevant legislation and guidance is outlined as follows:

- Section 2 of the Standard in Scotland's Schools etc Act 2000
- Education (Additional Support for Learning) Acts 2004 and 2009

- Inclusive Educational Approaches for Scotland's Travelling Communities within the context of interrupted learning 2nd Edition – Learning Teaching Scotland 2011

Under Section 2 of the Standard in Scotland's Schools etc Act 2000 places a clear duty upon education authorities to have regard for a child's right to a 'school education'.

The Education (Additional Support for Learning) Acts 2004 and 2009 also signal that educators must seek out the views of a child or young person and bring those views into decision-making. The Acts also emphasise the importance of giving a voice to children and their parents in identifying individual learning needs. Gypsies/Travellers parents have a responsibility to ensure that their child has an education; however, a Traveller child's entitlement to a school education is not affected by their family's mobility. Thus, Inverclyde Education Services will aim to provide information, advice and support regarding educational matters for Gypsies/Travellers on visits to sites.

6.6 Results of a survey carried out by the Department of Health in 2004 showed that Gypsy Travellers have significantly poorer health than other English speaking ethnic minorities and economically disadvantaged white UK residents. For Gypsy Travellers, living in a house is associated with long term illness, poorer health state and anxiety. Those who rarely travel have the poorest health. This study also showed an inverse relationship between health needs of Gypsy Travellers and their use of health services. ([The Health Status of Gypsies & Travellers in England, Department of Health 2004](#))

It is the responsibility of all NHS Greater Glasgow and Clyde staff to ensure that everyone who uses the health service or works for us is treated fairly. Equalities legislation has been enacted by the Government to ensure that public organisations promote equality and remove discrimination in the delivery of all their functions.

In order that NHS Greater Glasgow and Clyde is supported to tackle inequality, the Corporate Inequalities Team was set up to:

- Implement the Equality Scheme Action Plan 2010-13 to promote equality and remove discrimination
- Ensure that NHSGGC plans and services are developed in a way which will tackle the health gap
- Work with practitioners to develop [inequalities sensitive practice](#) e.g. routine and sensitive enquiry on gender based violence, financial inclusion, employability and other social issues
- Ensure that NHSGGC meets the needs of [marginalised groups](#) who face additional discrimination and prejudice.

6.7 In general, access to Social Work services are governed by the Social Work (Scotland) Act 1968, and subsequent legislation for various client groups including children, families, vulnerable adults and older people. On the initial visit to unauthorised encampments, staff from Homelessness Services

will outline to Gypsies/Travellers' households the availability of social work services, carry out a basic assessment of any requirements, and make referrals to relevant social work teams as required.

6.8 Officers of Inverclyde Council, Inverclyde CHCP and the Police will at all times ensure that any actions taken in respect of the Gypsies/Travellers community will be balanced, consistent, legal, proportionate, and necessary to ensure compliance with the European Convention on Human Rights:

Article 8;

- *Everyone has the right to respect for private and family life, home and correspondence.*
- *There shall be no interference by a public authority with exercise of this right except such as, in accordance with the law, is necessary in a democratic society in the interests of well-being of the country for the prevention of disorder or crime, for the protection of health and morals, or for the protection of the rights and freedoms of others.*

and Article 14;

- ***Prohibition of Discrimination***
- *The enjoyment of the rights and freedoms set forth in the convention shall be secured without discrimination on any ground such as sex, race, colour, language, religion, political or other opinion, national or social origin, associated with a national minority, property, birth or status.*

7. Procedural Guidance in response to Gypsies/Travellers Encampments

7.1 Due to the issues which may arise there is a need for an oversight of the establishment of an encampment which incorporates a multi-agency approach. To this end it has been agreed that such cases be referred to the Service Manager (Homelessness).

7.2 When any new encampment is identified within the area, the Service Manager (Homelessness), or identified deputising officer should be informed immediately.

7.3 The Service Manager (Homelessness Service) will then co-ordinate a clear multi-agency response as outlined in the following procedural steps:

- An initial joint visit to the encampment will be carried out by Community Warden staff. This visit will constitute a site assessment, which will ascertain the number of vehicles onsite, and other basic relevant information on households, inclusive of number of children residing onsite where applicable. A record of the site visit will be drawn up and

copies passed to Service Manager (Homelessness) and Team Leader, Social Protection, for information.

- A follow-up joint site visit will then be carried out by the Team Leader, Social Protection, and the Police Services Local Authority Liaison Officer, who will engage in direct discussion with the members of the encampment, and seek to obtain additional information in terms of intended length of stay, and will outline to members of the encampment their responsibilities in terms of environmental protection and waste disposal.
- The follow-up joint visit will ensure that the site does not pose any threat to hygiene, public health, or road safety; and will also ensure that there is no evidence of criminal damage, unnecessary nuisance, or careless waste disposal.
- On completion of the joint site visit, the Team Leader, Social Protection, will complete a Gypsies/Travellers Liaison Record, a copy of which should be sent to the Service Manager (Homelessness), with the original copy being held by the Police.
- Officers involved in the site assessment will inform the Gypsies/Travellers' households on-site that a referral will be made for subsequent visits to be carried out in order to assess any input required from health, social work and education services.
- The Service Manager (Homelessness) will arrange for such visits to be carried out in order to assess any health, welfare or educational needs of the households within the encampment, in conjunction with named contacts in Social Work Services, Education Services and Inverclyde Community Health Partnership.
- A further Gypsies/Travellers Liaison record will be completed and passed to the Service Manager (Homelessness). Any required services will be offered and provided through normal working arrangements by the services involved.
- The Service Manager (Homelessness) will decide whether the establishment of the encampment requires convening where necessary, a meeting of an ad-hoc Gypsies/Travellers Working Group. The Group will comprise of representation from Community Safety & Wellbeing, Education Services, Inverclyde CHCP, and the Police. This will provide a platform to discuss any issues arising, and facilitate any further appropriate services or required interventions.

8.0 Unauthorised encampments

- In the event that an unauthorised encampment is established, the occupiers will be advised of the transit site provision and directed to Kelburn Park as appropriate. Should the Gypsy/Travellers fail to relocate to the designated site then the procedural steps as detailed at point 7.3 will be implemented.

Appendix A

- The Service Manager (Homelessness) will convene a meeting of an ad-hoc Gypsies/Travellers Working Group. The Group will comprise of representation from Community Safety & Wellbeing, Education Services, Inverclyde CHCP, and the Police. This will provide a platform to discuss and agree a response to the unauthorised encampment in general.
- It will be for the Group to decide if further ad-hoc meetings of the Gypsies/Travellers Working Group are required in order to monitor service provision to the site, make appropriate decisions for any required additional action, and will set timescales as to reasonable duration of time an unauthorised encampment may be allowed to remain on any particular site. The Group, as directed by the Service Manager (Homelessness), may draw up specific guidelines on timescales which reflect reasonable and realistic pressures on land use and the availability of alternative sites to which Gypsies/Travellers can be directed.
- Inverclyde Council reserves the right to seek legal remedy to pursue the clearance of any site which is deemed unsuitable, or has in the view of the Gypsies/Travellers Working Group, been in situ for an unsustainable period of time.
- All official correspondence with members of an unauthorised encampment should be co-ordinated by the Service Manager (Homelessness) and should take full account of the views expressed within the Gypsies/Travellers Working Group.
- This will assist in ensuring a consistency of approach to service provision to Gypsies/Travellers, and an agreed proportionate response to enquiries, and any statements pertaining to responses made to the establishment of unauthorised encampments in the area.

Appendix B

The figures outlined below, provided by Inverclyde Property Services, illustrate estimated non-recurring costs for securing sensitive sites to prohibit unauthorised overnight camping and inappropriate use of Council-owned facilities.

#Newark Castle	
Car park - adopt car park using Road Traffic Order (including legal costs), and the provision of lighting, appropriate to preservation of Newark Castle. Creation of 'hammer-head' turning area in car park	£ 10,000
Kelburn Park	
Creation of 'landscape bund' to effectively prohibit access by large vehicles and caravans	£ 1,000
Parklea playing fields	No required landscape costs
Adoption of park management rules	No additional costs
SUB-TOTAL ESTIMATED COSTS (non-recurring)	£ 11,000

#NB...Specific costs for interim work approved and now complete at Newark Castle car park as follows:

ERECT HEIGHT RESTRICTION GATES TO TWO AREAS	£ 2,300.00
BOLLARDS	£ 360.00
CCTV	£ 8,500.00
ADDITIONAL WORKS	£ 1,000.00
SIGNAGE	£ 500.00
SUB-TOTAL	£ 12,660.00
VAT	£ 2,532.00
TOTAL	£ 15,192.00

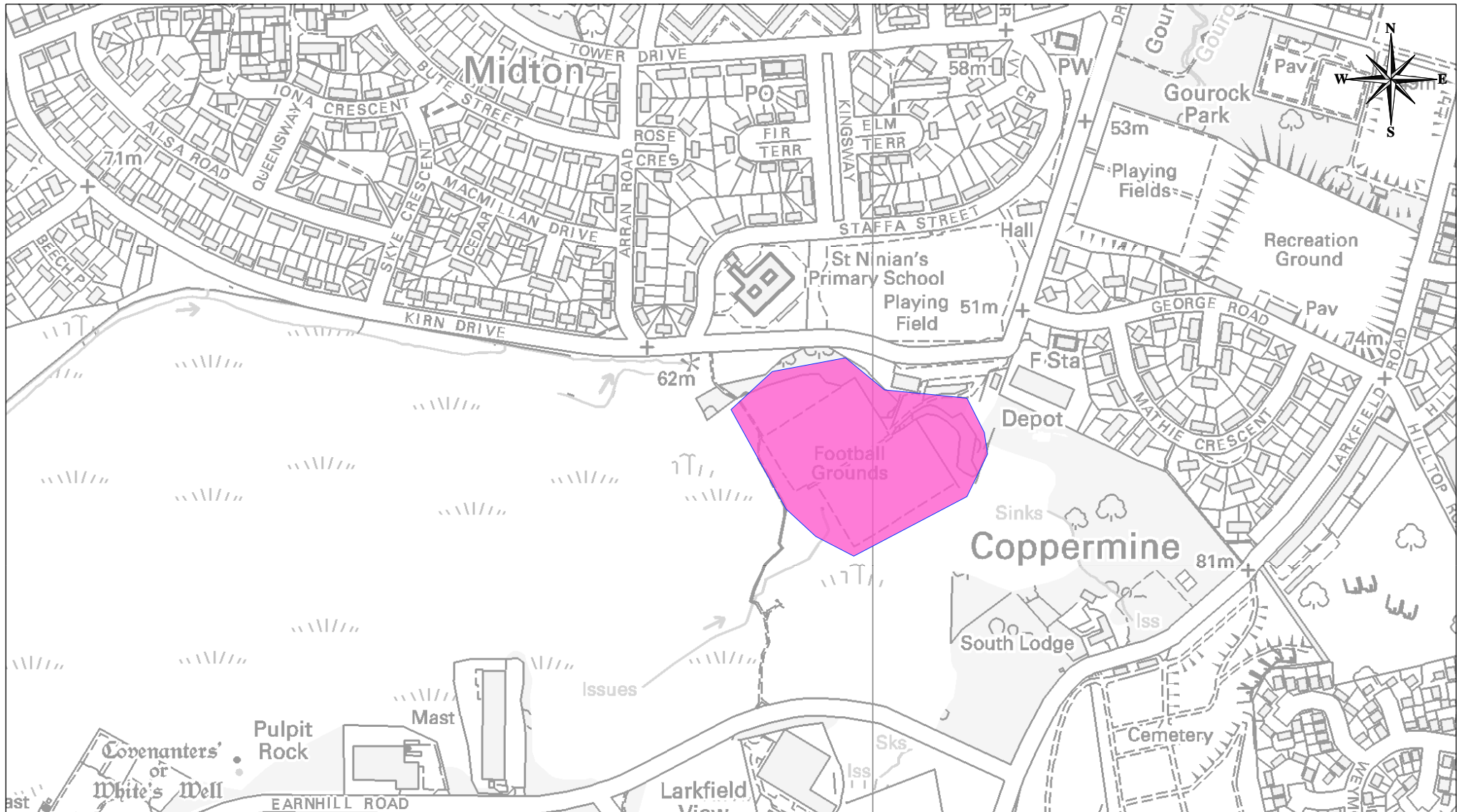
Options and indicative costs related to establishment of official transit site provision in Inverclyde

Potential locations for Official Transit Site visited and assessed by Short-term Gypsies/Travellers Working Group			
Location		Comments	Council-owned?
1	Kirn Drive Pitches, Gourock	Poor vehicular access. Potential costs involved in rectifying this.	Y
2	Privately owned	Issues surrounding ownership and potential rental costs beyond this.	N
3	Craigmuschat (Former Quarry), Gourock	Naturally screened area, not visible in surrounding vicinity. Hard standing in place. Lower set-up costs. Proximity to residential properties/schools (in terms traffic management at peak times)	Y
4	Privately owned	Popular location for Gypsies/Travellers. Has now been purchased by developer and planning permission for new housing agreed.	N
5	Wellington Park, Greenock	Vehicular access via narrow local roads. Close proximity to housing estate.	Y
6	Privately owned	Poor vehicular access. Subsequently advised by Property Services that land zoned for re-development.	N
7	Privately owned	Good vehicular access, however close to traffic lights and may create traffic management problems when in use. Subsequently advised by Property Services that land zoned for re-development.	N
8	Privately owned	Subsequently advised by Property Services that land zoned for re-development.	N
9	Privately owned	Subsequently advised by Property Services that land zoned for re-development.	N
10	Privately owned	Difficult vehicular access directly from A8, which could lead to traffic management problems. Subsequently advised by Property Services that land zoned for re-development.	N
11	Privately owned	Good vehicular access, adjacent to main road. Smaller site, unlikely to accommodate 12 pitches and associated vehicles. Close proximity to railway line.	N
12	Former Yard, Fyffe Shore, Port Glasgow	Good vehicular access. Directly adjacent to housing stock. Possible issues with land contamination in some parts of the location	Y
13	Privately owned	Popular location for Gypsies/Travellers. Accessible to main road but also adjacent to railway line. Part of Riverside Inverclyde	N

		portfolio and therefore earmarked for further re-development.	
14	Kelburn Park, Port Glasgow	Suitable area that can be separated from the rest of the park and allow full park use by others. Site favoured in past by Gypsies/Travellers. No hard standing in place. Previous negative publicity of site use by Gypsies/Travellers.	Y
15	Privately owned	Historical use of the location by Gypsies/Travellers. Privately-owned (Ardgowan Estates), and would therefore incur additional recurring rental costs. Subsequently advised by Property Service that land owner will not agree to this development.	N

Kirn Drive Pitches, Gourrock

APPENDIX D



Inverclyde
council

Safer & Inclusive Communities

Education & Communities
Corporate Director: Albert Henderson

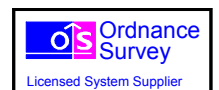
105 Dalrymple Street
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Plan Creator: Ross Scullion

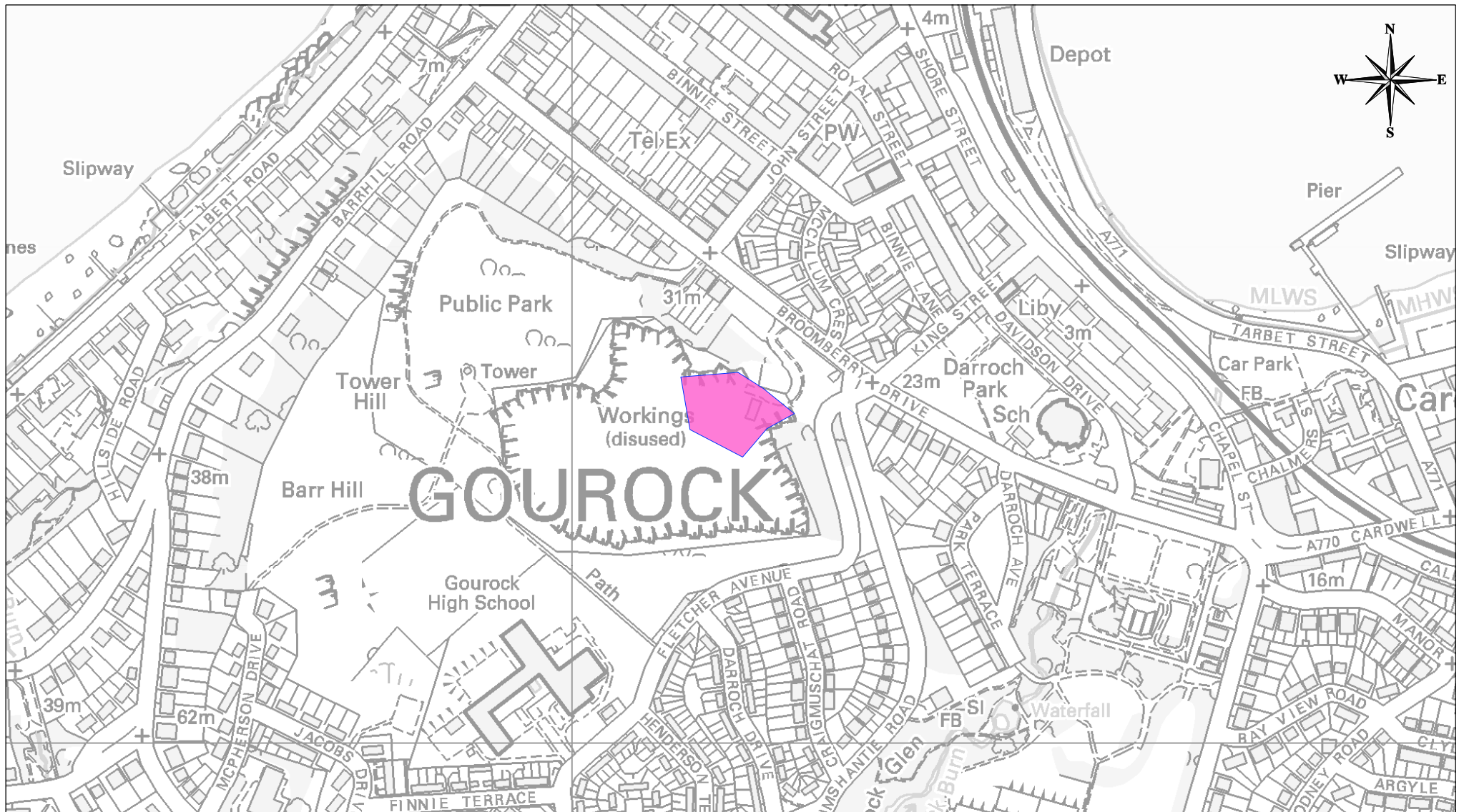
Date: 02/02/2012

Scale: 1:5000



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Craigmuschat Former Quarry, Gourrock



Inverclyde
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Safer & Inclusive Communities

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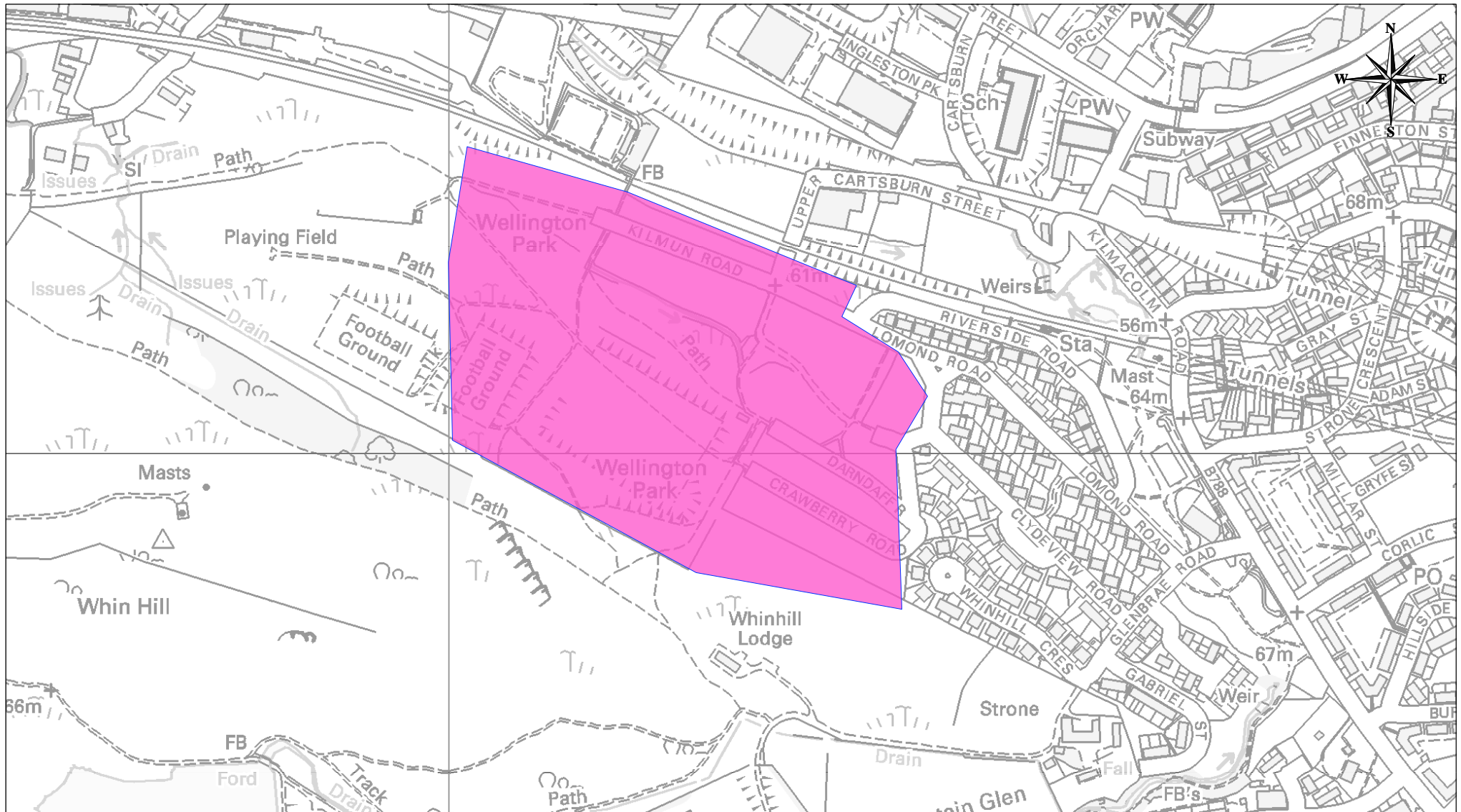
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Wellington Park, Greenock



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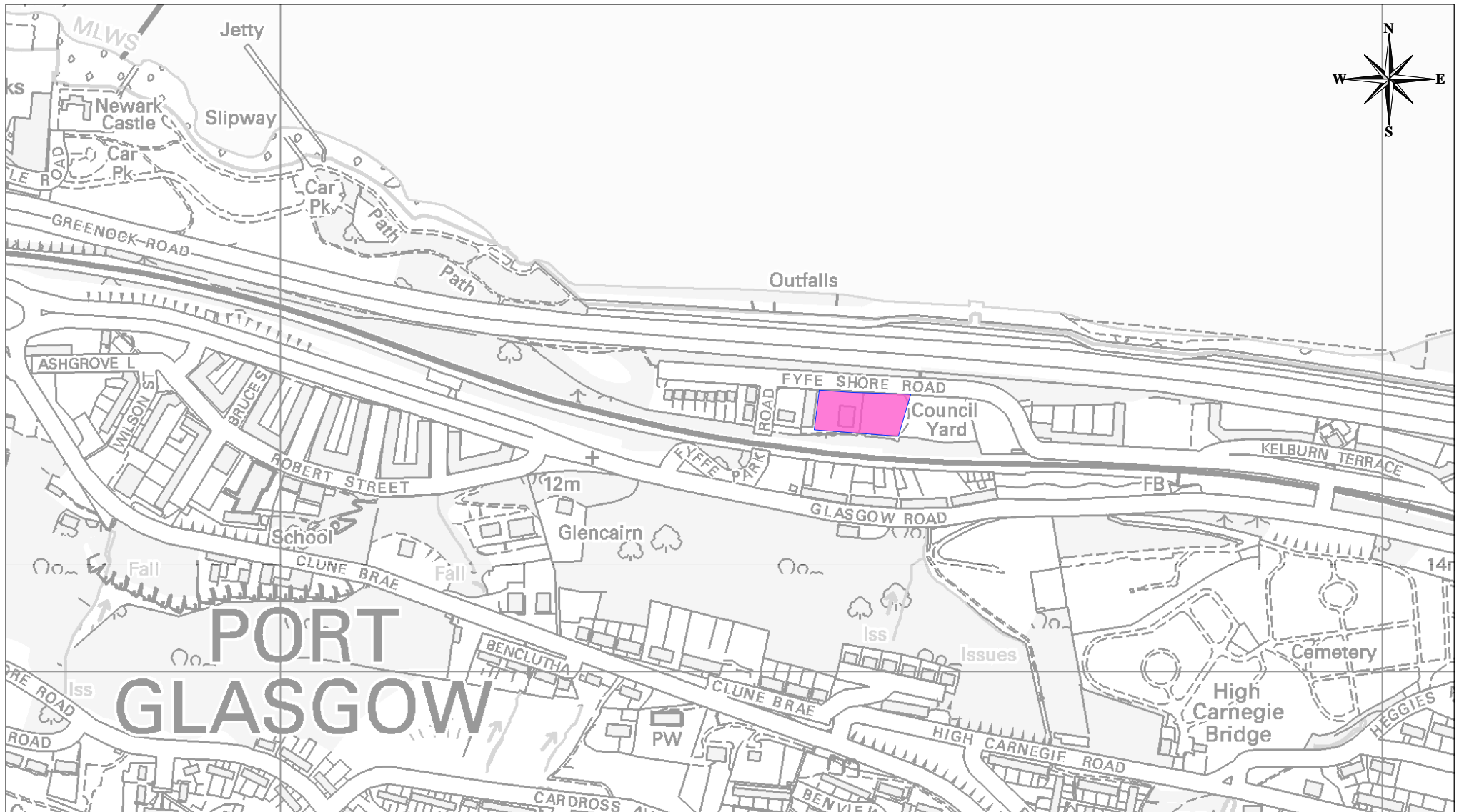
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Former Yard, Port Glasgow



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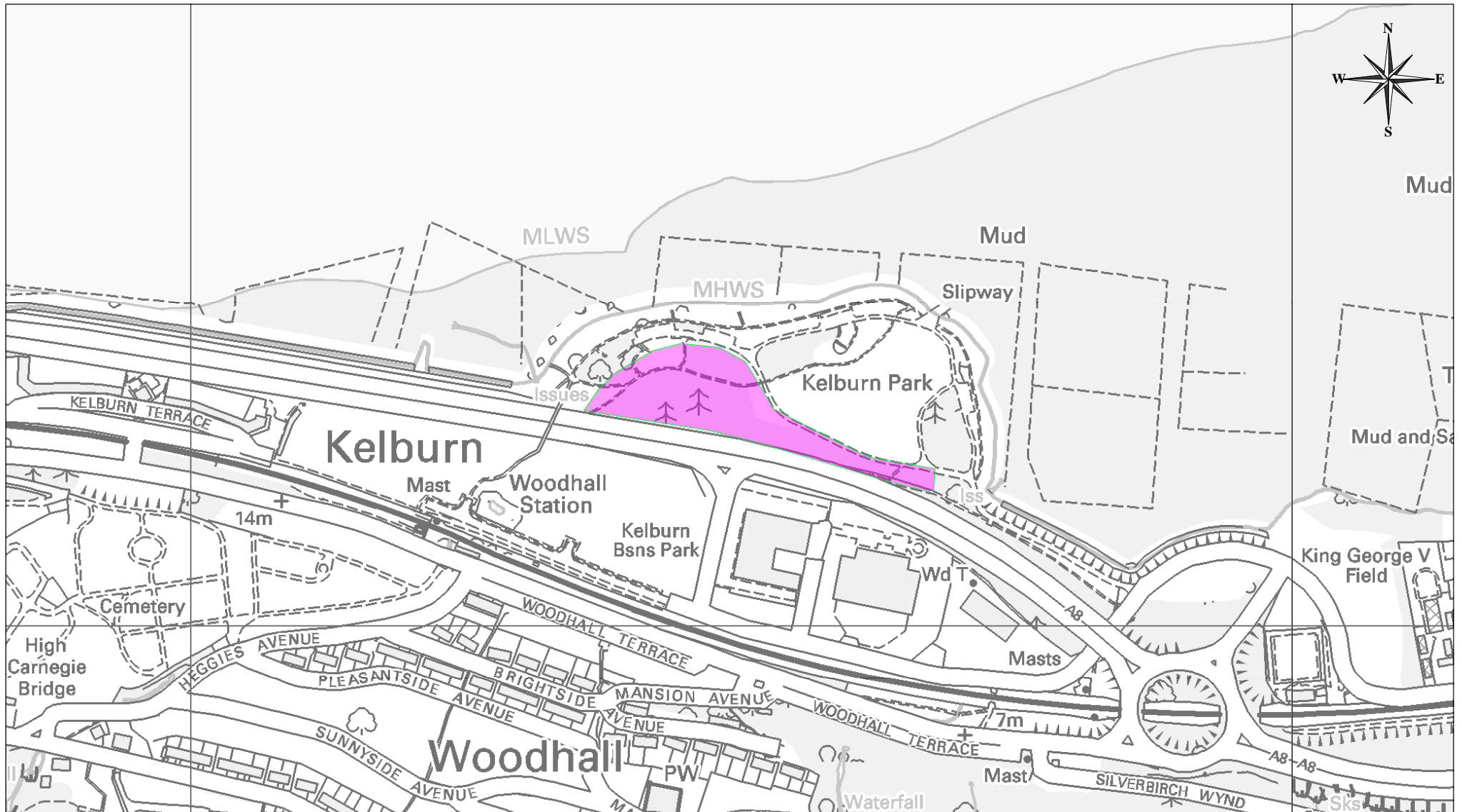
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Kelburn Park, Port Glasgow



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The Scottish Parliament
Pàrlamaid na h-Alba

Equal Opportunities Committee

1st Report, 2013 (Session 4)

Where Gypsy/Travellers Live

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The Scottish Parliament
Pàrlamaid na h-Alba

Equal Opportunities Committee

1st Report, 2013 (Session 4)

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The Scottish Parliament
Pàrlamaid na h-Alba

Equal Opportunities Committee

Remit and membership

Remit:

1. The remit of the Equal Opportunities Committee is to consider and report on matters relating to equal opportunities and upon the observance of equal opportunities within the Parliament.

2. In these Rules, “equal opportunities” includes the prevention, elimination or regulation of discrimination between persons on grounds of sex or marital status, on racial grounds or on grounds of disability, age, sexual orientation, language or social origin or of other personal attributes, including beliefs or opinions such as religious beliefs or political opinions.”

(Standing Orders of the Scottish Parliament, Rule 6.9)

Membership:

Clare Adamson (until 23 February 2012)
Marco Biagi (from 18 September 2012) (Deputy Convener from 8 November 2012)
Mary Fee (Convener)
John Finnie
Annabel Goldie (until 16 January 2013)
Alex Johnstone (from 17 January 2013)
John Mason (from 30 October 2012)
Siobhan McMahon
Stuart McMillan (Deputy Convener) (until 18 September 2012)
Dennis Robertson
Jean Urquhart (from 23 February 2012 until 26 October 2012) (Deputy Convener from 20 September 2012)

Committee Clerking Team:

Clerk

Douglas Thornton

Assistant Clerk

Ailsa Kilpatrick



The Scottish Parliament
Pàrlamaid na h-Alba

Equal Opportunities Committee

1st Report, 2013 (Session 4)

Where Gypsy/Travellers Live

The Committee reports to the Parliament as follows—

THE REALITY OF GYPSY/TRAVELLER LIVES

Introduction

1. We are extremely frustrated to have heard repeatedly that the settled community, local authorities and service providers tend towards making negative assumptions about Gypsy/Travellers' needs. The assumptions range from where and how the community prefers to live¹ to how much Gypsy/Traveller people want to interact with services² and with the settled community³. Having seen for ourselves the squalid conditions endured by tenants on most council sites, it is clear that, despite enthusiastic talk of 'dialogue', understanding of Gypsy/Travellers and their culture is lacking even amongst some of those working most closely with the community. We begin by sharing what we've learned about some of the most common misconceptions.

What Gypsy/Traveller means

Gypsy/Travellers are an ethnic group

2. In 2001, the Session 1 Equal Opportunities Committee ("Session 1 EOC") recommended that Gypsy/Travellers should be regarded as an ethnic group until such time as a court decision is made under the Race Relations Act 1976. The Equality and Human Rights Commission (Scotland) ("EHRC") has published a resource for the media which refers to three test cases in England and a Tribunal judgement in Scotland regarding Gypsy/Travellers—

"The first test case, the *Commission v. Dutton* (1989), was heard by the Court of Appeal, which established that Gypsies are a racial group under the RRA. The second test case, *O'Leary v. Allied Domecq* (2000) was heard by the Central London County Court. It established that Irish

¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 862.

² Scottish Parliament Equal Opportunities Committee. *Official Report*, 24 January 2013, Col 932.

³ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 846.

Travellers are a racial group under the RRA. The third case, *ERRC and Immigration Officer at Prague Airport v The Secretary of State for the Home Department and Another* (2003) established that Roma are a racial group under the RRA. As this is a judgement from the House of Lords, it has binding legal authority on the courts in Scotland.

“A recent Tribunal judgement (*Mr K MacLennan v Gypsy Traveller Education and Information Project* 2009) held that Gypsy Travellers are a distinct ethnic group and therefore covered by the RRA 1976.”⁴

Why we use the term Gypsy/Travellers

3. We heard that some groups prefer to use the term ‘Gypsy’, others use ‘Traveller’. We chose to use the precedent set by voluntary organisations working with Gypsy/Travellers.⁵ Sammy Stewart, when asked about preferred terms, gave his perspective—

“When we go travelling, a lot of the community calls us Gypsies, and we are Travellers. The terms “Gypsy Traveller”, “Irish Traveller” and so on are basically the same thing—you are still just a Traveller.”⁶

4. The 2001 EOC recommended⁷ the capitalisation of the term Gypsy/Traveller, or Gypsy and Traveller, where used separately. Using the term ‘Gypsy/Traveller’ acknowledges that Gypsy/Travellers are not a homogenous group. For example, some of the submissions refer to different groups such as Scottish Gypsy/Travellers, Irish Gypsy/Travellers, English Gypsy/Traveller and Roma. Although there are cultural similarities, such as a history of travelling, these groups are all different. These ethnic groups do not include occupational or new age travellers.⁸

Roma

5. This report does not specifically cover migrant Roma as we received very little evidence relating to this community. This may be because, although the issues they face and their lifestyle may share some aspects with Scottish Gypsy/Travellers, their experiences may also differ widely. We heard, however, a distressing account of the living conditions that some migrant Roma find themselves in upon reaching Scotland. We see this as a crucial area for further work. Professor Kay Hampton of the Scottish Human Rights Commission explained—

“I have visited an urban settlement in Govanhill where approximately 3,000 Roma people live. The conditions there are quite dire. Most of the people are in privately rented accommodation and, although they pay taxes and very high rents, they suffer appalling conditions of overcrowding and so on.”⁹

⁴ Equality and Human Rights Commission. *Gypsy/Travellers in Scotland – a resource for the media*. Available at: <http://www.equalityhumanrights.com/scotland/scottish-news/gypsy-travellers-in-scotland-a-resource-for-the-media/> [Accessed 21 March 2013].

⁵ MECOPP. Written submission.

⁶ Scottish Parliament Equal Opportunities Committee, *Official Report*, 4 February 2013, Col 960.

⁷ Scottish Parliament Equal Opportunities Committee. 1st Report, 2001 (Session 1). *Inquiry into Gypsy Travellers and Public Sector Policies* (SP Paper 356).

⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 4 February 2013, Col 967.

⁹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 764.

Where Gypsy/Travellers live

Shocking standards of living

6. When we visited sites we saw some horrendous conditions for ourselves. We were deeply disturbed to see that families paying rent to their local council were expected to bathe young children in freezing cold amenity blocks with extortionate heating costs, and that elderly and disabled people might have to go outside to a toilet block in the middle of a cold, winter's night. At one site, as well as a putrid overflowing septic tank and a fire hose that couldn't reach all of the pitches, we heard that, with no bus stop or roadside pavement, the only way for non-driving families to visit local shops or take children to use a playground was to walk two miles to the nearest town along a muddy, unlit woodland path. Another site was barely lit at night, with appalling and tokenistic attempts to make adaptations for a profoundly disabled resident and sightings of prowlers in the woods which provided the only place for children to play. We even felt the fear ourselves of being able to safely access one site up a steep, potholed and gravelled path, only able to imagine the danger it could present in icy weather. Disturbingly this site was lacking in either a fixed phone line or stable mobile phone signal, leaving residents with medical conditions unable to easily seek emergency care.

Having to hide who you are

7. Gypsy/Travellers live not only on sites, but in fixed housing amongst the settled community. We heard, sadly, that in such circumstances Gypsy/Travellers might hide their cultural heritage for fear of persecution. Lizzie Johnstone said—

“The thing is that, over the years, in the different houses and different districts that I have had to move to, I have denied that I am a Traveller ... I am proud of my culture and of being a Traveller, but it is only from attending different things that I can speak about things like that and be here today.”¹⁰

Talking about types of site

8. Gypsy/Travellers may stay on various types of site and it is clear that the terminology used can vary widely. For clarification, and based on the terms we have heard used, we have included a glossary (annexed) explaining the terms we use in this report: permanent site, transit site, seasonal site, private site, temporary site, stopping place and holiday park.

Permanent sites and the settled community

9. A permanent Gypsy/Traveller site may not be so very different from any other housing estate, and there may be little interaction or friction between residents and the settled community. One community council witness from Girvan explained—

“Other than the fact that chickens are running about—we do not see many of them in housing estates—it could be any housing estate. We have had no trouble with the site, which has been there many years. To be honest, I had forgotten that we had it.”¹¹

¹⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1023.

¹¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 844.

We all like something different

10. Gypsy/Travellers explained that their preference for where they live will differ, as will their behaviour and the level to which they choose to interact with both the settled community and other Gypsy/Traveller groups. Donald Stewart, a Gypsy/Traveller living on Clinterty Travelling Persons' Site near Aberdeen, explained—

“Everyone has their own way of life and their own culture. We follow the old traditions and go places, and then we want to come home. As you said, the community thinks that we want a lot more. They say that we want this and we want that, but we do not want anything special. We just want to be recognised as people, just the same, and we want people to stop criticising us and saying, “Oh, they shouldn’t get this or that.” We only want to be equal. We want people to let us be who we are.”¹²

Discrimination because of where you live

11. Gypsy/Traveller witnesses explained that having an address on a site can cause difficulties in gaining access to employment and health services, and can even lead to confusion amongst retailers—

“My wee sister, who is sitting in the public gallery, has lied about her address when filling out applications for jobs because, at other times, employers who have found out her address have told her that she is not suitable. That is ridiculous.”¹³

“When I went to register with the doctor, I was discriminated against. Like the others have said, you have got the name of a Travellers site on your address and your postcode.”¹⁴

“If I purchase something from a shop and try to return it because it is faulty, when the person behind the counter asks for the postcode, it comes up on the computer as “Gypsy Traveller person’s site”. They do not know what to say to you. They do not know whether you are a Gypsy Traveller or not, and they do not want to insult you. ... We cannot use the site address to hire a DVD.”¹⁵

Locked out of employment

12. Gypsy/Travellers living on council-run sites pay council tax in addition to rent¹⁶, and it should not be assumed that they do not pay income tax¹⁷. Historically, Gypsy/Travellers moved around the country for primarily agricultural work. Although this work is no longer widely available, Gypsy/Travellers still often choose to travel for work – “the modern equivalent of that is work on roofing, driveways and so on”.¹⁸

¹² Scottish Parliament Equal Opportunities Committee. *Official Report*, 4 February 2013, Cols 981-982.

¹³ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1025.

¹⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1027.

¹⁵ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Cols 1026-1027.

¹⁶ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1014.

¹⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1018.

¹⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 4 February 2013, Col 967.

13. Gypsy/Traveller witnesses spoke of the difficulties in finding employment. Fiona Townsley said—

“I am a carer just now but I believe that, if you live on a Gypsy Traveller caravan site, it can be hard to get a job. I applied for the job of site manager for the caravan site that we live on but I was not given an interview. However, when the new site manager was appointed, I went on to provide him with Gypsy Traveller awareness training to help him to do the job properly.”¹⁹

Population estimates

14. It is generally accepted that there are no accurate figures on the size of the Gypsy/Traveller population.²⁰ The Scottish Government’s bi-annual population count ceased in 2009 as it was felt that a more comprehensive method of capturing the number of Gypsy/Travellers could be developed. Lesley Irving (Scottish Government Equalities Unit), explained—

“The view of some people was that that exercise was not particularly helpful. Some members of the Gypsy Traveller community strongly disliked the exercise and disliked the fact that their community was being counted in a way that other communities were not.”²¹

15. The count was expected to resume in late 2012.²² At the most recent count (July 2009) the Gypsy/Traveller population in Scotland was estimated to be around 2,120 people²³; however, the Scottish Human Rights Commission (“SHRC”) refer to 3,000 Roma, and some estimates go far higher²⁴. The Scottish Government’s analytical services department is currently reviewing the matter.²⁵

16. From Gypsy/Travellers, we have been given a strong impression that there is insufficient site provision for the current population. Amnesty International (“Amnesty”) has asserted that difficulty in accurately gauging population size should not preclude local authorities and other public agencies from including Gypsy/Travellers in service planning processes.²⁶

¹⁹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1026.

²⁰ Amnesty International. Written Submission, paragraph 7.

²¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1059.

²² European Commission. (2011). Council conclusions on an EU framework strategy for Roma integration up to 2020: United Kingdom of Great Britain and Northern Ireland. Available at: http://ec.europa.eu/justice/discrimination/files/roma_uk_strategy_en.pdf [Accessed 21 March 2013].

²³ Scottish Government. (2009) *Gypsies/Travellers in Scotland: The Twice Yearly Count - No. 14: July 2008*. Available at: <http://www.scotland.gov.uk/Publications/2009/03/30145009/0> [Accessed 21 March 2013].

²⁴ Scottish Traveller Education Project, *Lifestyles ©STEP2012*. Available at: http://www.education.ed.ac.uk/step/travelling_communities.php [Accessed 21 March 2013].

²⁵ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1059.

²⁶ Amnesty International. Written submission, paragraph 7.

Discrimination

'Respectable' racism

17. The SHRC stated that discrimination towards Gypsy/Travellers was “the last bastion of respectable racism”²⁷, and that there was an impact across all Traveller populations. They pointed out that “even ethnic minority communities who themselves suffered discrimination 10 or 20 years ago” tended “to have prejudices towards the Gypsy/Traveller community”²⁸.

18. The EHRC acknowledged that tensions between settled and Gypsy/Traveller communities are not solely created by negative attitudes within the settled community; a minority of Gypsy/Travellers might cause disruption or leave refuse after stopping. As in any community, the actions of the few are often taken to represent the whole community.²⁹

Profoundly unfair media portrayal of Gypsy/Travellers

19. The media, including ‘new media’ such as blogs and comments boards, were cited in submissions as encouraging bad relations, primarily through the almost exclusively negative reporting of Gypsy/Traveller issues.³⁰ There is an encouragement towards a ‘not-in-my-backyard’ attitude, and few examples of reporting from the Gypsy/Traveller perspective.³¹ Sections of the print media target criticism towards the planning for and establishment of private and public sites and place a focus on the notional impact on house prices.³² Witnesses from support services called for more stringent action on defamatory and racist reporting.³³ Nigel Firth (NHS Grampian) suggested that negative reporting often left a ‘legacy’ of negative attitudes.³⁴

20. The negative and unrepresentative television portrayal of Gypsy/Travellers, including the sexualisation of children in broadcast media and publicity for television shows, was described as having put back progress on tackling racism by 10 years. It is clear that this approach would not be taken using any other ethnic community.³⁵

Guidance for the media

21. The EHRC plans to revise its guide to the media in 2013. The previous guide was sent to 7000 media outlets in Scotland, and aimed to help illustrate some of the issues around Gypsy/Travellers and their interaction with the settled community in a non-legalistic way.³⁶

²⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 777.

²⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 777.
²⁹ Equality and Human Rights Commission (Scotland). Written submission, page 2.

³⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 776.

³¹ Amnesty International. Written submission, pages 9-10.

³² Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 775.

³³ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Cols 886-887.

³⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 887.

³⁵ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 900.

³⁶ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 778.

22. Amnesty recommended—

“Journalists and editors should adhere to ethical codes of conduct and ethical standards when writing about Scottish Gypsy Travellers and build relationships with Scottish Gypsy Travellers to ensure balanced reporting.”³⁷

BACKGROUND

Work of previous committees

23. In early 2012 we decided to follow-up on the work done by the previous Equal Opportunities Committees on improving the lives of Gypsy/Travelling people in Scotland. This includes—

- an inquiry by the Session 1 EOC on Gypsy/Travellers and public sector policies. The inquiry report³⁸ (“the 2001 Report”) included 37 recommendations, covering accommodation, education, health, personal social services, policing and criminal justice, and promoting good relations;
- a review of progress on the 2001 Report’s recommendations in 2005, which was carried out by the Session 2 EOC. The report was postponed³⁹ pending the publication of the then Scottish Executive’s National Strategy and Action Plan on Race Equality;
- the Session 3 EOC follow-up, involving evidence on the Race Equality Statement.⁴⁰ The Statement was published in 2009 and set out the Scottish Government’s approach on race equality over the next three years. It proposed an education strategy for Gypsy/Travellers, funding for transit sites, community development and further engagement with young Gypsy/Travellers.⁴¹

Focus of inquiries

24. We began by meeting with Gypsy/Travellers and Minority Ethnic Carers of People Project (“MECOPP”), a voluntary organisation working with black and ethnic minority carers. Although we heard encouraging stories about progress in some areas, and were heartened by the exemplary awareness-raising work being done by MECOPP, it was clear that, disgracefully, Gypsy/Travellers are still experiencing discrimination, frequent difficulties in securing an appropriate place to stay, and routinely poor access to public services.

³⁷ Amnesty International. Written submission, paragraph 51.

³⁸ Scottish Parliament Equal Opportunities Committee. 1st Report, 2001 (Session 1). *Inquiry into Gypsy Travellers and Public Sector Policies* (SP Paper 356).

³⁹ Scottish Parliament Equal Opportunities Committee. 5th Report 2005 (Session 2). *Preliminary Findings on Gypsy/Travellers - Review of Progress* (SP Paper 432).

⁴⁰ Scottish Parliament Equal Opportunities Committee. *Official Report, 10 March 2009 and 24 March 2009*.

⁴¹ Scottish Government, (2008) *Race Equality Statement*. Available at: <http://www.scotland.gov.uk/Topics/People/Equality/18934/RaceEqualityStatement> [Accessed 21 March 2013].

25. As well as raising the profile of the work done by MECOPP, we decided to hold two inquiries. The first, *Gypsy/Travellers and Care*⁴², focused on access to care services and improving the general health of Gypsy/Travellers, who we found to have disproportionately poor health outcomes.
26. We chose to look into Where Gypsy/Travellers Live after hearing that accommodation is at the root of many problems faced by Gypsy/Travellers. A call for evidence was launched in March 2012, and we visited Travelling persons' sites near Edinburgh, Dalkeith, Perth, Pitlochry, Oban and Lochgilphead where we saw for ourselves very distressing conditions. We also held an external meeting at Clinterty Travelling Persons' Site in February 2013, which gave us the opportunity to gather Gypsy/Travellers, local authorities and service providers together to explore, in partnership, how to move forward.

Call for action

27. What has stood out most during both inquiries is that there is an urgent need for action. In working with the Gypsy/Travelling community, trust is crucial. The lack of action following previous research and pilots, both perceived and very real, has left trust between Gypsy/Travellers and service providers hanging in the balance; this desperately needs to be addressed.

LEADERSHIP

Introduction

28. Echoing findings in our *Gypsy/Travellers and Care*⁴³ report a lack of leadership was frequently raised as an issue. Shockingly, much of the evidence we heard on leadership echoed almost exactly that heard by our 2005 predecessors.⁴⁴ Amnesty said—

“...it is time that all local authorities learn from the good practice that is being developed, in partnership with the community to ensure Scottish Gypsy Travellers' human rights are being met.”⁴⁵

29. Duncan Wilson (SHRC) said—

“We and the UK more generally have been criticised in the universal periodic review by the United Nations and by the Council of Europe Advisory Committee on the Framework Convention for the Protection of National Minorities, the UN Committee on the Elimination of Racial Discrimination, the UN Committee on Economic, Social and Cultural Rights, the European Court of Human Rights and the European Committee of Social Rights ... for the failure as yet to do what we are all proposing: to reconcile the rights of everyone. Labelling as illegal a community's action in seeking accommodation options where no others are available invokes a criminal justice response that really ought to be the last resort.”⁴⁶

⁴² Scottish Parliament Equal Opportunities Committee, 3rd Report 2012 (Session 4). *Gypsy/Travellers and Care*. (SP Paper 184).

⁴³ Scottish Parliament Equal Opportunities Committee, 3rd Report 2012 (Session 4). *Gypsy/Travellers and Care*. (SP Paper 184).

⁴⁴ Scottish Parliament Equal Opportunities Committee. 5th Report 2005 (Session 2). *Preliminary Findings on Gypsy/Travellers - Review of Progress* (SP Paper 432).

⁴⁵ Amnesty International. Written submission, paragraph 5.

⁴⁶ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 778.

Sources of leadership and ways forward

Political representation

30. We heard, even from the Minister for Housing and Welfare, Margaret Burgess (“the Minister”)⁴⁷, that elected representatives may be reluctant to support Gypsy/Travellers. Jim Hume (Grampian Police) explained—

“... the provision of sites is not a popular subject and is not a vote winner for many people who are looking to get votes, be they councillors, community councillors or whatever.”⁴⁸

31. Euan Page (EHRC) said—

“It has been intimated to us, as we mentioned in our written submission, that it is “political suicide” to be seen to be standing up for Travellers. We end up in a negative spiral of hugely inadequate provision leading to sensationalist local media coverage and to a failure—without sounding too negative—of political leadership to address the problem.”⁴⁹

National and local leadership

32. Community council witnesses felt that leadership should come from the Scottish Government and local authorities.⁵⁰ One community council witness suggested that current local authority approaches were in general negative, and about a ‘problem’, where they should be focused on more positive interactions.⁵¹

Lack of central leadership and legislation

33. Jim Hume (Grampian Police) suggested that the current situation, with site provision being a recommendation as opposed to a statutory requirement, was insufficient—

“From the work that I have done on the issue over the past three and a half years, it seems to me that it is almost like asking the local authorities to fight with their hands tied behind their backs. They cannot get past the planning processes and community council processes, budget allocation and so on, because there is nothing that makes them have to provide sites.”⁵²

⁴⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1051.

⁴⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 4 February 2013, Col 959.

⁴⁹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 768.

⁵⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Cols 852-853.

⁵¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 859.

⁵² Scottish Parliament Equal Opportunities Committee. *Official Report*, 4 February 2013, Col 959.

34. He also highlighted the need for varying approaches across Scotland to be driven from the top—

“Those who are charged locally with taking decisions need to recognise that there are substantially different Traveller profiles in the area, which will impact on decisions. That is clearly a different issue from the question of where those sites should be and whether they should be large or small.”⁵³

35. In its submission, the SHRC refers to the findings of its research paper, *Why Scotland Needs a National Action Plan for Human Rights*⁵⁴—

“... whilst Scotland has a relatively strong legal and institutional framework for human rights and some examples of positive strategy and policy direction, the actual outcomes for people often remain inconsistent. This clearly reflects the experience of Scottish Gypsy/Travellers.”⁵⁵

36. The SHRC spoke of piloting a process of human rights “interaction”⁵⁶ which follows a ‘FAIR’ (facts, analysis, identification, and reflection) framework, and suggested that model as a suitable approach for a national initiative, with the following aim—

“... Scottish ministers would exercise leadership in gathering together all those who share responsibilities, along with the communities that are directly affected, to ensure that the rights of Gypsy Travellers and others are recognised.”⁵⁷

Partnership and role models

37. Michelle Lloyd (MECOPP), as well as raising the importance of leadership amongst service providers, highlighted the need for strong national statements and a ministerial champion, and suggested the use of national, Government-led public education campaigns in tackling discrimination.⁵⁸ Gavin Buist of the Association of Police Superintendents (“ASPS”) suggested that having positive role models from the Gypsy/Traveller community would help matters, citing how this had helped in fostering acceptance of other protected groups, such as those from black and minority ethnic backgrounds, LGBT people and disabled people.⁵⁹

⁵³ Scottish Parliament Equal Opportunities Committee. *Official Report*, 4 February 2013, Col 965.

⁵⁴ Scottish Human Rights Commission. (2012) *Why Scotland Needs a National Action Plan for Human Rights*. Available at: <http://scottishhumanrights.com/actionplan/briefingreport> [Accessed 21 March 2013].

⁵⁵ Scottish Human Rights Commission. Written submission, page 5.

⁵⁶ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 783.

⁵⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 782.

⁵⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Cols 896-897.

⁵⁹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, 898.

38. Following work in 2005, the Scottish Government's own Gypsy/Traveller strategic group highlighted the need for political leadership and an anti-racism campaign.⁶⁰ Although there have since been national anti-racism campaigns, notably 'Show Racism the Red Card', we heard that members of the settled community may not recognise Gypsy/Travellers as a distinct ethnic group, so may not view discriminatory behaviour towards them as racist. For example, one witness, a local-authority-employed Gypsy/Traveller Liaison Officer ("GTLO") said—

"Unfortunately, as a traditionally recognised group—I do not want to use the word "ethnic"—they never seem to have a good ambassador that speaks for them."⁶¹

Action is needed

39. The SHRC's summary of research suggests that whilst, on paper, Scottish Gypsy/Travellers' rights are referred to they have not been translated effectively into practice. Though the 2001 Report was welcomed, there was little evidence at either a national or local government level that the recommendations had been acted upon—

"Whilst acknowledging that the Scottish Government strengthened the requirements for local authorities regarding new housing provision for Gypsies/Travellers, the European Committee of Social Rights concluded in 2012 that the right of members of Gypsy/Traveller communities to housing is not effectively guaranteed across the UK."⁶²

40. Among others, Michelle Lloyd (MECOPP) pointed out that various pieces of research had been carried out over the last 10 years, but that very few recommendations had been taken forward. She suggested the time had come to pull these recommendations and existing evidence together and run a few pilots. She felt that a multipronged approach, using a national plan and education, awareness-raising and local, direct work with Gypsy/Travellers would be needed in order to change attitudes and encourage Gypsy/Travellers to engage in the planning process.⁶³ Alex Jarrett, of the Association of Chief Police Officers in Scotland ("ACPOS"), suggested that a champion at Government level should develop an action plan, based on previous research, best-practice, shortcomings and outcomes, and work with community planning partnerships to ensure effective delivery across the country.⁶⁴

⁶⁰ Scottish Government. (2009) *Report Of The Gypsy/Traveller Strategic Group*. Available at: <http://www.scotland.gov.uk/Topics/People/Equality/18934/GTstrategicgroup> [Accessed 21 March 2013].

⁶¹ Scottish Parliament Equal Opportunities Committee. *Official Report, 13 December 2012*, Col 812.

⁶² Scottish Human Rights Commission. Written submission, page 9.

⁶³ Scottish Parliament Equal Opportunities Committee. *Official Report, 17 January 2013*, Cols 994-896.

⁶⁴ Scottish Parliament Equal Opportunities Committee. *Official Report, 17 January 2013*, Col 899.

41. Gypsy/Traveller witnesses agreed that action had been lacking. Donald Stewart said—

“It has been all talk and we have not seen any action. It is about time that something got done, because neither we nor other Travellers are benefiting. No other sites are being built. We are not seeing any difference; it is just as hard as it used to be.”⁶⁵

Scottish Government

42. The Minister agreed, as Gypsy/Travellers’ interests crossed multiple government portfolios⁶⁶—

“Perhaps our having somebody with overall responsibility for the matter is the way forward to ensure that everything is addressed.”⁶⁷

43. She stated strongly, however, that in her view legislation would be inappropriate—

“I do not see that legislating to make local authorities provide the sites would resolve the issue, because at the end of the day local authorities would still need to determine where the site would be, which would need to go through the planning process. That would take us back to where we are just now. I think that the issue is more about working with COSLA to encourage local authorities to involve people.”⁶⁸

44. On the belief amongst witnesses that little progress had been made since the 2001 EOC’s recommendations, she made positive reference to work carried out in the North East, and said—

“Things have been done over the past 10 years. Considerable improvements have been made. The Scottish Government has provided funding from the housing budget for local authorities to improve their sites, and a number of pieces of work have been done in that regard.”⁶⁹

⁶⁵ Scottish Parliament Equal Opportunities Committee. *Official Report 7 February 2013*, Col 960.

⁶⁶ Scottish Parliament Equal Opportunities Committee. *Official Report, 21 February 2013*, Col 1047.

⁶⁷ Scottish Parliament Equal Opportunities Committee. *Official Report, 21 February 2013*, Col 1057.

⁶⁸ Scottish Parliament Equal Opportunities Committee. *Official Report, 21 February 2013*, Col 1048.

⁶⁹ Scottish Parliament Equal Opportunities Committee. *Official Report, 21 February 2013*, Col 1050.

45. We heard that the Scottish Government has plans to review and update its race equality statement in 2013⁷⁰, and when asked whether a national public awareness campaign along the lines of 'Show Racism the Red Card' might be considered, the Minister gave an encouraging response—

“That is certainly worth considering, because it is clear that discrimination remains and has not been addressed as it perhaps could have been. We will look at that.”⁷¹

Conclusion

46. Responsibility for support of Gypsy/Travellers lies across many government portfolios and local authorities, and for this very reason we feel it is crucial that an existing Scottish Government minister is given a new specific and overarching responsibility for the on-going support and profile-raising of Gypsy/Travellers.

47. There is a very real possibility of increased apathy amongst the Gypsy/Traveller population. We therefore strongly recommend that the Scottish Government launch a national public awareness-raising campaign aimed at tackling discrimination and racism against Gypsy/Travellers as soon as possible.

48. Although we appreciate that some progress has been made on past recommendations, it is clear that the level of progress actually experienced by Gypsy/Travellers is minimal. To this end, we recommend that the Scottish Government explore the suggestion of pulling together existing research into a single national action plan which allows the flexibility for regional variations. For this, and other recommendations, we would expect the Government to agree with all those involved a firm timescale for any action plan and provide regular progress updates.

49. There has been a failure of leadership on this issue at local, community and national level. Whilst we understand that regional situations vary widely, evidence strongly suggests a need for leadership from the Scottish Government in supporting the development of sites. We see this as being essential in supporting local authorities and elected representatives, both in bringing sites to fruition and setting an example against discrimination.

50. It is clear that the North East still presents particular challenges, both in developing new sites and improving community relations. We recommend that the Scottish Government consider piloting any new approaches in the North East.

⁷⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1062.

⁷¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1050.

SITE DEVELOPMENT AND MAINTAINANCE

Introduction

51. Following on from *Gypsy/Travellers and Care*, we heard again that site provision in Scotland is not sufficient. With some exceptions, sites in general are inappropriately located and of a poor standard. We were given the strong impression that often, even in cases where local authorities spoke positively of sites in their areas, Gypsy/Travellers' experience of actually living on such sites, and what we saw for ourselves, was far short of the mark. This suggests that many local authorities do not either understand, or care about, what Gypsy/Travellers actually want and need from sites.

Quantity and quality of permanent site provision

Limited, poor quality sites

52. Based on evidence from local authorities and MECOPP, there are 28 all-year and 3 seasonal sites in Scotland.⁷² Local authorities' evidence showed that very few have plans for new sites, either permanent or transit, giving reduced use of existing sites or limited resources to fund new sites as reasons.⁷³ GTLOs described pitch targets as 'outdated'⁷⁴ and highlighted under-occupancy of existing sites (blaming their inadequacy, not low demand)⁷⁵. In oral evidence the EHRC explained that the three main challenges in developing sites are "land, legitimacy, and leadership".⁷⁶ One local authority witness explained that upgrading existing sites was seen as a priority over development of new sites.⁷⁷

53. Mhairi Craig, a GTLO employed through Shelter, in comparing two sites she worked with, described different approaches taken to consulting with Gypsy/Travellers on improvements—

"Everything that has been done on the East Lothian and Midlothian site, such as the planned improvements, has taken place in consultation with the Travellers; the site manager and I have consulted the Travellers on every issue. The experience in Edinburgh has been the complete opposite. Everything that has happened has been forced upon the Travellers and they have not been consulted ... I can see the difference that working closely with the community makes to the attitudes of the Travellers towards the local authorities."⁷⁸

⁷² MECOPP. Further submission.

⁷³ Scottish Parliament Information Centre. (2012) *Equal Opportunities Committee, Where Gypsy/Travellers Live briefing paper*. Available at: http://www.scottish.parliament.uk/S4_EqualOpportunitiesCommittee/SPICe_briefing_Where_Gypsy_Travellers_live.pdf [Accessed 21 March 2013].

⁷⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Col 809.

⁷⁵ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Col 804.

⁷⁶ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 768.

⁷⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 24 January 2013, Col 919.

⁷⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Col 815.

54. Argyll and Bute Community Housing Association (“ACHA”) described a strategic approach which included consultation with Gypsy/Travellers, action plans and frequent reporting on progress to its strategic board. Despite the positivity of this approach the concerns and priorities we heard from residents on ACHA sites, as detailed in the submission from Dunchologan Caravan Site Residents’ Association⁷⁹, were not mentioned in oral evidence from ACHA.⁸⁰ One Gypsy/Traveller witness, Michelle Foy, gave a positive example of a site in North West England being developed and built by Home Space⁸¹ in partnership with Gypsy/Travellers.⁸²
55. Amenity blocks on Gypsy/Traveller sites are not covered by the Scottish Housing Quality Standard (“SHQS”), nor are privately-owned caravan/trailers. There is some doubt about the status of chalet-style homes situated on sites and rented from local authorities.⁸³

Private sites

56. Both Gypsy/Travellers⁸⁴ and liaison officers⁸⁵ spoke of a desire amongst Gypsy/Travellers to plan for and develop their own sites, and the associated difficulties. Planning Aid for Scotland offer support to Gypsy/Travellers wishing both to build their own sites and to become involved in local authority planning. They also work with Article 12 to educate young Gypsy/Travellers on the planning process. One young Gypsy/Traveller, Iona Burke, explained—

“Getting planning permission was torture for us. People thought that we did not know what we were talking about and that they were right and we were wrong. When you know your rights, you can say, “No—this is what’s going to happen and this is how it’s going to get sorted, so that we have a place to come back to that we call home.” That is where Planning Aid for Scotland comes in. We should have the right to know what our rights are when we try to get planning permission.”⁸⁶

Scottish Government

57. When asked about the general poor quality of sites, and whether inclusion of amenity blocks in the SHQS could be considered, the Minister responded—

“We are willing to look at that issue. I do not know whether it is something that we can take into the quality standards, but I will feed your views back to the relevant people.

⁷⁹ Dunchologan Caravan Site Residents’ Association. Written Submission.

⁸⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 24 January 2013, Col 943.

⁸¹ Home Space Sustainable Accommodation website. Available at:

<http://www.homespacesa.co.uk/Home.html> [Accessed 21 March 2013].

⁸² Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1013

⁸³ Scottish Government. (2012) *Scottish Housing Quality Standard, Annex L: scope of the Scottish Housing Quality Standard (SHQS) target for social landlords*. Available at:

www.scotland.gov.uk/Resource/0039/00392205.DOC [Accessed 21 March 2013].

⁸⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 4 February 2013, Col 990.

⁸⁵ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Col 808.

⁸⁶ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1011.

“Reading the reports about the condition of some of the sites, the issues that you raise are concerning, and we want to address them when you issue your final report.”⁸⁷

Conclusion

58. We were appalled at some of the standards we saw on sites, and disgusted that rent-paying tenants were faced with such bleak living conditions. We expect the Minister to find a way of establishing a required standard for site facilities, whether through statutory guidelines such as the SHQS or by some other means. As with other recommendations, work on establishing minimum standards should include the input of Gypsy/Travellers.

59. We recognise that making planning applications can be challenging even before taking into account the additional barriers of low-literacy and limited educational attainment. We commend the work of Planning Aid for Scotland and Article 12 in helping Gypsy/Travellers to engage with the planning process, and expect the Scottish Government to exercise continued support for such initiatives.

Planning within local authorities and Scottish Government support

Inaction on accommodation needs assessments

60. Under the Housing (Scotland) Act 2001⁸⁸ all local authorities must develop local housing strategies, supported by an accommodation needs assessment. Guidance advises that information should be collected from different community and household groups.⁸⁹ However, very few local authorities appear to have acted on the results of such assessments. For example, a joint needs assessment commissioned by Aberdeenshire Council, Aberdeen City Council and Moray Council found a shortfall of 35 pitches over the Grampian region.⁹⁰ Witnesses applauded the interactive approach used, but criticised inaction.⁹¹ Aberdeenshire Council⁹² confirmed it had been endeavouring for several years to identify land to develop as transit sites, without success, but we heard from GTLO witnesses that land had now been identified⁹³. GTLOs spoke of funding issues in general, and detailed a situation where funding was made available to build a new transit site and almost withdrawn due to inaction. Proposals to use the funding for services on temporary sites were being investigated.⁹⁴

⁸⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Cols 1044-1045.

⁸⁸ Housing (Scotland) Act 2001. Available at:

<http://www.legislation.gov.uk/asp/2010/17/contents/enacted> [Accessed 21 March 2013].

⁸⁹ Scottish Government and COSLA (2008). *Local Housing Strategy Guidance*. Available at:

<http://www.scotland.gov.uk/Resource/Doc/1125/0078700.pdf> [Accessed 21 March 2013].

⁹⁰ Craigforth. (2009) *Accommodation Needs Assessment of Gypsies/Travellers in Grampian*.

Available at: <http://www.aberdeencity.gov.uk/nmsruntime/saveasdialog.asp?IID=32080&SID=109> [Accessed 21 March 2013].

⁹¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 854.

⁹² Aberdeenshire Council. Written submission, paragraph 5.

⁹³ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012. Col 817.

⁹⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Col 810.

Statutory requirements and funding

61. During oral evidence, the EHRC explained that although local authorities have a statutory duty to provide suitable accommodation to all residents, little account is taken of seasonal travelling patterns.⁹⁵ The SHRC summed up a theme common across written evidence received, that, in essence, the availability and quality of sites comes down to a “postcode lottery”⁹⁶ —

“One local authority might provide excellent accommodation compared to other areas. In some places in 21st century Scotland, it is quite shocking to see the lack of sanitation; you might expect to see it in a third world country. We are gravely concerned about those conditions.”⁹⁷

62. Community councils suggested that there is a conflict between local authorities’ statutory requirements to provide housing for both the settled and Gypsy/Travelling communities, and local authority witnesses agreed that it was important to take account of the Gypsy/Traveller population in local housing strategies⁹⁸. One community council witness suggested that identifying suitable land is a challenge as most undeveloped land near to towns and cities is earmarked for housing development; local authorities have little flexibility on this due to the need to meet Scottish Government-set quotas.⁹⁹ A local authority witness explained that, in identifying land for new sites, statutory requirements often lead to change-of-use implications on potential public-land sites. Often the only feasible options are on brownfield sites.¹⁰⁰

Equality duties framework

63. When asked whether there should be a specific requirement for local authorities to provide sites, the EHRC pointed out that where there is a minimum requirement for, for instance, the number of sites, that tends to be all that is met.¹⁰¹ They suggested that the concordat between central and local government is a potential barrier to intervention¹⁰², and that as an alternative Gypsy/Traveller accommodation should be considered in the context of the Equality Duties framework¹⁰³. The EHRC has enforcement powers relating to specific duties, but they do not envisage using them.¹⁰⁴ Kevin Anderson (Midlothian Council) highlighted that the expectations and compulsion from the Scottish Housing Regulator had gone some way to encouraging best practice approaches.¹⁰⁵

⁹⁵ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 765.

⁹⁶ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 766.

⁹⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 766.

⁹⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 24 January 2013, Col 925.

⁹⁹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 861.

¹⁰⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 24 January 2013, Col 924.

¹⁰¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 771.

¹⁰² Equality and Human Rights Commission (Scotland). Written submission, page 4.

¹⁰³ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 767.

¹⁰⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 771.

¹⁰⁵ Scottish Parliament Equal Opportunities Committee. *Official Report*, 24 January 2013, Col 934.

Community planning partnerships

64. Police representatives¹⁰⁶ suggested that community planning partnerships would be the ideal way to foster dialogue between groups during the planning process. Conversely, the EHRC¹⁰⁷ suggested that this may not take account of travelling patterns, and MECOPP expressed reservations regarding the fairness of the approach¹⁰⁸.

COSLA

65. When asked to respond to our call for evidence, which included questions on how planning for Gypsy/Traveller sites is taken into account, the Convention of Scottish Local Authorities (“COSLA”) stated, in its entirety, that “COSLA does not provide services or have the relations of the sort you are seeking information about”.¹⁰⁹

Scottish Government

66. In its response to the European Council on its *EU Framework Strategy for Roma Integration*¹¹⁰, the Scottish Government, referring to housing policy reforms developed in conjunction with COSLA in 2008, explained—

“These reforms have strengthened requirements in relation to provision for Gypsies/Travellers. These include requirements for local authorities to—

- assess the housing needs of Gypsies/Travellers as part of their housing need and demand assessment
- ensure that the needs of equality groups, including Gypsies/Travellers, are addressed in their local housing strategies
- identify suitable locations for sites for Gypsies/Travellers in their Development Plans where there is evidence of need”

67. On the development of the Scottish Government’s role in developing local housing strategies and the review process, Gordon Paterson of the Scottish Government’s Private Housing Services team, explained—

“The guidance was introduced in 2009. At the point at which local authorities are developing their local development plans, we engage with them and have a dialogue about how the needs of Gypsy Travellers are being considered. There has not been an assessment of that, as such. It is not the role of the Scottish Government to assess the plans, nor to have a statutory monitoring role, but we pick up the issue in terms of the on-going engagement that we have with local authorities on the planning side and on the housing need demand assessment and local housing strategy side.

¹⁰⁶ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 899.

¹⁰⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 765.

¹⁰⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1022.

¹⁰⁹ COSLA. Written submission.

¹¹⁰ European Commission. (2011). Council conclusions on an EU framework strategy for Roma integration up to 2020: United Kingdom of Great Britain and Northern Ireland. Available at: http://ec.europa.eu/justice/discrimination/files/roma_uk_strategy_en.pdf [Accessed 21 March 2013].

“At the moment, we are in the process of reviewing the local housing strategies that are being developed. That is a peer-review process, in which the Scottish Government works with local authorities. We are confident that that provides an open dialogue with all local authorities in terms of the level at which Gypsy Traveller issues are considered alongside the needs of other population groups. The on-going monitoring of that takes place through dialogue between Government officials and local government officials.”¹¹¹

68. The Minister said—

“Guidance is guidance, but we would expect it to be followed to an extent. ... The extent to which the guidance is followed is patchy and perhaps should be looked at. As the guidance is reviewed or rewritten and prepared again, we might be able to look at what sort of monitoring should be put in place and what our expectation of local authorities might be.”¹¹²

69. The Minister placed great emphasis on the role of COSLA, and gave a determined view that the way to move forward was through dialogue as opposed to legislation. When asked whether the concordat between the Scottish Government and local authorities could be seen as a barrier to government intervention, she responded—

“I do not see the concordat between the Scottish Government and COSLA as a barrier, but we need to work on the issues with COSLA and local authorities.”¹¹³

70. She added, however—

“If it is found to be a barrier and we cannot come to an agreement, we will reconsider.”¹¹⁴

Conclusion

71. We welcome the Scottish Government’s review of planning guidance for local authorities, but we are extremely concerned by the notion of ‘monitoring through dialogue’, particularly in light of the fact that in the four years since the guidance was published there seems to have been little progress. We are disappointed that the housing needs assessment process in particular does not appear to have yielded results for Gypsy/Traveller people. Given COSLA’s non-committal response to our call for evidence, we are unclear on the robustness of this approach, and strongly urge the Scottish Government to explore the following—

- **how it might effectively measure ‘success’ in working with COSLA on implementation of guidelines;**

¹¹¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1046.

¹¹² Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Cols 1048-1049.

¹¹³ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1047.

¹¹⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1048.

- **whether a deadline on these measures of success, for instance three or five years, might be applied;**
- **what steps it might take if agreement cannot be found with COSLA on how to make progress;**
- **what options there may be, in this event, for the development of legislation.**

72. We were disturbed by COSLA's response to our call for evidence, which gives the impression that it does not see its role as being to support local authorities during the planning process. We ask that COSLA clarify its position, and that local authorities, as far as COSLA's role allows, use COSLA as a forum for support and partnership.

73. We acknowledge that, under the equality duties framework, all key public sector bodies, including local authorities, must publish a detailed set of equality outcomes by 30 April 2013. We look forward to reviewing and following up on the EHRC's analysis of published outcomes.

TENANCY AGREEMENTS

Consistency

74. In its own research, Amnesty found little uniformity in how tenancy agreements are drawn up for permanent sites. Only three local authorities matched all criteria on the model tenancy agreement drawn up by Amnesty as a response to the 2001 EOC's recommendation.

75. Evidence from MECOPP also suggests that tenancy agreements vary from area to area and stated that some tenants feel agreements are heavily weighted towards the council. Fiona Townsley's written evidence said—

"I canna see why we shouldn't be treated the same way as people in a housing area, why they cannae enforce the tenancy agreement."¹¹⁵

Model tenancy agreement

76. GTLOs supported a move towards a standardised model for tenancy agreements. Brian Kane said—

"Central Government has laid a lot of things on local authorities. Policies should be laid down by central Government rather than things being interpreted in different ways by different local authorities."¹¹⁶

77. Local authority witnesses and ACHA suggested that a standardised tenancy agreement should be as close to possible as the Scottish secure tenancy.¹¹⁷ ACHA uses the same agreement across each of its three sites, which includes

¹¹⁵ Fiona Townsley. Further submission, page 3.

¹¹⁶ Scottish Parliament Equal Opportunities Committee. *Official Report, 13 December 2012*, Col 827.

¹¹⁷ Scottish Parliament Equal Opportunities Committee. *Official Report, 24 January 2013*, Cols 938-939.

the right to repair and to support for aids and adaptations.¹¹⁸ Iona MacPhail (ACHA) pointed out that a national standard tenancy would reduce confusion for Gypsy/Travellers moving between local authorities, and may help given the prevalence of low literacy levels amongst Gypsy/Travellers.¹¹⁹

78. Both the SHRC and EHRC spoke of the human rights issues relating to inadequate or poor accommodation, for instance the Scottish Government's duty to comply with EU regulations. This includes the need for adequate sanitation, security of tenure, a duty to ensure that no one is evicted without due process and adequate provision of alternative accommodation, a respect for private and family life and the right to property and peaceful enjoyment of possessions.¹²⁰

Scottish Government

79. The Minister expressed concern over the evidence from Gypsy/Travellers on tenancy agreements—

“That is something that we have to look at. I have talked a lot about the autonomy of local authorities, but no consensus was reached on a tenancy agreement, even though there was a lot of consultation and discussion. ... Any agreement should be about the rights and responsibilities of both parties. It should be clear to Gypsy Travellers, when they are on a site, what services they should expect from the landlord of the site, so I hope that tenancy agreements would include that clearly.”¹²¹

Conclusion

80. **It is essential that Gypsy/Travellers, as site tenants, have the same rights and responsibilities as people living in fixed housing. We welcome the Minister's agreement on this, and expect that the Scottish Government will, as a priority, work with Gypsy/Travellers, local authorities, ACHA and Amnesty International on the development and implementation of a standard Gypsy/Traveller site tenancy agreement, containing as a minimum rights and responsibilities for all parties comparable to the Scottish Secure Tenancy Agreement.**

¹¹⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 24 January 2013, Col 939.

¹¹⁹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 24 January 2013, Col 939.

¹²⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 769.

¹²¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1049.

GYPSY/TRAVELLER LIAISON OFFICERS

Introduction

81. The 2001 inquiry¹²² recommended that local authorities should appoint GTLOs, whose role was to be separate from that of site managers. GTLOs would develop information and support services for Gypsy/Travellers, as well as appropriate mechanisms for consultation. Throughout both this and our *Gypsy/Travellers and Care* inquiry we heard that there are mixed approaches on this role, as well as mixed views on the need for GTLOs. However, most witnesses agree that the role is often vital in helping Gypsy/Travellers access services.

GTLO's in practice

82. Amnesty's research found that, out of 29 Scottish mainland authorities, only 10 said they employed a GTLO, although 14 employed a site manager whose job description included liaison with Gypsy/Travellers on temporary sites. It also reported that many local authorities said that much additional work liaising with Gypsy/Travellers was taken up by different departments, such as housing, social services, education and environmental services.¹²³ Submissions from local authorities concur with Amnesty's findings, and indicate that different approaches are being employed.

83. Argyll and Bute does not have a dedicated GTLO, however ACHA has housing officers that visit their sites on a weekly basis and have related positive feedback from residents on this approach.¹²⁴ This contrasts with what we were told on site visits to Ledaig and Dunchologan, where residents said that they would appreciate housing officers coming to their doors for a chat as opposed to carrying out a brief inspection of the site or sitting in an office for two to three hours a week.

Combined role vs. dedicated role

84. Michelle Lloyd (MECOPP) pointed out that the roles of site manager and GTLO require a very different skill set¹²⁵, and Lynne Tammi (Article 12) explained that the dual role is complex and challenging, leaving some GTLOs overworked¹²⁶. Helen Watson (NHS Greater Glasgow and Clyde) suggested that, as opposed to using local authority boundaries, it could be beneficial to base the spread of GTLOs on the Gypsy/Traveller population and their patterns of travel¹²⁷; however, Michelle Lloyd said that an even better investment would be to increase capacity within the Gypsy/Traveller community and facilitate access to services so that the GTLO was not needed as an intermediary¹²⁸.

85. GTLOs and site managers gave varying perspectives. Those carrying out both roles felt that the combined approach was most effective, and that there was no

¹²² Scottish Parliament Equal Opportunities Committee. 1st Report, 2001 (Session 1). *Inquiry into Gypsy Travellers and Public Sector Policies* (SP Paper 356).

¹²³ Amnesty International. Written submission, paragraphs 11-12.

¹²⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 24 January 2013, Col 943.

¹²⁵ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 905.

¹²⁶ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 904.

¹²⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 906.

¹²⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 905.

conflict of interests.¹²⁹ GTLOs employed through voluntary organisations felt that their separation from the local authorities helped to improve levels of trust and impartiality, and to emulate the role of organisations, such as Shelter, in helping individuals in fixed accommodation.¹³⁰ Dave Black (Grampian Regional Equality Council (“GREC”)) emphasised that he felt that it was beneficial to have a separation between those carrying out a GTLO role and those enforcing eviction notices.¹³¹ The combining of roles as a cost-saving measure was raised.¹³² In liaising with Gypsy/Travellers in fixed housing, word-of-mouth was raised as being of key importance.¹³³

86. Amnesty¹³⁴, ACPOS¹³⁵ and the Scottish Traveller Education Programme (“STEP”)¹³⁶ all indicated in submissions their view that GTLOs are necessary and should be developed. Amnesty pointed out that, due to the need for trust, such a role is best suited to an individual, and highlighted positive examples where individuals are employed from outwith local authorities.

Mainstreaming

87. In oral evidence, the SHRC advocated the mainstreaming of support for Gypsy/Travellers within local authorities, and suggested that the GTLO role carries a risk of tokenism—if one person is seen as having responsibility it can remove focus from the overall responsibility of the local authority to support the Gypsy/Traveller community—and that there is no need for a third person when two parties can communicate directly unless the individual comes themselves from the Gypsy/Travelling community.¹³⁷ EHRC supported this, saying that the role should not be prescriptive, and that whilst the role could be useful it shouldn’t be seen as a substitute for mainstreaming.¹³⁸

Scottish Government

88. In our *Gypsy/Travellers and Care* report we recommended that all 32 local authorities reconsider the role of GTLOs in partnership with Gypsy/Travellers. The Scottish Government has highlighted this recommendation to COSLA; to date COSLA has not provided a response. In its update on progress against the recommendations, the Scottish Government confirmed that, moving forward, the Equality Unit, Housing and Local Government will consider how best to work with local authorities to consider how to maximise the role of GTLOs.¹³⁹

¹²⁹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Cols 820-823.

¹³⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Col 823.

¹³¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Col 821.

¹³² Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Col 822.

¹³³ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Col 825.

¹³⁴ Amnesty International. Written submission, paragraphs 13-15.

¹³⁵ Association of Chief Police Officers in Scotland. Written submission, page 1.

¹³⁶ Scottish Traveller Education Project. Written submission, page 2.

¹³⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 785.

¹³⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 786.

¹³⁹ Scottish Government Response on Recommendations – progress update, *Gypsy/Travellers and Care*. Available at:

Conclusion

89. **We are not surprised to hear again following our *Gypsy/Travellers and Care* report that various approaches are being used, and recognise that no single approach should be prescribed, or indeed imposed, by local authorities. However, we are unaware of any review of the role since it was first proposed in 2001. We feel strongly that, where the role of GTLO is adopted, it should be done jointly between local authorities and site residents. We recognise that the establishment of residents' associations, such as the one at Dunchologan near Lochgilphead, could help remove undue obstacles to the appointment of Gypsy/Travellers as GTLOs.**
90. **We are concerned by the lack of response from COSLA on our recommended review of the role. We seek a commitment from COSLA to work on this issue, and urge the Scottish Government to engage with COSLA on the matter, with an emphasis on concerns that in some cases the GTLO role has been developed primarily in the interests of the local authority.**

TRANSIT AND TEMPORARY SITES

Introduction

91. Traditionally, Gypsy/Travellers had specific places a family might return to for generations. These are now often blocked up, have been developed or belong to private landowners. In other parts of the UK, local authority transit sites¹⁴⁰ have been used as a solution to a lack of stopping places, however evidence suggests that this approach may not be the ideal, or only, solution. Submissions from Amnesty¹⁴¹, the SHRC¹⁴² and the EHRC¹⁴³, and evidence from community council witnesses¹⁴⁴ all highlight the fact that a main cause of tension between the Gypsy/Traveller and 'settled' populations is the occurrence of temporary sites on private or communal land. Such sites are often called 'unauthorised encampments', however in recognition that this is a negative term, we have chosen in this report to use the phrase 'temporary site'.
92. Gavin Buist (ASPS) explained that he had found local communities essentially supportive of Gypsy/Travellers until they stopped nearby and the "rhetoric changed literally overnight from general support for the concept to, "Why are we not taking enforcement action?"".¹⁴⁵

<http://www.scottish.parliament.uk/parliamentarybusiness/CurrentCommittees/49020.aspx>

[Accessed 21 March 2013].

¹⁴⁰ Shelter. (2013). *Council Sites for Gypsies and Travellers*. Available at:

http://england.shelter.org.uk/get_advice/finding_a_place_to_live/sites_for_gypsies_and_travellers/council_sites [Accessed 21 March 2013].

¹⁴¹ Amnesty International. Written submission, paragraph 34.

¹⁴² Scottish Human Rights Commission. Written submission, page 7.

¹⁴³ Equality and Human Rights Commission (Scotland). Written submission, page 2.

¹⁴⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 845.

¹⁴⁵ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 888.

93. The EHRC suggested that lack of local authority site provision is the root cause of Gypsy/Travellers setting up roadside camps or stopping on private land.¹⁴⁶ The seasonal “flash points” caused by temporary sites are responsible for much of the negative media reporting, and as a consequence much of the poor relations between the settled and Gypsy/Traveller communities. Euan Page said—

“... unlikely to change any time soon unless the wider questions around political leadership, media portrayal of Gypsy Travellers and disputes over land, stopping places and settlements are addressed, and authorities individually use the regulatory tools that are available to them through the statutory equality duties and the Human Rights Act 1998, and collectively make sure that they are not falling into the trap of silo working by setting outcomes through the community planning process that do not take account of the fact that Gypsy Traveller communities move across local authority boundaries seasonally.”¹⁴⁷

94. Community councils expressed their concerns regarding temporary sites, which related to noise, harassment and intimidation whilst sites were occupied, and to fly-tipping and general mess, including human waste, once sites had been abandoned, and a reduction in incoming tourism.¹⁴⁸ They explained that business owners also had concerns regarding security and loss of stock.¹⁴⁹ These issues, along with the general resulting reputation of Gypsy/Travellers amongst the settled community, were given as the main reasons for local objection to the development of new sites.¹⁵⁰

Working with Gypsy/Travellers staying on temporary sites

What is a temporary site?

95. When Gypsy/Travellers are travelling, whether for work or leisure, they may stop over on grass verges, lay-bys, car parks or parks, among other places. In our glossary, we describe these sites as temporary sites. They are often situated to allow access to services and shops. Because they are informal, there may not be sanitary or refuse facilities *in situ*, though some local authorities may provide them if requested. These sites are often referred to as illegal or unauthorised encampments, which we acknowledged in our *Gypsy/Travellers and Care*¹⁵¹ report to be negatively and unhelpfully phrased.

Regional approaches

96. Some local authorities’ submissions suggest that they operate a broadly similar approach to managing temporary sites (Angus Council¹⁵², Scottish Borders Council¹⁵³, South Ayrshire Council¹⁵⁴ and West Dunbartonshire Council¹⁵⁵),

¹⁴⁶ Equality and Human Rights Commission (Scotland). Written submission, page 2.

¹⁴⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 765.

¹⁴⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Cols 842-844.

¹⁴⁹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 843.

¹⁵⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 849.

¹⁵¹ Scottish Parliament Equal Opportunities Committee, 3rd Report 2012 (Session 4).

Gypsy/Travellers and Care. (SP Paper 184).

¹⁵² Angus Council. Written submission, paragraph 10.

¹⁵³ Scottish Borders Council. Written submission, page 2.

involving joint working between council departments, including the GTLO if there is one, and with the police and healthcare providers. Where the site is privately owned, the landowner will be informed of the legal process for removing individuals camping without permission. The number of temporary sites can vary widely between local authorities – in oral evidence one GTLO spoke of 18 encampments within a 10-month period; another spoke of 75 in a year.¹⁵⁶

Police management of temporary sites

97. The ASPS submission said that lack of local authority sites creates ‘knock-on problems’ for the police.¹⁵⁷ Gavin Buist explained that one of the main difficulties in managing temporary sites arose from pressure from landowners and local media in opposition. It is often not possible to reach the stage where Gypsy/Travellers can be helped in accessing local services before they are asked to move on.¹⁵⁸ This was echoed in evidence from NHS Grampian¹⁵⁹ and ACPOS¹⁶⁰.

98. Alex Jarrett (Fife Constabulary) explained that ACPOS is moving towards looking at the issue of “unauthorised encampment” not through the “prism of prosecution”, but through a mainstreaming approach in which the needs of Gypsy/Travellers were considered alongside the needs of all groups within the community.¹⁶¹ He also said that guidelines from the Procurator Fiscal Service and Crown Office, template letters for issue to landowners, and standard operating procedures which were being rolled out across the greater police service, had proved helpful in clarifying the police service’s position on temporary sites and generating consistency.¹⁶²

99. ACPOS guidance¹⁶³ advises a presumption against prosecution with regard to these sites. Alex Jarrett explained that the initial aim amongst police is not to evict, but to establish the size of the camp and the needs of those staying there, before working with support partners in the local authority and health services to support these needs with action expected within one to two days.¹⁶⁴

¹⁵⁴ South Ayrshire Council. Written submission, paragraph 4.

¹⁵⁵ West Dunbartonshire Council. Written submission, paragraph 9.

¹⁵⁶ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Cols 807-808.

¹⁵⁷ Association of Scottish Police Superintendents. Written submission, page 2.

¹⁵⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Cols 876-877.

¹⁵⁹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 877.

¹⁶⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Cols 877-878.

¹⁶¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 878.

¹⁶² Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 884.

¹⁶³ Association of Chief Police Officers in Scotland (2011). *ACPOS Operational Guidance – The management of unauthorised Gypsy/Traveller encampments*. Available at: <http://www.acpos.police.uk/Documents/Policies/ManagementEncampmentsv2.0.pdf> [Accessed 21 March 2013].

¹⁶⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Cols 878-879

Scottish Government

100. The Scottish Government placed emphasis on the importance of maintaining and tidying sites once Gypsy/Travellers have left, and highlighted that responsibility should lie both with local authorities and Gypsy/Travellers using stopping places.¹⁶⁵

Conclusion

101. **We are relieved to hear of the positive and progressive approaches being used by the police in the management of “unauthorised encampments”, and hope that the development of the single police force will strengthen these approaches. We recommend that the Scottish Government, in its support role for other statutory services, take further steps to encourage a similar approach for health, education, social work and other local authority departments through the review and development of guidance and template forms and letters designed with accessibility in mind.**

Transit sites

102. Research by Amnesty showed that due to the loss of or blocking off of traditional stopping sites, as well as “restrictive policies on permanent local authority sites”, there is a need for local authorities to provide, in addition to more permanent sites, more places for Gypsy/Travellers to stop for short periods of time. They highlighted the need for a national approach, in tandem with a national strategy to tackle discrimination against Gypsy/Travellers.¹⁶⁶ This was echoed in oral evidence from the EHRC¹⁶⁷ and SHRC¹⁶⁸.

103. Douglas Scott (Scottish Borders Council) felt that a regional, evidence-based approach was crucial, and that it was possible that effective, tolerant management of temporary sites was more beneficial than establishment of transit sites.¹⁶⁹ He also suggested that encouraging holiday park owners to welcome Gypsy/Travellers, of which there was a good example in his area, was an approach that could work.¹⁷⁰ Speaking of that example, one Gypsy/Traveller witness told us—

“Travellers have to book—maybe a month ahead—and are allowed to stay only for six weeks. It has something like 10 pitches. My brothers stayed on it in the summertime. Tourists stay on the same site, but they keep to their own bits. It works out really well.”¹⁷¹

¹⁶⁵ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1053.

¹⁶⁶ Amnesty International. Written submission, paragraphs 27 and 30.

¹⁶⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Cols 767-768.

¹⁶⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2012, Col 767.

¹⁶⁹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 24 January 2013, Col 936.

¹⁷⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 24 January 2013, Col 945.

¹⁷¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Cols 1012-1013.

104. Iona MacPhail explained that ACHA tries in all cases to advise those on temporary sites when there are available pitches on permanent sites, and that this had extended to advising neighbouring local authorities to pass on a similar message to residents of temporary sites in their areas.¹⁷²

Community perspective

105. Community councils implied that more transit and permanent sites would be desirable, but suggested that the settled community would not like to have them near to existing housing¹⁷³. The belief that Gypsy/Travellers themselves would prefer to remain apart from 'settled' housing was used to support this.¹⁷⁴ Conversely, Kathryn Hilditch (Planning Aid for Scotland) explained that planners often fail to realise that some Gypsy/Travellers prefer to be near to towns, and in particular services such as schools.¹⁷⁵

Use of transit sites

106. There was concern over whether Gypsy/Travellers would choose to use new transit sites because locations may not be considered suitable by Gypsy/Travellers¹⁷⁶; site quality and facilities may be poor¹⁷⁷; Gypsy/Travellers may not pay for a pitch when they could stay elsewhere for free¹⁷⁸ and; there may be little on-going funding available for site maintenance¹⁷⁹.

107. Gypsy/Travellers themselves had differing perspectives on developing transit sites. Katrina Stewart said—

"If there were transit sites for people to go to for three or four weeks in the summer, no one, including the council, would get any hassle. The councils keep saying that they get these big bills because they have to clear up rubbish and that they have all these other problems. If they made transit sites in towns, they would not have any hassle from Travellers. That would be the end of their problems."¹⁸⁰

108. Lizzie Johnstone suggested that there was a risk of transit sites becoming permanently occupied by single groups—

"The thing that has to be watched, if the Travellers come in force, is the fact that they could be taking over a site. The number of transit sites up and down the country would have to be limited, with the scheme being fair to everyone so, if they wanted a few days or weeks or whatever, they would have to limit them to ensure that they are maybe allowed only a fortnight before they have to move on."¹⁸¹

¹⁷² Scottish Parliament Equal Opportunities Committee. *Official Report*, 24 January 2013, Cols 929-930.

¹⁷³ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 862.

¹⁷⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 851.

¹⁷⁵ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 886.

¹⁷⁶ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Col 833.

¹⁷⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 848.

¹⁷⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 849.

¹⁷⁹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 855.

¹⁸⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1006.

¹⁸¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1008.

109. Gypsy/Traveller witnesses were on the whole more in favour of opening up traditional stopping places, such as lay-bys, and providing sanitary and refuse collection facilities at such places when needed. Georgia McCann explained—

“I think that roadside camps—traditional roadside stopping places—should be reopened, so that we can move where our families have been for generations, and so that I can take my children and say to them, “This is where your grandfather stayed. This is where I stayed as a child”.”¹⁸²

Mapping of traditional stopping places

110. Most witnesses supported the suggestion of a mapping exercise, highlighting the importance of local knowledge, effective dialogue, collective responsibility and a monitoring function. There appeared from written evidence to be an assumption in certain areas that there were no Gypsy/Traveller residents, but no evidence of how this had been established.¹⁸³ Local authority and housing association witnesses agreed that existing records on temporary sites could be used in mapping¹⁸⁴, as long as Gypsy/Traveller input was sought. Dave Black (GREC) said, however—

“The bigger problem has been not identifying where sites should be, but the challenges that have been faced in trying to bring sites to fruition in those places, such as the negative attitudes of communities, community councils and elected officials in those areas, who do not want that to happen in their back yard.”¹⁸⁵

111. Brian Kane, a GTLO employed by South Ayrshire Council, suggested that public pressure was a root cause of traditional stopping places being blocked off, for instance by the installation of height barriers in car parks.¹⁸⁶ One community council witness gave the impression that perceived effects on tourism might cause local authorities to block off potential stopping places.¹⁸⁷

112. ACPOS explained that their Gypsy/Traveller reference group was mapping good practice, both within and outside the police service, and as part of this would be gathering information on temporary sites with the aim of establishing whether there was a pattern.¹⁸⁸

¹⁸² Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1007.

¹⁸³ Comhairle nan Eilean Siar (Western Isles Council). Written submission.

¹⁸⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 24 January 2013, Col 918.

¹⁸⁵ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Col 813.

¹⁸⁶ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Col 812.

¹⁸⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 843-844.

¹⁸⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 890.

Scottish Government

113. In 2012, the then Minister for Housing and Communities, Alex Neil, established and chaired a working party covering Aberdeen City, Aberdeenshire and Moray comprising individuals and representatives of local authorities, police and individual representatives of both Gypsy/Traveller and settled communities. An interim strategy was published in March 2011¹⁸⁹, though we heard that there was perceived to be limited action on recommendations¹⁹⁰.

114. When asked about transit sites, the Minister said—

“I think that they [transit sites] are a useful tool. If the Gypsy Traveller community thinks that they are a useful tool, we should be considering that.”¹⁹¹

115. On the opening up of traditional stopping places, her response was—

“I would have to look at that. It would depend on where those traditional stopping places are, what state they are in and what it would take to bring them back up to a useable standard. I will certainly look at that suggestion and come back to the committee on it, if necessary, but at this stage I do not know which sites have been blocked, where they are, what state they are in or how long they have been blocked for. We need to look at all that first.”¹⁹²

Conclusion

116. **Overwhelmingly, we heard that service providers and local authorities would welcome transit sites, and that such an approach would even be favoured by community councils if locations were deemed appropriate. To our surprise, however, we heard an opposing view from many Gypsy/Traveller witnesses, which only serves to emphasise how little understanding of the community decision makers may have. We therefore urge the Scottish Government, in the development of any national strategy, to ensure that consultation with both local Gypsy/Travellers and those passing through the area is an essential feature in guidance issued to local authorities.**

117. **The possibility of reopening traditional stopping places must be explored. In many cases, given that we heard that stopping places may have been blocked off purely to appease the local settled community, physically reopening them could in practice involve a straightforward removal of the obstacles installed. We ask that the Scottish Government carry out a review of traditional stopping places, based both on local authority and police records and in consultation with Gypsy/Travellers and local communities to explore the possibility of unblocking sites and providing services where needed.**

¹⁸⁹ Scottish Government. (2011) *Working Party Strategy*. Available at: <http://www.scotland.gov.uk/Topics/Built-Environment/Housing/16342/management/gt/wpstrategy> [Accessed 21 March 2013].

¹⁹⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 4 February 2013, Col 960.

¹⁹¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1051.

¹⁹² Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1052.

118. It is clear that regional approaches will need to vary. To this end, we expect that any national action plan the Scottish Government develops will suggest that local authorities use multiple options, including but not limited to: unblocking stopping places; developing both transit and permanent sites; effective management of temporary sites; and liaison with holiday park owners.

ENCOURAGING ACCESS TO SERVICES AND SUPPORT

Introduction

119. We heard, as in our *Gypsy/Travellers and Care* inquiry that, largely as a result of where they live, Gypsy/Travellers experience extreme difficulties in accessing many of the services the settled community take for granted. As well as site locations meaning that local amenities are hard to access¹⁹³, the stigma of living on a site can lead to discrimination and a transient lifestyle can make it difficult to access consistent support. Much support in accessing services in the settled community comes from the wider community, which we heard may have limited interaction with Gypsy/Travellers.¹⁹⁴ As an alternative, the Gypsy/Traveller community must often rely on the voluntary sector for support. GTLOs spoke of their role as being important in helping Gypsy/Travellers, both on permanent sites and temporary sites, and in fixed housing, to access services such as health care and education, both in terms of signposting and advocacy.¹⁹⁵

Inequalities in accessing public services

Site locations

120. Gavin Buist (ASPS) suggested that some temporary sites may be set up to allow access to essential services such as education and town centre amenities, which many formal sites may not offer. He proposed that asking Gypsy/Travellers what they actually needed out of a site as opposed to assuming that they would prefer seclusion would be a potential starting point in planning.¹⁹⁶
121. We heard both in this inquiry and our *Gypsy/Travellers and Care* inquiry that some Gypsy/Travellers had felt the need to go into fixed-housing to access appropriate healthcare services. Lizzie Johnstone explained that she was “forced to go into a house so that I could get proper medication and health services for my younger son”¹⁹⁷ and that one site she had lived on “was just not suitable for people with disabilities and it was hard for doctors or midwives who were carrying out visits even to find the location.”¹⁹⁸

¹⁹³ Dunchologan Caravan Site Resident's Association. Written submission.

¹⁹⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 10 January 2013, Col 843.

¹⁹⁵ Scottish Parliament Equal Opportunities Committee. *Official Report*, 13 December 2012, Cols 821-823.

¹⁹⁶ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 891.

¹⁹⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1004.

¹⁹⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 7 February 2013, Col 1012.

Access to justice

122. Michelle Lloyd (MECOPP) pointed out that Gypsy/Travellers are very often the victims of crime, for instance theft or attack. Due to a lack of trust in local police, such crimes often go unreported.¹⁹⁹ The SHRC submission²⁰⁰ highlights that members of Gypsy/Traveller communities report an inability to access services such as legal advice and representation, and legal aid.

Good practice

123. We were delighted to hear examples of good practice in terms of building relations between Gypsy/Travellers, the settled community and service providers. GREC described a 'Dialogue Day' held in 2011, which aimed to improve relations and progress issues relating to Gypsy/Travellers in the Grampian area. A positive outcome of the day was described as the way in which a diverse range of people came together to discuss issues and make progress on them.²⁰¹ Nigel Firth (NHS Grampian) drew attention to the success of the event, and suggested that it had played a key role in Aberdeen City Council's plans (announced in January 2013) to build a further two sites, one for permanent accommodation and one for short-term stays, in the area.²⁰² ACPOS and ASPS both spoke of recent and on-going guidance reviews, including development days which would bring together police officers, partners and Gypsy/Travellers to consider policies together.²⁰³

124. Despite hearing examples of good practice, Michelle Lloyd (MECOPP) suggested that funding might be an issue—

“... there are examples of good practice and materials ... to do with dispelling myths and raising awareness. However, those examples exist in pockets and are often delivered by the third sector, which in the current climate is on a shoestring. We need a programme of work that is properly resourced.”²⁰⁴

Scottish Government

125. In its response to our inquiry report²⁰⁵ on *Gypsy/Travellers and Care*, the Scottish Government specified that it would be undertaking its own review of existing and emerging evidence on the Gypsy/Traveller population and their service usage and requirements. It also gave details of a new cross-government group set up to consider the needs of the Gypsy/Traveller community in a joined-up and strategic way. This group will prioritise action points arising from the report recommendations, including—

- how awareness-raising, particularly at leadership level, can be embedded throughout organisations

¹⁹⁹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 883.

²⁰⁰ Scottish Human Rights Commission. Written submission, page 7.

²⁰¹ Grampian Regional Equality Commission. Written submission, pages 4-5.

²⁰² Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 887.

²⁰³ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Cols 879-880.

²⁰⁴ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Col 903.

²⁰⁵ Scottish Government Response on Recommendations – progress update, *Gypsy/Travellers and Care*. Available at:

http://www.scottish.parliament.uk/S4_EqualOpportunitiesCommittee/Gypsies_Travellers_response_to_EOC_recommendations_-_update_-_20_Feb_2013.pdf [Accessed 21 March 2013].

- how to ensure that appropriate language is used, and whether there is an alternative term to ‘unauthorised encampment’, with fewer negative connotations, that could be championed
- establishing gaps in information relating to the Gypsy/Traveller population in Scotland

126. In an updated response, we were heartened to hear that progress has already been made on revision of GP registration forms and contracts, maternity care, best-practice guidance and the Government’s adaptations working group.²⁰⁶

127. We appreciate assurances that the group intends to move with speed²⁰⁷, and the Minister’s stance—

“We are clear that we think that the Gypsy Travellers’ way of life should be maintained. I agree that people should not be forced to give up a lifestyle simply to get services. If there is strong evidence of that through the inquiry, we will certainly look into it and take it very seriously. When we say that local authorities should accommodate and have provision for Gypsy Travellers, we clearly mean Gypsy Travellers, their lifestyle and their way of life. If that is not clear enough, we will make it clear.”²⁰⁸

Conclusion

128. **Examples of good practice are extremely encouraging; however it is obvious that these are often localised and small-scale. We look forward to progress updates on the Scottish Government’s on-going work, and expect it to continue to support voluntary organisations. We ask that, in moving forward, the Scottish Government explore how pilots and projects can be replicated, for instance by seeking out the involvement of other voluntary organisations to target areas with little engagement work to date.**

Services for children

Education

129. The SHRC stated that there are well-documented concerns regarding the educational outcomes of Scottish Gypsy/Traveller children.²⁰⁹ They raised the importance of enabling young Gypsy/Travellers to engage with the education system, and of integrating positive images of Gypsy/Travellers into the educational materials in general as opposed to limiting teaching of other cultures to tokenistic cultural awareness lessons.²¹⁰

²⁰⁶ Scottish Government Response on Recommendations – progress update, *Gypsy/Travellers and Care*. Available at: http://www.scottish.parliament.uk/S4_EqualOpportunitiesCommittee/Gypsies_Travellers_response_to_EOC_recommendations_-_update_-_20_Feb_2013.pdf [Accessed 21 March 2013].

²⁰⁷ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1054.

²⁰⁸ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1050.

²⁰⁹ Scottish Human Rights Commission. Written submission, page 6.

²¹⁰ Scottish Parliament Equal Opportunities Committee. *Official Report*, 6 December 2013, Col 780.

Education for Gypsy/Travellers

130. STEP, Planning Aid for Scotland, Article 12 and MECOPP²¹¹ all agreed that education for young Gypsy/Travellers was key, in particular in encouraging them to engage with the planning process and conflict resolution activities with their peers. The hope was that the younger generation would be able to support and represent the older generation, in particular those who may find it hard to engage due to low levels of literacy.

Scottish Government

131. The Scottish Government, following on from its Race Equality Statement, has highlighted as a priority the need to develop and implement an education strategy for Gypsy/Travellers as well as travelling showpeople, and to develop further engagement work with young Gypsy/Travellers.

132. When asked whether the Scottish Government's *Getting it Right for Every Child* ("GIRFEC")²¹² strategy could be developed specifically to help the Gypsy/Traveller community, the Minister responded—

"That is something that the department group is looking at; we will certainly also go back to the education side. It is concerning to everyone that Gypsy Traveller children—particularly in secondary schools; I read the evidence on that—are being discriminated against and bullied and are frightened to go to school. Education is not in my portfolio, but that will be fed back and you will get a response on it."²¹³

133. In its updated response to our *Gypsy/Travellers and Care* inquiry, regarding our recommendation that Gypsy/Travellers be included in forthcoming outreach and adult learning strategies, the Scottish Government confirmed—

"Officials in Education Scotland have raised the recommendation with the Adult Literacies in Scotland 2020 Strategic Implementation Group and they have agreed to put it into the business Planning process for next year – initially by doing a mapping exercise of adult literacies/ learning work that already happens across Scotland with the Gypsy/Traveller community."²¹⁴

²¹¹ Scottish Parliament Equal Opportunities Committee. *Official Report*, 17 January 2013, Cols 895-896.

²¹² Scottish Government (2013). *Getting it Right for Every Child*. Available at: <http://www.scotland.gov.uk/Topics/People/Young-People/gettingitright> [Accessed 21 March 2013].

²¹³ Scottish Parliament Equal Opportunities Committee. *Official Report*, 21 February 2013, Col 1060.

²¹⁴ Scottish Government Response on Recommendations – progress update, *Gypsy/Travellers and Care*. Available at: http://www.scottish.parliament.uk/S4_EqualOpportunitiesCommittee/Gypsies_Travellers_response_to_EOC_recommendations_-_update_-_20_Feb_2013.pdf [Accessed 21 March 2013].

Conclusion

134. **The Scottish Government made a commitment in the past to develop an education strategy for Gypsy/Travellers, but there is a lack of evidence on this to date. However, we are pleased that the Minister shares our concerns for Gypsy/Traveller children, particularly in secondary education. We encourage the Scottish Government to explore the inclusion of positive, non-tokenistic representation of Gypsy/Travellers in the curriculum and create an action plan aimed at supporting the transition of young Gypsy/Travellers from primary to secondary education.**
135. **We also encourage the Scottish Government, more broadly, to explore how GIRFEC is effectively applied, across the spectrum, to Gypsy/Traveller children.**

FINAL CONCLUSION

136. Twelve years on from the first Scottish Parliament inquiry into Gypsy/Traveller life, and it is galling to see that the appalling situation of many Gypsy/Travellers is little changed. We are staggered to find ourselves hearing the same issues and making the same recommendations that were heard and made in the 2001 inquiry. We share our witnesses' frustration, not least that of Gypsy/Travellers, that a positive and collaborative way of providing culturally appropriate accommodation for Gypsy/Traveller people has not yet been found. Where we have heard of commendable initiatives, such as in the North East, they have been dogged by deeply disappointing outcomes – by lack of action in particular. **There must be strong leadership at all levels, but the need for a powerful ministerial voice is abundantly clear.** The wider decentralised approach has, for these issues, been shown not to work; it has been so for many years now and we detect a readiness on the part of local authority officials for leadership to come from the centre. **The time has come for the Scottish Government and COSLA to take matters in hand with a national strategy to support local authorities and local councillors in developing fit-for-purpose housing strategies, that is to say housing strategies that embrace Gypsy/Traveller needs. That strategy must ensure community participation in its development and operation.**
137. Discrimination is still one of the biggest barriers to site development, as well as to full access to healthcare, education, and employment for Gypsy/Travellers. **It is crucial that work is carried out both at a local level to encourage the settled community to accept the Gypsy/Traveller way of life, and at a national level, through a Government-led public awareness campaign, to establish a zero-tolerance approach to discrimination against Gypsy/Travellers. We expect the Scottish Government and COSLA to make formal responses to this report, with tangible and achievable measures to meet our recommendations.** We shall review those responses, alongside the Government's response to our *Gypsy/Travellers and Care* report, before the summer recess. **Action must be strategic and sustained.**

ANNEXE A: GLOSSARY

Terms used to describe the varying accommodation types used by Gypsy/Travellers are explained below—

- **Permanent site** is used to mean a fixed site, open year-round, and provided by or with the support of local authorities. Permanent sites have either fixed, heated amenity blocks with washing and cooking facilities for use by Gypsy/Travellers who have their own static trailer as accommodation, or fixed chalet-style housing. Gypsy/Travellers living on permanent sites pay rent and council tax, and are able to spend some weeks of the year travelling if they choose.
- **Transit site** is used to mean a formal site for temporary occupation, ranging from a few days to a few weeks, with a pitch rental fee charged and refuse and sanitary facilities provided by local authorities.
- **Seasonal site** is used to mean a site similar to either a permanent or transit site that is only open for some of the year, usually in summer. Seasonal sites may be located on holiday parks.
- **A private site** is understood to be either a permanent, transit or seasonal site owned by, and run by, Gypsy/Travellers. These may be set up specifically to allow for one large family group to stay in the same place together.
- **Temporary site** refers to a site which is not formal, and is used by Gypsy/Travellers for a number of days or weeks whilst travelling for work or leisure. These may be on grass verges, lay-bys, car parks or parks, among other places, and are often situated to allow access to services and shops. Because these sites are informal, there may not be sanitary or refuse facilities, though some local authorities may provide these if requested. These sites are often referred to as illegal or unauthorised encampments, which we acknowledged in our *Gypsy/Travellers and Care*²¹⁵ report to be negatively and unhelpfully phrased.
- **A stopping place** is a place traditionally used by Gypsy/Travellers for one or two nights when they are moving between locations. Many traditional stopping places, such as lay-bys and car parks, have been blocked off. Stopping places may not have sanitary or refuse facilities, but due to the length of time people stay they may not be needed. Some stopping places may also be, or have been, used by holiday-makers with caravans and camper vans.
- **A holiday park** is a formal, generally privately run site with amenities, for the use of tourists in caravans and camper vans for a nightly or weekly rate. Gypsy/Travellers have spoken of being turned away when trying to use these sites for short stays.

²¹⁵ Scottish Parliament Equal Opportunities Committee, 3rd Report 2012 (Session 4). *Gypsy/Travellers and Care*. (SP Paper 184).

ANNEXE B: EXTRACTS FROM THE MINUTES OF THE EQUAL OPPORTUNITIES COMMITTEE

2nd Meeting, 2012 (Session 4) Tuesday 7 February 2012

Work programme (in private): In relation to Gypsy/Travellers, the Committee agreed to issue an open call for written evidence on accommodation issues and consider in private at a future meeting the approach to oral evidence in light of responses.

5th Meeting, 2012 (Session 4) Tuesday 20 March 2012

Inquiries on Gypsy/Traveller issues: The Committee considered its approach to...its inquiry on where Gypsy/Travellers live.

7th Meeting, 2012 (Session 4) Tuesday 17 April 2012

Inquiry witness expenses: The Committee agreed to delegate to the Convener responsibility for arranging for the SPCB to pay, under Rule 12.4.3, any expenses of witnesses in its inquiries into...(b) Where Gypsy/Travellers live

20th Meeting, 2012 (Session 4) Thursday 8 November 2012

Where Gypsy/Travellers live (in private): The Committee considered its approach to oral evidence and agreed to hold its first oral evidence session on 6 December 2012.

21st Meeting, 2012 (Session 4) Thursday 15 November 2012

Where Gypsy/Travellers live (in private): The Committee considered and agreed its approach to oral evidence, including seeking approval to hold an external meeting.

24th Meeting, 2012 (Session 4) Thursday 6 December 2012

Where Gypsy/Travellers live: The Committee took evidence from—

Professor Kay Hampton, Commissioner, and Duncan Wilson, Head of Strategy and Legal, Scottish Human Rights Commission;
Euan Page, Parliamentary and Government Affairs Manager, Equality and Human Rights Commission

Where Gypsy/Travellers live - witness expenses: The Committee agreed to delegate to the Convener responsibility for arranging for the SPCB to pay, under Rule 12.4.3, any expenses of witnesses in the inquiry.

25th Meeting, 2012 (Session 4) Thursday 13 December 2012

Where Gypsy/Travellers live: The Committee took evidence from—

Dave Black, Gypsy/Traveller Liaison Worker, Grampian Regional Equality Council;
Rod Buchanan, Local Manager, Mid Argyll, Argyll Community Housing Association Ltd;
Mhairi Craig, Development and Support Worker, Shelter Scotland;
Bill Goodall, Site Manager/Gypsy Traveller Tenant Liaison Officer, Perth & Kinross Council;
Brian Kane, Travellers Site Manager/Liaison Officer, South Ayrshire Council;
Kevin McGown, Travelling People's Liaison Officer, North Lanarkshire Council.

1st Meeting, 2013 (Session 4) Thursday 10 January 2013

Where Gypsy/Travellers live: The Committee took evidence from—

Christopher Ahern, Chairman, North Muirton Community Council;
James Brownhill, Vice Chairman, Nigg Community Council;
Sheila Chambers, Vice Chairman, Cockenzie and Port Seton Community Council;
Kenneth Johnstone, Chairman, Girvan Community Council;
Elizabeth Rhodick, Vice Convener, Lochgilphead Community Council.

2nd Meeting, 2013 (Session 4) Thursday 17 January 2013

Where Gypsy/Travellers live: The Committee took evidence from—

Gavin Buist, Superintendent/Vice President, Association of Scottish Police Superintendents;
Mhairi Craig, Development/Support Worker, Shelter Scotland;
Nigel Firth, Equality and Diversity Manager, NHS Grampian and NHS Orkney, NHS Grampian;
Kathryn Hilditch, Manager, Training & Mediation, Planning Aid for Scotland;
Alex Jarrett, Chief Inspector, Fife Constabulary;
Michelle Lloyd, Project Manager, MECOPP;
Neil Mackay, Sergeant, Lothian and Borders Police;
Dr Pauline Padfield, Director, Scottish Traveller Education Programme;
Lynne Tammi, National Co-ordinator, Article 12 in Scotland;
Helen Watson, Head of Planning, Health Improvement and Commissioning, NHS Greater Glasgow and Clyde.

3rd Meeting, 2013 (Session 4) Thursday 24 January 2013

Where Gypsy/Travellers live: The Committee took evidence from—

Kevin Anderson, Head of Housing & Community Safety, Midlothian Council;
Iona MacPhail, Regional Manager, Argyll Community Housing Association;
Douglas Scott, Senior Consultant, Scottish Borders Council.

4th Meeting, 2013 (Session 4) Monday 4 February 2013

Where Gypsy/Travellers live: The Committee took evidence from—

Sandra Bruce, Equalities Strategist, Aberdeen City Council;
Nigel Firth, Equality and Diversity Manager, NHS Grampian and NHS
Orkney, NHS Grampian;
Scott Hughes;
Jim Hume, Community Engagement Inspector, Grampian Police;
Moyra Stephen, Strategic Development Officer, Aberdeenshire Council;
Donald Stewart;
Sammy Stewart.

5th Meeting, 2013 (Session 4) Thursday 7 February 2013

Where Gypsy/Travellers live: The Committee took evidence from—

Iona Burke;
Michelle Foy;
Betty Irvine;
Lizzie Johnstone;
Michelle Lloyd, Project Manager, MECOPP;
Charlene MacDonald;
Georgia McCann;
Katrina Stewart;
Edith Townsley;
Fiona Townsley;
Susan Townsley;
Christine Ward.

6th Meeting, 2013 (Session 4) Thursday 21 February 2013

Where Gypsy/Travellers live: The Committee took evidence from—

Margaret Burgess, Minister for Housing and Welfare, Lesley Irving, Equality
Unit; Gordon Paterson, Private Housing Services, Scottish Government.

8th Meeting, 2013 (Session 4) Thursday 7 March 2013

Where Gypsy/Travellers live (in private): The Committee considered a draft report. Various changes were agreed to, and the Committee agreed to consider a revised draft, in private, at its next meeting.

9th Meeting, 2013 (Session 4) Thursday 14 March 2013

Where Gypsy/Travellers live (in private): The Committee considered a draft report. Various changes were agreed to, and the Committee agreed to consider a revised draft, in private, at its next meeting.

10th Meeting, 2013 (Session 4) Thursday 21 March 2013

Where Gypsy/Travellers live (in private): The Committee considered a draft report. Various changes were agreed, and the report was agreed for publication.

ANNEXE C: ORAL AND ASSOCIATED WRITTEN EVIDENCE – EQUAL OPPORTUNITIES COMMITTEE

WRITTEN EVIDENCE RECEIVED IN ADVANCE OF ORAL EVIDENCE

[Aberdeenshire Council](#)

[Amnesty International](#)

[Article 12 in Scotland](#)

[Association of Chief Police Officers in Scotland](#)

[Association of Scottish Police Superintendents](#)

[Equality & Human Rights Commission \(Scotland\)](#)

[Grampian Regional Equality Council](#)

[Lochgilphead Community Council](#)

[MECOPP](#)

[MECOPP, further submission](#)

[NHS Grampian](#)

[NHS Grampian, further submission](#)

[NHS Greater Glasgow and Clyde](#)

[NHS Greater Glasgow and Clyde, further submission](#)

[NHS Highland](#)

[North Lanarkshire Council](#)

[Perth & Kinross Council](#)

[Perth & Kinross Council, further submission](#)

[Planning Aid for Scotland](#)

[Scottish Borders Council and the Scottish Borders Community Planning Partnership](#)

[Scottish Human Rights Commission](#)

[Scottish Traveller Education Programme](#)

[Scottish Traveller Education Programme, further submission](#)

[Shelter](#)

[South Ayrshire Council](#)

[Fiona Townsley](#)

[Fiona Townsley, further submission](#)

ORAL EVIDENCE

24th Meeting, 2012 (Session 4) Thursday 6 December 2012

Professor Kay Hampton, Commissioner, Scottish Human Rights Commission

Duncan Wilson, Head of Strategy and Legal, Scottish Human Rights Commission

Euan Page, Parliamentary and Government Affairs Manager, Equality and Human Rights Commission

25th Meeting, 2012 (Session 4) Thursday 13 December 2012

Dave Black, Gypsy/Traveller Liaison Worker, Grampian Regional Equality Council
Rod Buchanan, Local Manager, Mid Argyll, Argyll Community Housing Association Ltd

Mhairi Craig, Development and Support Worker, Shelter Scotland

Bill Goodall, Site Manager/Gypsy Traveller Tenant Liaison Officer, Perth & Kinross Council

Brian Kane, Travellers Site Manager/Liaison Officer, South Ayrshire Council

Kevin McGown, Travelling People's Liaison Officer, North Lanarkshire Council

1st Meeting, 2013 (Session 4) Thursday 10 January 2013

Christopher Ahern, Chairman, North Muirton Community Council
James Brownhill, Vice Chairman, Nigg Community Council
Sheila Chambers, Vice Chairman, Cockenzie and Port Seton Community Council
Kenneth Johnstone, Chairman, Girvan Community Council
Elizabeth Rhodick, Vice Convener, Lochgilphead Community Council

2nd Meeting, 2013 (Session 4) Thursday 17 January 2013

Gavin Buist, Superintendent/Vice President, Association of Scottish Police Superintendents
Mhairi Craig, Development/Support Worker, Shelter Scotland
Nigel Firth, Equality and Diversity Manager, NHS Grampian and NHS Orkney, NHS Grampian
Kathryn Hilditch, Manager, Training & Mediation, Planning Aid for Scotland
Alex Jarrett, Chief Inspector, Fife Constabulary
Michelle Lloyd, Project Manager, MECOPP
Neil Mackay, Sergeant, Lothian and Borders Police
Dr Pauline Padfield, Director, Scottish Traveller Education Programme
Lynne Tammi, National Co-ordinator, Article 12 in Scotland
Helen Watson, Head of Planning, Health Improvement and Commissioning, NHS Greater Glasgow and Clyde

3rd Meeting, 2013 (Session 4) Thursday 24 January 2013

Kevin Anderson, Head of Housing & Community Safety, Midlothian Council
Iona MacPhail, Regional Manager, Argyll Community Housing Association
Douglas Scott, Senior Consultant, Scottish Borders Council

4th Meeting, 2013 (Session 4) Monday 4 February 2013

Sandra Bruce, Equalities Strategist, Aberdeen City Council
Nigel Firth, Equality and Diversity Manager, NHS Grampian and NHS Orkney, NHS Grampian
Scott Hughes
Jim Hume, Community Engagement Inspector, Grampian Police
Moyra Stephen, Strategic Development Officer, Aberdeenshire Council
Donald Stewart
Sammy Stewart

5th Meeting, 2013 (Session 4) Thursday 7 February 2013

Iona Burke
Michelle Foy
Betty Irvine
Lizzie Johnstone
Michelle Lloyd, Project Manager, MECOPP
Charlene MacDonald
Georgia McCann
Katrina Stewart
Edith Townsley
Fiona Townsley
Susan Townsley
Christine Ward

6th Meeting, 2013 (Session 4) Thursday 21 February 2013

Margaret Burgess, Minister for Housing and Welfare, Lesley Irving, Equality Unit and Gordon Paterson, Private Housing Services, Scottish Government

SUPPLEMENTARY WRITTEN EVIDENCE

[East Lothian Community Councils](#)

[Grampian Police](#)

[Nigg Community Council](#)

ANNEXE D: OTHER WRITTEN EVIDENCE – EQUAL OPPORTUNITIES COMMITTEE

[Angus Council](#)

[Argyll and Bute Council](#)

[Argyll and Bute Council, further submission](#)

[Argyll and Bute Council, further submission](#)

[Argyll and Bute Council, further submission, Annexe, Report by Craigforth](#)

[Argyll Community Housing Association](#)

[Comhairle nan Eilean Siar \(Western Isles Council\)](#)

[COSLA](#)

[Duncholgan Caravan Site Tenants' Association, Lochgilphead](#)

[Dumfries and Galloway Council](#)

[East Dunbartonshire Council](#)

[Falkirk Council](#)

[Grampian Fire and Rescue Service](#)

[Gypsy/Traveller woman aged 18](#)

[Gypsy/Traveller woman in her 30s](#)

[Gypsy/Traveller woman in her 60s](#)

[Highland Council](#)

[Ken MacLennan](#)

[Ken MacLennan, further submission](#)

[NHS 24](#)

[NHS Ayrshire & Arran](#)

[NHS Dumfries and Galloway](#)

[NHS Forth Valley](#)

[NHS Lanarkshire](#)

[NHS National Waiting Times Centre, Golden Jubilee National Hospital](#)

[NHS Shetland](#)

[NHS Tayside](#)

[North Ayrshire Council](#)

[Orkney Islands Council](#)

[Scottish Ambulance Service](#)

[Scottish Federation of Housing Associations](#)

[South Lanarkshire Council](#)

[Jim Sheridan MP](#)

[Shetland Islands Council](#)

[Violet Townsley](#)

[Violet Townsley, further submission](#)

[West Dunbartonshire Council](#)

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Report To:	Policy & Resources Committee	Date: 21st May 2013
Report By:	Corporate Director Environment Regeneration and Resources	Report No: DR/089/AF/BH
Contact Officer:	Brendan Hurrell	Contact No: 01475 712654
Subject: Suspension of Standing Orders to Pilot New Electronic Tendering System		

1.0 PURPOSE

- 1.1 The purpose of this report is to inform the Policy and Resources committee of the intention to use a new e-tendering system and to seek Committee approval to suspend Contract Standing Orders 6.5 and 6.6 to enable Corporate Procurement to pilot the new system.

2.0 SUMMARY

- 2.1 Following a successful trial of electronic tender opening, the Standing Orders were amended in February 2013 to permit tenders to be advertised and bids received electronically through the Public Contracts Scotland portal. This is dealt with at Contract Standing Orders 6.5 and 6.6 which are set out in section 4.1 of this report.
- 2.2 The Scottish Government is keen that all public purchasing authorities utilise a further e-procurement tool called PCS-Tender. This solution is a Web based software application which allows the Council to manage the full life cycle of the tender process. The solution includes the ability for documentation to be signed off by management at certain key stages of the procurement process and for bids to be received electronically. The Scottish Government have agreed a 4 year contract with Bravo Solutions. There is no charge for the use of this portal.
- 2.3 An implementation programme, involving the adoption of the system by individual public bodies and the training of each organisation's professional procurement officers is being conducted by Scottish Procurement in conjunction with Scotland Excel.
- 2.4 Audit and Legal Services have been working closely with Corporate Procurement with regard to the roll out of the new system to the Council's procuring officers. This will involve a change in culture. A slow iterative roll out is therefore envisaged.
- 2.5 Suspension of Contract Standing Orders 6.5 and 6.6 is being requested at this point for a period until the September Policy and Resources Committee to enable Corporate Procurement to pilot PCS-Tender under the supervision of the Corporate Procurement Manager and in particular to permit tenders to be received electronically through PCS-Tender. This will enable Corporate Procurement to take advantage of the short term offer of support and training from Scottish Procurement and Scotland Excel.
- 2.6 A subsequent report will be submitted to Committee at the end of the pilot period to inform Committee of the outcome and the next steps in this change of process.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee approves the suspension of Contract Standing Orders 6.5 and 6.6 for a period the period up until September Policy and Resources Committee to enable Corporate Procurement to pilot the new electronic tendering system, PCS-Tender.
- 3.2 That a further report on the outcome of this pilot is given to the Policy and Resources Committee in September.

Aubrey Fawcett
Corporate Director Environment Regeneration and Resources

4.0 BACKGROUND

- 4.1 Following a successful trial of electronic opening, the Standing Orders were amended in February 2013 to permit tenders to be advertised and bids received electronically through the Public Contracts Scotland portal. This is dealt with at Contract Standing Orders 6.5 and 6.6 which state as follows:

6.5. Where tenders are invited by advertising the contract opportunity on the Public Contracts Scotland portal, no tender shall be considered unless it is submitted electronically through the portal, unless prior to such advertising the approval of the Corporate Procurement Manager is given to use the procedure set out at Order 6.6 Below.

6.6. Subject to Order 6.5 above, in all other cases where tenders are invited, no tender shall be considered unless it is contained within a plain envelope securely sealed and bearing the word 'Tender.....' followed by the subject matter to which the tender relates. The envelope shall not bear any mark that identifies the tenderer.

- 4.2 The Scottish Government is keen that all public purchasing authorities utilise a further e-procurement tool called PCS-Tender for above OJEU threshold and below OJEU threshold procurements. This solution is a Web based software application which allows the Council to manage the full life cycle of the tender process. This includes: building tender documents, inviting tenders, receiving bids and evaluating them through a secure portal. The solution also includes the ability for documentation to be shared internally and signed off by management at certain key stages of the procurement process. The Scottish Government have agreed a 4 year contract with Bravo Solutions. There is no charge for the use of this portal.
- 4.3 PCS-Tender is closely linked with [Public Contracts Scotland](#) (PCS). This allows suppliers to navigate from a contract notice placed on PCS, to collect the electronic tender documents within PCS-Tender and submit their bids electronically through PCS-Tender. Contract Standing Orders 6.5 and 6.6 presently permit electronic tenders to be received only via the Public Contracts Scotland portal. The use of PCS-Tender will require that tenders are received into a secure 'inbox' within this separate web application. A suspension of Standing Orders 6.5 and 6.6 is therefore required, as permitted under Standing Order 2.3.1, to enable bids to be received via PCS-Tender.
- 4.4 An implementation programme, involving the adoption of the system by individual public bodies and the training of each organisation's professional procurement officers is being conducted by Scottish Procurement in conjunction with Scotland Excel.
- 4.5 Audit and Legal Services have been working closely with Corporate Procurement with regard to the roll out of the new system to the Council's procuring officers. This will involve a change in culture. A slow iterative roll out is therefore envisaged to ensure competency and that the new system is used appropriately and to its full capability.
- 4.6 Suspension of Contract Standing Orders 6.5 and 6.6 is being requested at this point until September Policy and Resources Committee to enable Corporate Procurement to pilot PCS-Tender under the supervision of the Corporate Procurement Manager and in particular to permit tenders to be received electronically through PCS-Tender. This will enable Corporate Procurement to take advantage of the short term offer of support and training from Scottish Procurement and Scotland Excel.
- 4.7 As per Standing Order 2.3.1, the Corporate Director Environment, Regeneration and Resources, the Head of Legal and Democratic Services and the Chief Financial Officer jointly recommend that the content of this report sets out special circumstances justifying the short-term suspension of Standing Orders 6.5 and 6.6 in this case.
- 4.8 A subsequent report will be submitted to Committee at the end of the pilot period to inform Committee of the outcome and the next steps in this change of process.

5.0 FINANCIAL IMPLICATIONS

5.1 Financial Implications – None

6.0 LEGAL IMPLICATIONS

- 6.1 Legal and Democratic Services have been consulted on the content of this paper and will continue to work with Corporate Procurement in the roll out of the system. The Chief Internal Auditor has been consulted on the content of this paper and will work with colleagues from Procurement and Legal to ensure there are robust auditable controls embedded within the system as it is rolled out and used.

Report To:	Policy & Resources Committee	Date: 21 May 2013
Report By:	Corporate Director Environment, Regeneration & Resources	Report No: RMcG/LA/1022/13
Contact Officer:	Rona McGhee	Contact No: 01475 712113
Subject:	Comet Canopy: Remit from Environment & Regeneration Committee	

1.0 PURPOSE

- 1.1 The purpose of this report is to request the Committee to consider a remit from the Environment & Regeneration Committee.

2.0 SUMMARY

- 2.1 The Environment & Regeneration Committee at the meeting held on 2 May 2013 considered the attached report by the Corporate Director Environment, Regeneration & Resources seeking approval to allocate £143,000 from the Port Glasgow Regeneration allocation to the Comet Canopy.

APPENDIX

- 2.2 The Committee decided:-

- (1) that £143,000 be allocated from the Port Glasgow Regeneration allocation to allow the Comet Canopy to be completed; and
- (2) that it be remitted to the Policy & Resources Committee to vire £89,000 of the SV Comet allocation back to the Common Good Fund.

3.0 RECOMMENDATION

- 3.1 The Committee is asked to consider the remit from the Environment & Regeneration Committee.

Rona McGhee
Legal & Democratic Services

Report To:	Environment & Regeneration Committee	Date:	2nd May 2013
Report By:	Corporate Director – Environment, Regeneration & Resources	Report No:	E+R/13/05/16/SJ/IB
Contact Officer:	Stuart Jamieson	Contact No:	01475 712401
Subject:	Comet Canopy		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek approval to allocate £143,000 from the Port Glasgow Regeneration allocation to the Comet Canopy.

2.0 SUMMARY

- 2.1 The SV Comet was refurbished in 2010/11 and as part of the allocation of funds provision was made to provide the vessel with a protective canopy.
- 2.2 Cost estimates for the canopy were provided at the time however it has since been discovered that the original design is not feasible due to the prevailing ground conditions.
- 2.3 A number of canopy solutions have been considered and a preferred option has been identified however this option requires allocation of an additional £54,000.
- 2.4 The refurbishment of the SV Comet and its associated canopy was to be funded from the Common Good Fund. A balance of £95,000 currently remains in the fund for this purpose.
- 2.5 The Council has allocated £250,000 for improvements in Port Glasgow and under cover of a separate report on the agenda is proposed to allocate up to £95,000 from the Common Good Fund for property improvements. It is therefore proposed to reallocate the £89,000 allocated to the Comet back to the Common Good Fund, to maintain appropriate governance within the Common Good Fund properties and for the Port Glasgow regeneration allocation to be used to pay for the outstanding £137,000 required to complete the Comet canopy.

3.0 RECOMMENDATIONS

- 3.1 That the Environment & Regeneration Committee agree to allocate £143,000 from the Port Glasgow regeneration allocation to allow the Comet canopy to be completed.
- 3.2 That the Committee remit to the Policy and Resources Committee the virement of the £89,000 SV Comet allocation back to the Common Good Fund.

Aubrey Fawcett
Corporate Director – Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 The SV Comet was refurbished in 2010/11 and as part of the allocation of funds provision was made to provide the vessel with a protective canopy.
- 4.2 Cost estimates for the canopy were provided at the time however it has since been discovered that the original design is not feasible due to the prevailing ground conditions. A number of canopy solutions have been considered and a preferred option has been identified however this option requires allocation of an additional £54,000.
- 4.3 The refurbishment of the SV Comet and its associated canopy was to be funded from the Common Good Fund. A balance of £95,000 currently remains in the fund for this purpose.
- 4.4 The aims of the Employability Fund fit well with the wider post-16 education and training reform aims of economic growth, improving life chances and sustainability, putting learners at the centre.
- 4.5 The Council has allocated a further £250,000 for regeneration works in Port Glasgow and under cover of a separate report on the agenda is proposed to allocate up to £95,000 from the Common Good Fund for property improvements. It is therefore proposed to reallocate the £95,000 allocated to the Comet back to the Common Good Fund, to maintain appropriate governance within the Common Good Fund properties, as well as providing a satisfactory level of funding within the Common Good Fund, and for the Port Glasgow regeneration allocation to be used to pay for the outstanding £143,000 required to complete the Comet canopy.

5.0 FINANCE

5.1 Financial Implications – One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
Common Good (SV Comet)	N/A	2013/14	(£95,000)	N/A	To the Common Good Fund
Port Glasgow Regeneration		2013/14	£143,000		

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

6.0 CONSULTATIONS

- 6.1 Consultations have taken place with the Chief Financial Officer and the Head of Property Assets and Facilities Management.

Report To:	Policy & Resources Committee	Date: 21 May 2013
Report By:	Corporate Director Environment, Regeneration & Resources	Report No: RMcG/LA/1023/13
Contact Officer:	Rona McGhee	Contact No: 01475 712113
Subject:	John Wood Street and Bay Street, Port Glasgow: Remit from Environment & Regeneration Committee	

1.0 PURPOSE

- 1.1 The purpose of this report is to request the Committee to consider a remit from the Environment & Regeneration Committee.

2.0 SUMMARY

- 2.1 The Environment & Regeneration Committee at the meeting held on 2 May 2013 considered the attached report by the Corporate Director Environment, Regeneration & Resources recommending that the Committee request the Policy & Resources Committee to approve funding of £95,000 from the Common Good Fund for the refurbishment of shop premises belonging to the Common Good Fund in John Wood Street and Bay Street, Port Glasgow.
- 2.2 The Committee decided:-
- (1) that the contents of the report be noted; and
 - (2) that the Policy & Resources Committee be requested to approve funding of £95,000 from the Common Good Fund for refurbishment of shop premises belonging to the Common Good Fund in John Wood Street and Bay Street, Port Glasgow.

APPENDIX

3.0 RECOMMENDATION

- 3.1 The Committee is asked to consider the remit from the Environment & Regeneration Committee.

Rona McGhee
Legal & Democratic Services

Report To:	Environment & Regeneration Committee	Date:	2nd May 2013
Report By:	Corporate Director – Environment, Regeneration & Resources	Report No:	E+R/13/05/13/SJ/GC
Contact Officer:	Stuart Jamieson	Contact No:	01475 712401
Subject:	John Wood Street and Bay Street, Port Glasgow		

1.0 PURPOSE

- 1.1 A number of shop premises belonging to the Common Good Fund in John Wood Street and Bay Street in Port Glasgow require to be modernised in their appearance. The purpose of this report is to seek Committee's approval for a report to be presented to the Policy and Resources Committee to request funds from the Common Good for their refurbishment.

2.0 SUMMARY

- 2.1 The premises at 4, 6, 8, 17 and 21 John Wood Street and 10 Bay Street are held in the Common Good Fund and administered within the Council's Commercial and Industrial Property portfolio.
- 2.2 All of the premises, with the exception of 4 John Wood Street are currently occupied.
- 2.3 It is felt that if the shop fronts and signage to the premises were upgraded using a standard style and approach, the image of these two key streets could be enhanced.
- 2.4 4 John Wood Street is not currently in a lettable condition. The premises, which extend to 958ft², were last used in 2010 as a Chinese Restaurant and takeaway. The passing rent was £13,250 on a full repairing and insuring lease.
- 2.5 The last tenant left the premises in a poor state of repair, despite best endeavours to pursue the tenant for dilapidations, the Council has not been able to make any recoveries.
- 2.6 Routine inspections of the premises have resulted in it being stripped back to a bare shell due to water ingress from the properties above along with asbestos. This effectively makes the premises unlettable.
- 2.7 Several representations relating to the condition of the premises have been received, including a representation from the Port Glasgow Traders Association, concerned about the profile of these premises.
- 2.8 Due to the size of the existing premises, it is proposed to sub-divide the premises into two shop units and to refurbish them into a lettable condition.
- 2.9 The estimated cost of the works to all of the properties is £95,000.

3.0 RECOMMENDATIONS

- 3.1 That Committee note the content of the report.

- 3.2 That Committee remit the report to the Policy and Resources Committee to approve the funding of £95,000 from the Common Good Fund.

Aubrey Fawcett

Corporate Director – Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 Providing sustainable Town Centres remains a priority of Inverclyde Council and funds have been allocated to regenerate Port Glasgow Town Centre.
- 4.2 A number of premises, held in the Common Good Fund, are managed within the Commercial and Industrial portfolio.
- 4.2 Representations have been made to the Council about the appearance of a number of premises in the bottom half of John Wood Street and Bay Street.
- 4.3 A number of premises in the Town Centre have benefitted from direct Council investment or grants, and Riverside Inverclyde recently completed a programme of improvements in the immediate area. The premises at 4, 6, 8, 17 and 21 John Wood Street and 10 Bay Street were not eligible due to their Common Good status.
- 4.4 All but one of the premises is occupied and it is proposed simply to upgrade the stall riser, shopfront, door, fascia and signage in these premises using a common style. The premises at 4 John Wood Street are not occupied
- 4.5 The last tenant at 4 John Wood Street left the premises in a poor state of repair, despite best endeavours to pursue the tenant for dilapidations, the Council has not been able to make any recoveries. Routine inspections of the premises have resulted in it being stripped back to a bare shell due to water ingress, from the properties above along, with asbestos. This effectively makes the premises unlettable.
- 4.6 It is proposed to sub-divide the premises into two shop units and to refurbish them into a lettable condition. It is proposed to provide new aluminium shopfronts, signage, walls, suspended ceiling, electrics, heating, floor coverings along with fire and security systems.

5.0 FINANCE

5.1 Financial Implications – One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
Common Good Fund	N/A	2013/14	£95,000	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

6.0 CONSULTATIONS

- 6.1 The Chief Financial Officer was consulted in the preparation of this report.