

City Chambers  
DUNDEE  
DD1 3BY

23rd January, 2012

TO: ALL MEMBERS OF THE POLICY  
AND RESOURCES COMMITTEE

Dear Sir or Madam

**POLICY AND RESOURCES COMMITTEE - 23RD JANUARY, 2012**

I refer to the agenda issued in respect of the above and would advise you that the Convener has agreed that the undernoted item be considered as a matter of urgency in terms of Standing Order No 17(b) in view of the timescales involved.

Yours faithfully

DAVID K DORWARD

Chief Executive

Members are reminded that, in terms of The Councillors Code, it is their responsibility to make decisions about whether to declare an interest in any item on this agenda and whether to take part in any discussions or voting.

This will include all interests, whether or not entered on your Register of Interests, which might be perceived as influencing your opinion/vote on any matter.

**11 POLICE AND FIRE REFORM - LOCAL SCRUTINY AND ENGAGEMENT IMPLEMENTATION NETWORK (AN17-2012)**

The Police and Fire Reform (Scotland) Bill, which was introduced recently to the Scottish Parliament, includes a framework for new local scrutiny and engagement arrangements involving local authorities and the new police and fire services.

The Scottish Government is establishing a Local Scrutiny and Engagement Implementation Network, inviting local authorities to join the Network as Pathfinders, trialling ways of implementing the new arrangements, or as Networkers, keeping in touch with developments, contributing to discussions and learning from the experience of Pathfinders elsewhere.

Following discussions with our partners in Tayside Police and Tayside Fire and Rescue Service, it is proposed that Dundee City Council registers its interest in becoming a Pathfinder in terms of scrutiny and engagement arrangements with the Police, and a Networker in terms of Fire and Rescue Service arrangements.

As a Pathfinder for Police reform, Dundee would be invited to trial new local scrutiny and engagement arrangements which include:-

- the designation of a Local Commander with significant delegated authority and devolved resources.
- the production of a Local Policing Plan, prepared by the Local Commander and agreed by the Council.
- the creation of a strong formal relationship between the Council and the Police e.g. by establishing a local committee through which elected members can play a role in shaping local priorities and scrutinising performance.

Subject to meeting the requirements above, the Scottish Government will not prescribe a particular approach to the Pathfinders - it is up to participants to decide on the methods that will best suit their local circumstances and improve local scrutiny and engagement.

Acting as a Pathfinder allows for a degree of experimentation to find the right model without the risks of doing so during the full implementation process, while participating in the Network offers the opportunity to tap into wider learning and benefit from professional evaluation. The work of the Network will be overseen by a project board comprising members from the Scottish Government, COSLA, SOLACE, ACPOS, CFOAS, the Police Authorities Conveners' Forum, the Scottish Fire Conveners' Forum and the Improvement Service.

It is recommended that:-

- Dundee City Council register its interest in joining the Network as a Pathfinder for new local scrutiny and engagement arrangements with the Police, and a Networker for new arrangements being trialled elsewhere for scrutiny and engagement arrangements with the Fire and Rescue Service. Expressions of interests will be reviewed by the project board in February, following which the Scottish Government will contact the Council for an introductory meeting.
- the Chief Executive is remitted to bring forward proposals for local scrutiny and engagement arrangements with the Police, which will be trialled and evaluated.

City Chambers  
DUNDEE  
DD1 3BY

13th January, 2012

Dear Sir or Madam

You are requested to attend a MEETING of the **POLICY AND RESOURCES COMMITTEE** to be held in the City Chambers, City Square, Dundee on Monday, 23rd January, 2012 following the meetings of the Education, City Development and Social Work and Health Committees called for 6.00 pm.

Yours faithfully

DAVID K DORWARD

Chief Executive

Members are reminded that, in terms of The Councillors Code, it is their responsibility to make decisions about whether to declare an interest in any item on this agenda and whether to take part in any discussions or voting.

This will include all interests, whether or not entered on your Register of Interests, which might be perceived as influencing your opinion/vote on any matter.

## **AGENDA OF BUSINESS**

### **1 EMPLOYABILITY SERVICES WITHIN DUNDEE CITY COUNCIL**

(Report No 31-2012 enclosed).

### **2 OPERATING MODEL RE-DESIGN PROJECT - MAIL HANDLING AND DISTRIBUTION/COURIER SERVICE**

(Report No 30-2012 enclosed).

### **3 OPERATING MODEL RE-DESIGN - REVIEW OF PERSONNEL FUNCTION**

(Report No 29-2012 enclosed).

### **4 OPERATING MODEL RE-DESIGN - REVIEW OF FINANCIAL SERVICES**

(Report No 34-2012 enclosed).

**5 FIVE YEAR HOUSING CAPITAL BUDGET FROM 2012/2013 TO 2016/2017**

(Report No 32-2012 enclosed).

**6 REVENUE BUDGET 2012/2013 - HOUSING REVENUE ACCOUNT**

(Report No 42-2012 enclosed).

**7 APPOINTMENT OF SUPPLIERS OF SMARTCARDS (AN14-2012)**

Dundee City Council provides the 'lead authority' role for administering the National Entitlement Card (NEC) scheme on behalf of the Scottish Government and all 32 Scottish local authorities. The Council receives an additional grant from the Improvement Service to deliver a managed service to support council users and council developments, other potential users/developments, and to manage the third party contractors who provide goods and services to the NEC scheme.

Following a comprehensive tender evaluation of eight tenders submitted, involving officers of the Council and Improvement Service, the Committee is asked to note the appointment of Novacard Informationssysteme GmbH as the supplier of smartcards to the National Entitlement Card Programme for the next four years with the option to extend for a further one year.

External funding awarded to Dundee City Council to manage the NEC scheme will be used for the purchase of the smartcards, which is estimated to be £2,209,750 over the four year period.

**8 PROVISION OF OCCUPATIONAL HEALTH SERVICES**

(Report No 45-2012 enclosed).

**9 COSLA AND IMPROVEMENT SERVICE ANNUAL CONFERENCE**

It is reported that the above conference will be held in St Andrews on 16th and 17th February, 2012. The estimated cost, is £395 per delegate. As the conference is not linked to the convention this year the Administration propose that no delegates attend.

The Committee's instructions are requested.

**10 CLASSROOM EXTENSION TO KINGSPARK SCHOOL**

(Report No 39-2012 issued with the agenda and papers for the Education Committee).

**REPORT TO:** POLICY & RESOURCES COMMITTEE - 23 JANUARY 2012

**REPORT ON:** EMPLOYABILITY SERVICES WITHIN DUNDEE CITY COUNCIL

**REPORT BY:** DIRECTOR OF CITY DEVELOPMENT

**REPORT NO:** 31 - 2012

## **1 PURPOSE OF REPORT**

- 1.1 To report the findings and recommendations of the Employability Services Project team in regard to the operating model for employability services within Dundee City Council.

## **2 RECOMMENDATION(S)**

It is recommended that;

- 2.1 The current Personnel Employment Unit and Social Work Supported Employment Team be merged into one new employment service delivery model for people with health problems and disabilities. This service be part of the Social Work Adult Service.
- 2.2 The new service be physically located at the present Employment Unit offices.
- 2.3 City Development monitor the Council's asset portfolio for appropriate offices to accommodate both the new employment service and Discover Opportunities Centre in one building in the future.
- 2.4 The project now move to an implementation phase where Social Work and Personnel will organise the transition to the proposed new operating model by April 2012.
- 2.5 The new Social Work Employment Service and the City Development Employability Programme Team continue the work started in this project to further strengthen their working relationship and explore opportunities to gain further service improvements/integration of service for clients and the Council.
- 2.6 After six months of operating the new delivery model (i.e. October 2012) the SMT be advised of the final savings achieved plus any additional opportunities identified for greater service integration between the Social Work Employment Service and the City Development Employability Programme Team.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 Costs will be no more than the existing delivery model. However, it is anticipated that a financial saving will result from the deletion of one manager post in Social Work (estimated net saving of £27,000 after accounting for new team manager grading). However, other costs may be incurred during implementation that would impact on this figure. Detail of final savings from the proposed changes will be produced during the implementation stage.

## 4 CURRENT SITUATION

4.1 There is a broad range of employability activity underway across Dundee, the Project Team took an approach which, whilst recognising this context, focused on the services delivered by the Council and identified that areas where there was a potential overlap of service were most likely to yield results in terms of better outcomes and greater efficiencies.

4.2 Presently employability related services are undertaken by three distinct teams within the Council. These are;

- The Employment Unit, which is part of the Personnel Department and is based at Dunsinane Avenue, Dundee
- The Supported Employment Unit, which is part of the Social Work Department and is based at Balmerino Road
- The Employability Programme Team, which is part of City Development and is based in the Discover Opportunities Centre (which is a multi agency centre managed and operated by the Programme Team) at 22-24 Crichton Street, Dundee

4.3 The Council also plays a role in funding employability initiatives within the City. Management and administration of UK and European funding programmes for employment are undertaken by staff in City Development and Chief Executive's Department. Examples of these funding streams are;

The European Social Funding (ESF) grants  
The Dundee Partnership Regeneration Fund

4.4 The Council supports self employment as a channel toward employability. Where clients of the aforementioned teams indicate an interest in self employment during their assessment interviews they will be guided normally to the E-Zone team within City Development for provision of expertise in regard to self employment. If the client is looking beyond a "sole proprietor" business they are likely to be introduced to the Business Gateway.

E-Zone is part of the Dundee Partnership's Employability Pipeline. Enterprise clubs being held at the Discover Opportunities Centre (DOC) approximately every 2 weeks.

### 4.5 Personnel Department - Employment Unit (EU)

The former Tayside Regional Council created the Employment Disability Unit to address the unmet employment needs of people with health problems and disabilities. This then became the EU.

For a period of time the unit size increased, reflecting the funding opportunities available and the unit's ability to access these. However, due to funding programmes ending, and reducing funding streams in general, the unit has reduced in size over the last 3 years.

Currently, the EU has 7 posts (see Appendix 1a), these are split 5 posts on service delivery, 2 posts (1.54 fte) on unit administration. The Unit Manager has recently taken early retirement, leaving the Assistant Manager to run the Unit and assist in this project review.

The purpose of the Unit is to create employment opportunities for disabled and disadvantaged people, also to support them to secure and retain appropriate employment.

Of prime importance to the EU is the ability to provide an intensive, at times, one-to-one service to enable disadvantaged individuals to access a wide variety of services in order that they receive the most appropriate means of support.

The EU operates the following key activities to deliver a service to tackle the unmet employment needs of disadvantaged individuals:

- Job club
- Work experience placements
- On-going support and assistance
- Consultancy and advisory

#### 4.6 Social Work Department - Supported Employment Team (SET)

Social Work established the SET in 1995 to address the employment needs of people with, predominantly, learning disabilities. Members of the team worked with the then Employment Disability Unit (Personnel Department) to further develop standardised approaches, processes and paperwork for their client groups. This was because there were similarities in the client groups being supported and a belief that "pooled" knowledge and experience would bring added benefits to the services provided.

Currently, the SET has 4 posts (see Appendix 1b for current structure), all are service delivery. The team also includes a clinical support worker (0.4fte) seconded from Craigmill Skills Centre, NHS Tayside. The Team Manager post is currently vacant (pending the outcome of this project).

The purpose of the SET is to support adults with a learning disability into employment (paid or unpaid). Staff also advise/guide other organisations who increasingly are becoming involved in employment support for adults with a learning disability. As necessary, the team also support clients in employment as some will have longer term support requirements.

The team operates the following key activities;

- Work experience placements
- On-going support and assistance
- Advisory
- Coordination of funded training initiatives for client groups

#### 4.7 City Development Department - Employability Programme Team (EPT)

The EPT was established by the Council in 2008. The team has 5 posts (see Appendix 1c). These are split 3 posts on service delivery and 2 posts (1.8 fte) responsible for team administration.

The Team supports the Dundee Partnership's Employability Group through strategic planning, facilitating partnership working, supporting implementation of the employability programme, funding and monitoring projects on the Partnership's Employability Pipelines. Delivering the Working For Families initiative and supporting

the delivery of co-located services through the Discover Opportunities Centre in Crichton Street, Dundee. "Discover Opportunities" is the brand name for the Dundee Partnership's Employability Programme. The Employability Pipelines, which co ordinate the services that the Partnership funds to support clients in their journey towards and into work are central to the Partnership's approach.

EPT's function is different to the other teams previously described and clients are predominantly not disabled. For those clients who directly approach the team, an initial assessment allows the team to refer each client to the most appropriate agency within the Partnership's Employability Pipeline (e.g. Triage, DEAP, Craigowl, Claverhouse) to support the client in their journey toward employment. Specialist support may also be provided in the form of assistance with child care and access to the barrier free fund including access to employment related training, Tesco vouchers for people awaiting their wages, for tax credits to be paid and travel to work costs.

Clients who have a disability are likely to be referred on to the Council's Employment Unit which is part of the Partnership's Employability Pipeline. The team use the Dundee Employability Management Information System (DEMIS) to monitor performance of agencies and progress of client referrals.

The benefits to Dundee are that the planning and delivery of employability services across the Partnership are more joined up and efficient than they otherwise would be and the delivery of services to clients are more effective as the employability pipeline promotes joint approaches to client's often multi faceted issues and barriers.

## **5 FINDINGS AND CONCLUSIONS**

### **Findings**

- 5.1 The project team critically analysed the current operations of each of the three teams noted above. A member of staff of each of the three teams was shadowed to gain fuller information on the types of work undertaken and a "visioning" workshop was undertaken to allow staff participation in the exploration of potential new employability delivery models for the Council. Other council's were contacted to gain information on how their delivery models operated.
- 5.2 In general, other councils appear to have a similar delivery model to Dundee in that funding streams (especially ESF) are sought and coordinated via a council economic development department/section. They then work with delivery agencies and internal teams on monitoring of employability programmes and development of future funding bids. Where Dundee presently differs from most councils is in having two separate teams working in the area of employability for clients with disabilities. In other councils this service is delivered from the Social Work department and, in some cases, under the general heading of employability rather than specifics of supported employment or disabled employment.
- 5.3 It was apparent that the EPT operates in a different manner to the EU and SET and that combining all teams under one manager may not be the best model due to differing functions and the specialised nature of the service provided by EU/SET. Synergies in the areas of work undertaken between EU and SET were identified and the project team focused on this area of opportunity for the Council.
- 5.4 There is similarity in the processes that the EU and SET teams use and also the initial assessment work undertaken with clients. Staff of both teams are very much client

focused with the aim of ensuring "face to face" time with clients to understand their circumstances and assist them to prepare for work and take advantage of employment opportunities.

- 5.5 EPT for the most part does not work with clients with disabilities with but will refer them onto the appropriate agency within the employability pipeline to ensure the client can be given appropriate assistance. Referrals tend to go to either the EU or Social Work.
- 5.6 The "visioning" workshop that was undertaken backed up the above findings in that it identified common areas of work that the EU and SET undertook. The workshop also highlighted that the two teams could effectively come together bringing the following benefits to the Council.
- "pooled" resources and expertise
  - single Council team for this service
  - streamlined processes
  - increased capacity
  - more efficient client service
  - utilisation of current administrative resource for both teams
  - increase funding opportunities (from increased client list)
  - optimised use of the current EU disabled access site
- 5.7 It was anticipated that this would potentially produce better outcomes for a greater number of citizens who experience disadvantage e.g. young people in transition, people with mental health difficulties, people with physical disability.
- 5.8 The workshop also identified inefficiency in "sign posting" of clients from EPT which could be addressed by a review of current client transfer processes between teams. Ongoing forums, both nationally and locally were identified as a way of ensuring that a more coordinated employability approach is achieved for the Council. These areas should be further explored to gain service benefits to the Council.
- 5.9 It is recognised that there are links between the needs that an individual may have to be supported into employment and other needs e.g. social care, housing, health promotion. An in-house service would ensure a more holistic response can be provided to individuals who experience disadvantage and poverty. This service is an important element in the Council's commitment to the Social Inclusion Agenda.
- 5.10 With diminishing public finances, there will be greater pressure on general employability programmes to maintain or improve employment outcomes while receiving less investment. The Council must ensure that clients who may have greater support needs to move to, and maintain, employment do not suffer as a consequence and this will require clear eligibility criteria and effective prioritisation of resources.

## **Conclusions**

- 5.11 The project team concluded that a more efficient delivery model would result from bringing the EU and SET together. It is envisaged that an employment service hosted within Social Work would serve to strengthen the employability focus within this department with resulting benefit to a wide range of clients e.g. young people in transition, people with mental health difficulties, people with physical disability who

may not be accessing this service at present. A new team based in Social Work could still maintain a presence in the Dundee Partnership's Employability Pipeline.

- 5.12 The time frame for establishing this proposed new model is April 2012. The previous Employment Unit Manager took early retirement in March 2011 leaving the Assistant Manager to run the unit on an interim basis pending this report. The SET Manager's post is also currently vacant. The project team are of the opinion that one Manager post can run a combined EU/SET team. There would be no requirement for an Assistant Manager, other members of the team undertaking limited cover in the Manager's absence. This may result in a financial saving to the Council. A new team structure will be developed. If this necessitates a reduced overall establishment, this will be addressed via the Council's establishment change process (ER/VR, redeployment, etc).
- 5.13 The possibility of physically locating this new team with the Discover Opportunities Centre was investigated but no suitable accommodation is available in the foreseeable future. City Development should monitor this situation as a co-location would be beneficial to clients.
- 5.14 With the reducing size of the EU, their office accommodation is now under utilised. Locating all staff of a combined team at the current EU site would increase the utilisation of this work space which is fully adapted for disabled clients and staff. The site could also accommodate a "hot desk" area for use by Social Work and community health staff. There is also a large meeting room that could be more flexibly used by the new team e.g. for other Social Work staff working with related client groups. It could also be more fully promoted within the Council.
- 5.15 The EU expertise in accessing governmental funding streams could bring benefits to Social Work as some of their current clients would qualify for funding. Levels of funding available to the Council are reducing and a fuller review of future implications and mitigation strategies would be beneficial.
- 5.16 The re-scoping of services which is being undertaken in Social Work community care services will make recommendations about the future direction of service delivery taking into account national developments such as "personalisation". As part of this exercise, potential reconfiguration of investment in a range of models of support, including employment, is being considered.
- 5.17 In July 2010 the Dundee Partnership's Employability Group commissioned the Training and Employment Research Unit at the University of Glasgow to evaluate the Dundee Partnership's employability programme of which EPT is part. City Development has submitted a committee report (379-2011) which contains an action plan to take forward evaluation recommendations. The Action Plan also sets out a series of actions for the Partnership to deliver on.
- 5.18 It is hoped that a new Social Work Employment service can strengthen existing links with EPT and improve throughflow of the clients into mainstream employability services. Greater joint working will also assist Dundee Partnership in achieving its action plan e.g.
  - Plan item 5; Pilot employability services for individuals with more challenging physical and learning disabilities
  - Plan item 9; Review Work Groups

- 5.19 The administration of the Future Jobs Fund programme accounted for a significant amount of a Support Workers time. This programme is now complete; the released capacity within EPT should be used to assist in action plan items.

## 6 **POLICY IMPLICATIONS**

- 6.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

An equality impact assessment has been carried out and will be made available on the Council website <http://www.dundee.gov.uk/equanddiv/equimpact/>.

## 7 **CONSULTATIONS**

- 7.1 The Employability Services Project Team, Chief Executive, Depute Chief Executive (Support Services), and Director of Finance have been consulted on the contents of this report.

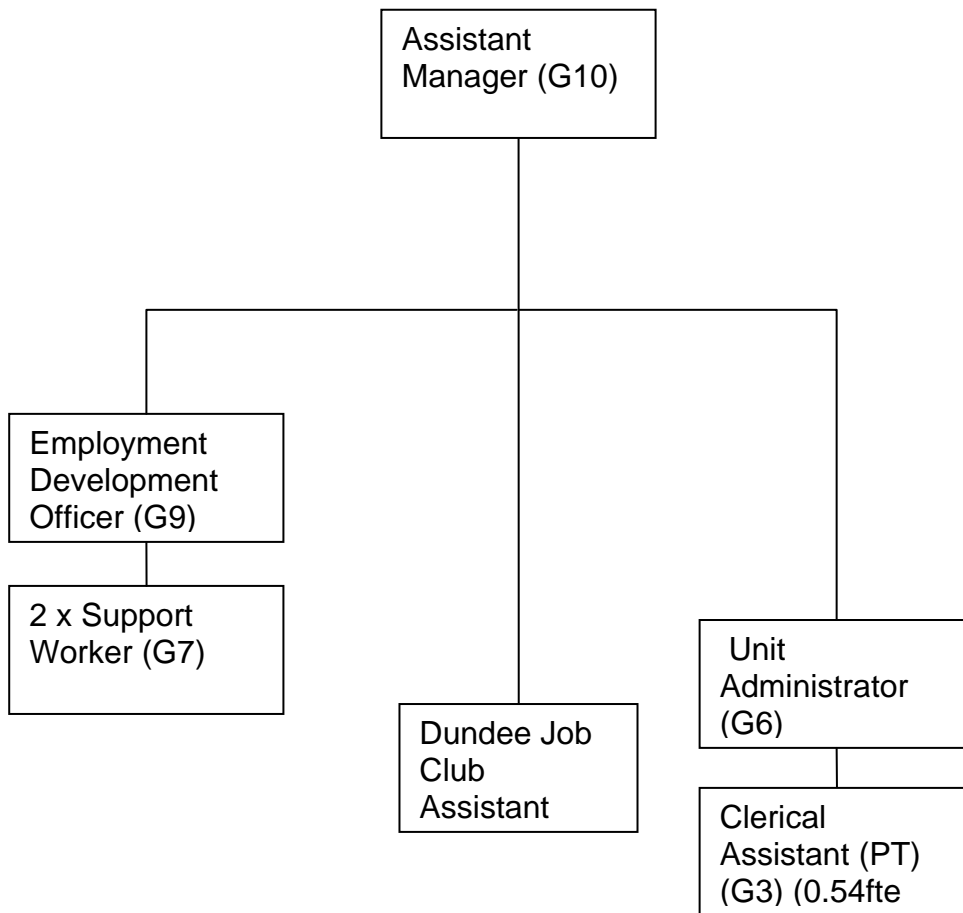
## 8 **BACKGROUND PAPERS**

- 8.1 None.

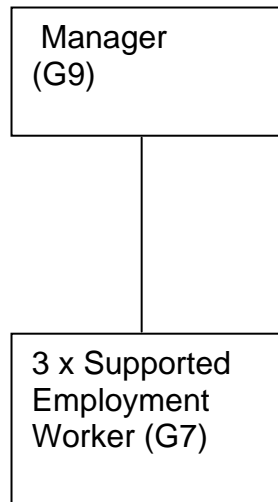
M. Galloway  
Director of City Development

10/01/2012

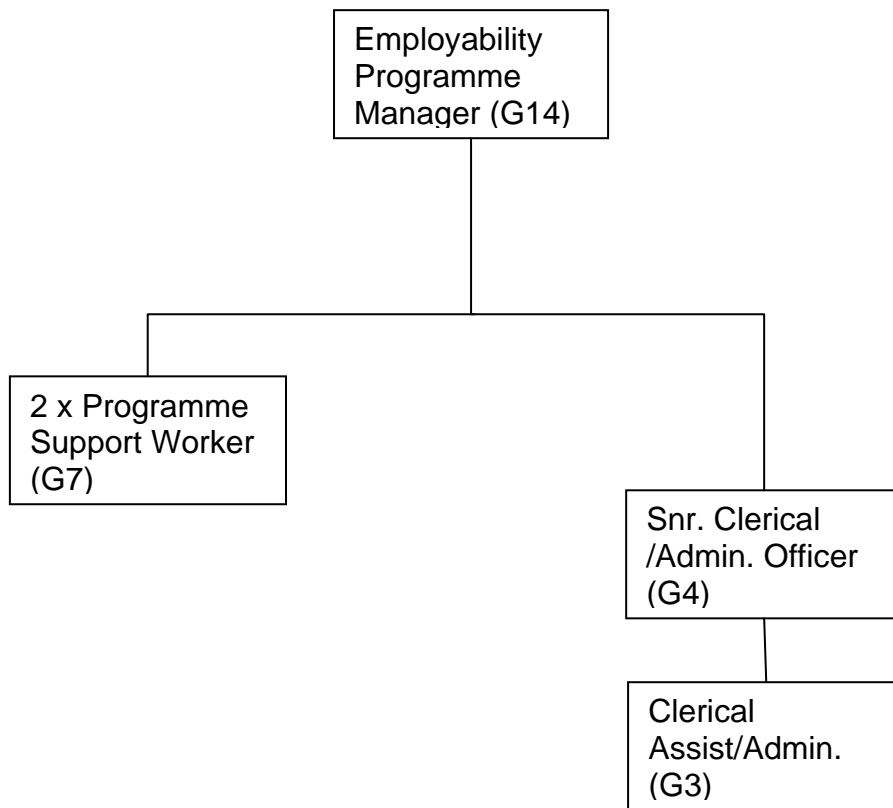
**Personnel Department - Employment Unit  
Current Structure - as at August 2011**



**Social Work Department - Supported Employment Team  
Current Structure - as at August 2011**



**City Development Department - Employability Programme Team  
Current Structure - as at August 2011**



**REPORT TO: POLICY AND RESOURCES COMMITTEE - 23 JANUARY 2012**

**REPORT ON: OPERATING MODEL REDESIGN PROJECT - MAIL HANDLING AND DISTRIBUTION/COURIER SERVICE**

**REPORT BY: DEPUTE CHIEF EXECUTIVE (SUPPORT SERVICES)**

**REPORT NO: 30-2012**

## **1.0 PURPOSE OF REPORT**

This report outlines a proposed centralised mail handling and distribution/courier service to manage incoming mail more efficiently across the Council. It also sets out the requirements necessary to enable the scanning, routing, workflow and file management of incoming mail.

## **2.0 RECOMMENDATIONS**

It is recommended that:

1. Two courier posts (one in the Social Work Department, the other in the Communities Division) are transferred into the Support Services Division to work together with the mail room operatives in a new team to provide a centralised mail handling and distribution service under the management of the Principal Administration Officer - effective from 1st February 2012.
2. Two courier posts are deleted from the establishment (one in the Housing Department (vacant post), the other in the Education Department (temporary employee).
3. An implementation plan is drawn up by the CeRDMS Project Team in conjunction with individual departments for the scanning and routing of all incoming mail (with agreed exceptions) to Dundee House and subsequently rolled out to all other Council locations.
4. Departments continue to make efforts to further reduce incoming paper and inter-departmental paper mail.
5. Directors instruct their staff to use CeRDMS, email and multi-functional devices where possible for scanning/emailing internally to minimise paper mail between departments/locations.

## **3.0 FINANCIAL IMPLICATIONS**

The above recommendations are estimated to realise a potential saving of around £40,000 per annum (courier salary savings of £31,313 and vehicle lease and fuel savings of around £8,500). This equates to 50% of the current operating cost of the Courier Service.

Additional savings will also be realised in terms of City Development staff time (estimated at 0.10 FTE) spent distributing mail to the City Square offices and the Environment Department staff time (estimated at 0.20 FTE) spent visiting Dundee House for mail purposes.

## **4.0 MAIN TEXT**

Earlier this year it was agreed to access the National Framework Agreement for Postal Services and appoint TNT Post as the Council's 'Down Stream Access Provider' for outgoing 2nd class mail. This is now well into the implementation stage and considerable savings are being made.

The handling of incoming mail was considered at the same time but it was decided not to make any changes until the move to Dundee House had been completed and staff settled in. The building has now been accommodated for 3 months.

### **4.1 Current arrangements for the handling of incoming mail to Dundee House**

There are currently 2 full time mail room staff employed in the mail room of Dundee House. They are employed by the Support Services Division of the Corporate Services Department. They sort and distribute all incoming mail received into Dundee House.

Four departments (Housing, Social Work, Education, and Chief Executive's) have established full-time courier posts: 1 in each department. The couriers' duties are to deliver mail by car (leased vehicles) to the various departmental locations across the city.

The Environment Department does not have an established courier post but estimates that 0.20 FTE staff time is taken up collecting and delivering mail.

Until recently maintenance staff of the City Development Department were distributing mail from the mailroom in Dundee House (previously they distributed it from Tayside House) to the City Square offices: estimated at 0.10 FTE.

Due to the valiant efforts of staff in all departments the volume of incoming paper mail and inter-departmental mail has diminished considerably over the past year in the lead up to the opening of Dundee House. The Education Department have been particularly successful in this respect, so much so that their courier's time distributing mail is now estimated at 0.20 FTE only and the remainder of his time has been allocated to other duties.

When the courier post within Housing became vacant several months ago it was decided not to fill it but to amalgamate the Housing and Social Work mail routes for delivery by the Social Work courier. This has been piloted with assistance from the courier in the Communities Division to cover for holidays, sickness etc. Despite a few initial teething problems the pilot has demonstrated that 2 posts are sufficient for the distribution of the current volume of mail received.

#### **4.2 Proposed centralised mail handling and courier service**

It is therefore proposed that 2 courier posts (in Social Work and the Communities Division) are transferred to the Support Services Division to work together with the mail room operatives in a new team to provide a centralised mail handling and distribution service under the management of the Principal Administration Officer. Whilst this Officer currently manages the mail room operatives he has no responsibility for the courier service. Bringing these disparate roles together would enable the provision of an integrated, more comprehensive Council wide service.

It is further proposed that the vacant Courier post (currently established in Housing) and the Education post are deleted.

Using GIS software the optimal routes can be planned for the couriers to allow them to meet each department's specified needs.

#### **4.3 Proposed Image scanning and routing of incoming mail to the addressee**

The main benefits of scanning incoming mail are:

- it will ensure documents get to the addressee as quickly as possible
- information will be handled in a more secure environment
- information will be more easily accessed and shared - staff will be able to access their mail without having to go to their office base to collect it
- it will support the corporate drive to more mobile/flexible working
- it will reduce the need for a courier service
- it will support the drive to a paperless office.

Three service areas within the Housing, Education and City Development departments have been piloting the scanning of incoming mail since moving into Dundee House.

It is now proposed that we put into place a plan for the scanning of all incoming mail to Dundee House: the mailroom currently houses two scanning workstations.

All incoming mail will be sorted as per normal by the mail room staff. Once sorted, all mail (with the exception of certain documents - to be agreed) will be scanned and indexed in the mail room by the departmental staff who currently distribute the paper mail. Scanned mail will be routed/delivered electronically to a secure location within CeRDMS where it will be accessed by the addressee.

The indexing of the incoming mail is an essential part of the scanning process. The names that documents are given will be derived from the information that is in them and the information that recipients want to see when they open their electronic mail. It is therefore important to consider that the person who is indexing the document may need to have knowledge of what the document is about or who the recipient is. For this reason it is not suggested that the mail room operatives scan the mail at this time although this should be considered once the scanning and indexing process and the CeRDMS are well established.

Initially the original paper will be securely stored (preferably in the mail room) for a period of no more than one month from the date of receipt before being securely destroyed (shredded). A period of one month will give sufficient time for the retrieval of any papers should there be any image scanning quality issues.

Documents will be scanned in accordance with the British Standard BS 10008 relating to 'Legal Admissibility and Evidential Weight of Information Stored Electronically' and in accordance with confidentiality legislation. Corporate scanning procedures which are part of the Corporate Information Management Strategy will therefore need to be completed and adopted by the council prior to the mail scanning process being implemented.

This proposal does not include the scanning of Financial Revenues mail and certain City Development mail which is currently scanned and work-flowed using other electronic workflow systems.

#### **4.4 Document Management and Workflow**

Another key element of the scanning process is document management and workflow. Directors have already agreed to make resources available within departments to expedite and establish CeRDMS in each department and the preparation of folder structures for filing purposes has been agreed as a priority. Without a final folder/repository for documents these will simply be stacked in the system or worse still taken out of CeRDMS and stored elsewhere.

It is important that the folders relate to business processes and are stored in a functional hierarchy as part of the corporate file plan (taking account of best practice in document and records management) where all relevant staff can access them in context and share knowledge about them. These files should also be the subject of records management where they are retained for only as long as they are needed and disposed of appropriately. By establishing simple folder structures for storing reference documents, incoming scanned mail will be then be managed completely within the CeRDMS. This will allow simple document management, version control and on-line search/retrieval across all departments and locations – contributing significantly to mobile and flexible working by providing access to centralised information.

Six main business processes are currently live within CeRDMS (Employee Files Folders, DCS - Major Contracts, Housing - Ex Capital Grant Applications, NEC Applications, CeRDMS Project Documentation, and Community Wardens - Major Incident Folders) and a number of others are being developed. A set of corporate workflows will allow staff to send instructions giving direction and time scales for how and when work should be carried out.

#### **4.5 Timescales and Transition Arrangements**

It is proposed that the centralised mail handling team is operational from 1st February 2012.

The image scanning and routing proposal is more complex and will require a longer transition period. Scanning will be introduced in phases on a department by department basis in Dundee House and rolled out to all other Council locations - to be completed by the end of 2012.

There are several stages involved in developing this overall process and it is important that each stage is successfully achieved for scanning and workflow to work effectively and provide the maximum benefits for the Council. An implementation plan therefore needs to be drawn up by the CeRDMS Project Team in conjunction with individual departments.

Given the potential scale of the work required: the amount of planning and analysis that will be required to identify users, relevant indexing requirements, folder locations and records requirements, it is essential that adequate dedicated resources are given by each department to developing each stage of the process.

The first phase of the scanning will commence in January 2012 with a target completion date for Dundee House of the end of June 2012. This will then be rolled out to the other offices in the city on a location by location basis to be completed by the end of 2012.

To reduce incoming paper mail and inter-departmental paper mail as much as possible Directors should instruct their staff to remove their names from unwanted mailing lists/junk mail/magazines, identify the source of their incoming paper mail and request senders to submit electronically and to use CeRDMS, email and multi-functional devices where possible.

## **5.0 POLICY IMPLICATIONS**

This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

There will be a reduction in the Council's carbon footprint achieved by a reduction in mileage to distribute mail and savings in relation to the floor space required for the storage of paper records.

An equality impact assessment has been carried out and will be made available on the Council website <http://www.dundee.gov.uk/equanddiv/equimpact/>. There are no major issues.

## **6.0 CONSULTATIONS**

The Chief Executive and Director of Finance have been consulted in preparation of this report.

## **7.0 BACKGROUND PAPERS**

None.

Patricia McIlquham, Depute Chief Executive (Support Services)

10 January 2012

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 23 JANUARY 2012**

**REPORT ON: OPERATING MODEL RE-DESIGN - REVIEW OF PERSONNEL FUNCTION**

**REPORT BY: DEPUTE CHIEF EXECUTIVE (SUPPORT SERVICES)**

**REPORT NO: 29-2012**

## **1.0 PURPOSE OF REPORT**

1.1 This report summarises the findings from a review of the personnel function within the Council. The review was carried out to consider whether there is a more efficient operating model which will enable the function to deliver higher value to the Council, and if so, what the implications of that might be.

## **2.0 RECOMMENDATIONS**

2.1 The report makes recommendations for:

1. a move towards a fully centralised HR business partnering operating model;
2. the renaming of the function from Personnel to Human Resources (HR) and the re-designation of the staff accordingly, e.g. from Personnel Officer to Human Resources (HR) Officer;
3. transfer-in to the central HR function of 4 departmental staff who were identified as in the main carrying out professional personnel activities and who are CIPD (Chartered Institute of Personnel and Development) qualified;
4. transfer of the post of Organisational Development Assistant to the Information and Research Team based in the Corporate Planning Section - the post is currently on loan to that section;
5. formal review of the model 12 months after implementation - around April 2013.

## **3.0 FINANCIAL IMPLICATIONS**

3.1 There are no direct and immediate financial implications from the approval of this report. However, further staff cost savings should be possible once a fully centralised model has been established and workloads can be consolidated.

## **4.0 REVIEW METHODOLOGY**

4.1 All departments were asked to complete a template identifying the posts involved in carrying out the personnel function. Interviews were conducted with the Head of Personnel, the Corporate Personnel Team Leader; the Human Resources and Corporate Services Manager (Education Dept); the Personnel Team Leader out-posted to the Social Work Dept; the Finance & Corporate Services Manager (Housing Dept); the Head of Support Services and the Admin and Finance Manager (Environment Dept). These interviews were held to gather more qualitative information in relation to the current operating model.

4.2 Research was then undertaken to identify alternative models and current trends within the field of personnel.

## **5.0 THE 'AS IS' POSITION**

5.1 Current arrangements for the personnel function are mixed across the Council.

- 5.2 The central personnel section, part of the Corporate Services Department employs 20 staff (6 of whom are out-posted to the Social Work department). The central section is responsible for the development of corporate personnel policies and procedures and provides departments with HR support and advice as requested.
- 5.3 The personnel team located in Social Work were out-posted approximately 4 years ago. Since then the Personnel Team Leader has become a member of the Social Work Department's Strategy, Performance and Support Services Management Team and as such is also responsible for additional non-personnel duties including: Office Support, Appointeeship, Health and Safety and Staffing
- 5.4 At the same time as staff were out-posted to Social Work, a team was also out-posted to the Education Department however they have since been transferred into that Department. 14 staff, in 2 teams, are now employed by Education, both teams reporting to the Education Human Resources Manager who was previously a Team Leader in the central personnel section. One team is responsible for Employee Resources, the other for Employee Relations (transactional HR/staffing). Not all staff are CIPD qualified.
- 5.5 A further 2 people (one in Housing, the other in City Development), both of whom are CIPD qualified, also carry out personnel activities.
- 5.6 The post of Corporate Services Team Leader (Personnel) within the Housing Department was created in response to criticism from the Housing Regulator in 2008. As well as personnel activities the Team Leader also manages the Accommodation/Safety Officer, the Department's training officer and the central admin section.
- 5.7 Within City Development the post of Team Leader (Support Services, Personnel and Staffing) provides a full range of personnel services to managers within the department as well as being responsible for some other non-personnel duties.
- 5.8 Posts in the new Environment Department are currently under a departmental review and re-structuring and one post i.e. that of Section Leader Admin (0.7 FTE on personnel activities) has already been identified for deletion towards the end of the 11/12 financial year. The department does not employ any other personnel staff, accessing the central personnel section for guidance and support as required.
- 5.9 The Finance and Support Services Departments do not employ their own personnel staff either, nor do they have out-posted personnel staff. These departments receive personnel guidance and support from the central section as requested.
- 5.10 To encourage corporate working the central Personnel Team Leader chairs regular personnel liaison group meetings to which the departmental personnel team leaders are invited as well as the Education HR Manager.

## **6.0 OPPORTUNITIES AND OPTIONS FOR CHANGE**

- 6.1 Over the past 30 years the role of personnel has undergone major changes: from a time when organisations looked to the 'Personnel Department' to police and administer the paperwork around transactional activities such as recruitment and payroll to more recently when organisations consider the 'HR Department' as playing an important role setting strategy and developing the culture of the organisation.
- 6.2 Business Partnering (pioneered by Ulrich and Brockbank) has emerged as the dominant model in today's modern organisations. With this model HR are less hands on and are freed up to work at a more pro-active and strategic level to address issues such as leadership, staff empowerment, workforce planning, staff development, service development and customer service. In effect the role of the HR professional is to give

advice to managers but managers are required to manage their own teams and take ownership for that relationship.

- 6.3 Each partner must involve the other from the beginning of the decision-making process and HR Business Partners must make every effort to understand their partners' business. It is not however necessary to out-post staff or for departments to employ their own personnel staff. Successful partnership arrangements can be achieved by having regularly scheduled update meetings to discuss business issues. Working together in this way makes the most of the HR function's value to the organisation. For example, East Renfrewshire Council (see case study at Appendix 1) adopted a business partnering model for their HR function some six months ago and feedback from the various departments has been positive, despite some reluctance initially from Directors. Each department has 1 identified Business Partner for strategic issues and support workers to answer HR enquiries.
- 6.4 East Renfrewshire Council and other private organisations have shown it is not necessary for HR partners to be located in the same department or location as their linked partner department. Partnership can work effectively by having regular scheduled update meetings to discuss departmental issues and strategic planning.
- 6.5 A more recent trend, and one that is expected to increase further, is the creation of shared support services. HR is in fact the most common service to be included in shared service agreements in the private sector and 3rd highest in the public sector. The latest example in Scotland's public sector is a report recommending the joint delivery of HR to Clackmannanshire and Stirling Councils. This is hot on the heels of a detailed business case setting out a plan for seven Clyde Valley Councils to share certain support services, including HR. Their aim is to deliver best practice support services to partner Councils and to drive down support service costs to help protect priority frontline services.

## **7.0 RECOMMENDATIONS FOR A NEW OPERATING MODEL**

- 7.1 The primary recommendation of the review is for a move towards a fully centralised business partnering operating model with the central HR Division having responsibility for the provision of all professional HR activities to departments across the Council. From the information collected there is nothing to suggest that the current arrangements for the personnel function are not effective. However, the review has provided an opportunity to build on the foundations of good traditional personnel practice to develop an operating model that is more efficient and in keeping with the Changing for the Future agenda.
- 7.2 The main benefits of the proposed model are:
- a clear career structure and greater professional development opportunities for all HR staff
  - unified corporate HR - HR solutions will be the same across the Council; there will be less likelihood of departments diverging and becoming disconnected from the corporate HR strategy and direction
  - more effective utilisation of CIPD qualified staff on HR activities
  - sharing of HR knowledge and experiences which will enable more interchangeability of HR staff
  - the HR function will be better equipped to meet peaks in demand
  - all departments will receive the same HR guidance and support.
- 7.3 It is proposed that initially the following departmental posts will transfer in to the central HR division from 1st April 2012:
- 1 x Team Leader from City Development
  - 1 x Senior HR Officer from Education
  - 2 x HR Officers from Education

- 7.4 At the same time the following posts currently out-posted to Social Work will remain as part of the central HR division:
- Personnel Team Leader
  - 1 x Senior Personnel Officer
  - 2 x Personnel Officers
  - 1 x Assistant Personnel Officer
  - 1 x Personnel Assistant

The Personnel Team Leader and a number of the above staff will continue to be responsible for the non-personnel duties they carry out for the Social Work Department however these duties will be the subject of review during the period up to 31 March 2013.

- 7.5 The Corporate Services Team Leader (Personnel) employed by Housing will remain within Housing at this time.

- 7.6 The Education Department Human Resources Manager will continue in her current post with her current responsibilities, but will have also have a professional relationship with the Head of Personnel, in terms of also acting as one of the three corporate Business Partners.

- 7.7 A structure will be drawn up to show how the central HR team will be organised for the next 12 months. The structure will be designed so as to maintain established working relationships, department knowledge and expertise. The personnel staff who are currently out-posted and the personnel staff employed by departments have built up a significant level of expertise that is valued and respected by the departments. HR Business Partners will therefore be partnered in the first instance with the departments they currently serve or have most knowledge of. In addition it is proposed that each of the Business Partners would carry a corporate responsibility for the Council's on-going commitment to areas such as mobile and flexible working and workforce planning.

- 7.8 It is not anticipated that this model will necessitate any costs or complications in respect of office accommodation. The staff moving in to the centre are currently accommodated on a mobile/flexible basis within Dundee House therefore it would be logical for them to continue to do so. Similarly, officers from the central team (presently based in the City Square Office) will be encouraged to work on a more mobile/flexible basis in keeping with the 'Changing for the Future' plans to apply the principles of mobile and flexible working throughout the Council. The current Personnel Offices in City Square will adopt a hot/clear desk policy so that all HR staff can work from these offices as appropriate.

- 7.9 A formal review of the model should be undertaken 12 months after implementation i.e. around April 2013.

- 7.10 The post of Organisational Development Assistant in the central team is recommended for transfer to the Information and Research Team based in the Corporate Planning Section - the post is currently on loan to that section.

## **8.0 MANAGING THE RISKS**

- 8.1 It is acknowledged that adopting this proposed change in operating model brings with it a number of risks. Appendix 2 highlights the key strategic risks identified during the consultation process and the mitigating approach to be taken.

- 8.2 The trust and commitment between departments and the central division will be essential to the success of this model. There may be teething problems during the transition period but the model has at it's core the following priorities:
- to ensure HR contribute to all strategic decisions
  - to ensure line managers accept responsibility for managing staff

- to maximise the effectiveness of each partners' resources
- to ensure efficiencies are maximised.

It also has the benefit of enabling pooled access to substantial expertise and resources to ensure equality and fairness across all departments of the Council and to mitigate any perceived risks.

## **9.0 POLICY IMPLICATIONS**

9.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty and Risk Management. There are no major issues.

9.2 An equality impact assessment has been carried out and will be made available on the Council website <http://www.dundee.gov.uk/equanddiv/equimpact/>. There are no major issues.

## **10.0 CONSULTATIONS**

10.1 The Chief Executive, Director of Finance and Head of Personnel have been consulted in preparation of this report.

## **11.0 BACKGROUND PAPERS**

11.1 None.

**Patricia McIlquham, Depute Chief Executive (Support Services) 10 January 2012**

## **Case Study - East Renfrewshire Council**

East Renfrewshire Council employs around 4,000 FTE staff.

The Council adopted an HR Business Partnering Model some 9 months ago. Initially there were some concerns, in particular from the Education Department. Recent feedback from the management team at the start of August noted that the new model is working well.

The Council employs 3 HR Business Partners and each department has an identified Partners. Their principal function is:

- to provide strategic partnering with the service to embed a strategic approach to human resource development and management that results in a more effective front line delivery.

Business Support Officers (9 in total) are also partnered with departments, the number of partnered officers being based on the number of FTE staff in each department. The Education Department which accounts for almost half of the FTE staff across the Council has 4 Business Support Officers. The principal function of the Business Support Officers' role is:

- to support the HR Business Partner and departmental line managers by providing advice in case management relating to absence, discipline and grievance and in the development of HR strategy and policy across the Council.

The Business Support Officers report to the Business Partners and the Business Partners report to the Head of Service (HR Manager).

The HR team is based at the Council HQ and travel as required to their partnered departments when face-to-face communication is required.

Within the HR Service there is also a Workforce Development Manager who manages a team responsible for HR transactional/staffing activities.

<b>Key strategic risk</b>	<b>Mitigation approach</b>
Impact on pace and ability of departments to progress specific HR areas of work stemming from external inspection - with negative impact on individual departments.	HR Business Partners will be involved in the detailed planning of any necessary work and will be able to call on support from the centre as necessary.
Inconsistency in implementing corporate policies and procedures at departmental level.	HR Business Partners will provide guidance on implementation of policies and Head of HR will put into place suitable monitoring arrangements.
Loss of HR specific departmental knowledge and understanding, including knowledge of staffing issues.	HR Business Partners and support staff will be matched in the first instance with the departments they currently serve or have most knowledge of in order to restrict any loss of departmental knowledge.
Reduction in Trade Union relationships.	Trade Unions will be consulted re the new model and best practice approaches to trade union engagement will continue as in the past.
Loss of direct support and face to face contact at a time when change is happening at a fast pace.	HR Business Partners will be available to provide face to face contact as necessary.
Impact on ability to respond quickly and prevent escalation of problems.	Clear HR organisational structure will point managers in the correct direction for speedy advice.
Limited progress on corporate projects e.g. mobile/flexible working due to lack of departmental capacity to collate data.	Adoption of whole systems thinking approach to service redesign and continuous improvement.
Separating HR operations from departmental strategy will limit the work included within departmental service plans.	HR Business Partners will be involved in drawing up departmental service plans.
Departmental inability to carry out HR and other operational activities currently carried out by HR professionals.	Adoption of whole systems thinking approach to service redesign and continuous improvement.
Managers may have limited skill and competence in HR activities i.e. handling disciplinaries, grievance, sickness and absence management.	Training is available to ensure all managers are confident in discharging their responsibilities.
Trust and commitment between partners	Service level agreement documents could be drawn up between HR and each department to create a contractual framework if necessary.
Impact on service quality and performance.	Implementation planning and phasing of transition will seek to minimise impact on service quality and performance.
Impact of new model on other Changing for the Future projects.	Implementation planning and phasing of transition will take account of service readiness and other internal operating model reviews in order to minimise disruption. This review has in fact recommended that consideration is given to the centralisation and creation of a shared service centre for all transactional HR activities, including staffing, as part of the operating model redesign review of the admin function which is also taking place. The implementation plan will support this.

Changes to staff terms and conditions.	No significant changes will be made and the new HR organisational structure and role design will be used to mitigate differences amongst transferring staff. Trade Unions will be consulted in accordance with best practice.
Workforce risk - resistance to move to central service and associated new ways of working.	Application of best practice approaches to staff engagement and consultation.
Equality Impact.	An initial equality impact assessment has been undertaken and there are no concerns.

**REPORT TO: POLICY & RESOURCES COMMITTEE - 23 JANUARY 2012**

**REPORT ON: OPERATING MODEL REDESIGN – REVIEW OF FINANCIAL SERVICES**

**REPORT BY: DEPUTE CHIEF EXECUTIVE (SUPPORT SERVICES)**

**REPORT NO: 34-2012**

## **1.0 PURPOSE OF REPORT**

This report summarises the findings from a review of the accounting services function, both central and departmental, within the Council. The review considered whether there was a more effective operating model.

## **2.0 RECOMMENDATIONS**

It is recommended that:-

- each Service Department has a suitable person responsible for financial, budgetary and accounting matters on its Senior Management Team.
- each Service Department has a suitably qualified member of staff responsible for liaising with central Finance and supporting their own Department on financial, budgetary and accounting issues.
- all other staff in Service Departments whose main duties fall into categories of Final Accounts preparation, Revenue Budget preparation and Revenue Monitoring be transferred to the central Finance Division within the Corporate Services Department. It is expected that most staff may require to spend a portion of their time located within Central Finance and a portion within the Service Department. These staff are detailed in Appendix 2.
- The structure within central Finance to accommodate this transfer will be part of the forthcoming Corporate Services restructure report.
- staff who remain in Departments will have professional accountability to Director of Finance for the financial, budgetary and accounting information they provide.

## **3.0 FINANCIAL IMPLICATIONS**

There are no direct financial implications arising from this report. The revenue budgets associated with the staff transferring to Corporate Services will also be transferred.

## **4.0 BACKGROUND**

Phase 1 of the Council's revised organisation structure was implemented from 1 July 2011 and the second phase will be implemented at 1 April 2012.

This will reduce the number of departments to six, create a new Environment Department and merge all support service departments including central Finance into a single Corporate Services Department.

Additional changes from the Changing for the Future Programme are the separation of Leisure and Culture Dundee which will no longer require any central accounting support and the pooling of the budgets for property within City Development and of open spaces and fleet within Environment which will significantly affect how these budgets are monitored in the future.

## 5.0 REVIEW METHODOLOGY

An initial meeting was held with nominated financial representatives from each of the new Departments. This outlined the scope of the project and the expected implementation date of 1 April 2012.

Thereafter templates were issued to each Department (Appendix 1). Once these had been completed individual meetings were held within each Department to discuss their submissions in greater detail and to ensure that there had been a consistency in responses.

Discussions were then held with each of the central accountants to allow them to comment on their Department's submissions and verify whether it was consistent with their understanding.

A process mapping exercise was undertaken to see if there was any waste or duplication in the working between the Departmental staff and the Corporate and Services teams within Central Finance.

This fed into the demand side of a Workforce Planning exercise which together with the earlier process mapping enabled the options for change to be evaluated.

## 6.0 PROCESS MAPPING

The main processes of revenue budget preparation and revenue monitoring were mapped.

The conclusions from this were:-

It is clear that there are meetings where three different accountants are involved and instances where all three of these may be calculating or checking the same figures.

The Services Team create spreadsheets for the Budget Volume and at a more detailed level for Ledger input but it is not obvious how well these are synchronised.

The number of stages involved means that Departments may become detached from taking ownership of their Budgets and place the onus for any decisions on Central Finance staff.

## 7.0 WORKFORCE PLANNING

The mapping of the above processes gives an indication of the demand-side requirements in the future. The recommended outcome position of both processes suggests there may be some need to consolidate staff between Services Team and departmental staff. The increasing role of the Systems Team in development and a review of the overlap in work between teams and the actual reduction in the number of departments all indicate a reduction in demand for accounting services staff. This applies only to the processes being considered so may be a means of freeing up time to take up a more active management accounting role in engaging with departments.

An age profile of staff in Accounting Services showed the vast majority fall in 36-55 range.

The lack of opportunity for new staff recruitment will require existing staff to be continually trained and developed to ensure that they can adapt to the new demand requirements likely to be placed upon them.

Information on qualifications was also gathered on the template used (Appendix 1). Although there are no immediate issues this did highlight the need for succession planning and ensuring a supply of suitable staff continues to be developed.

## 8.0 PEST ANALYSIS

To further supplement the demand-side of the Workforce Planning a PEST analysis was conducted.

### **Political**

The main political pressure is that a national focus on shared services may have a significant impact on workforce needs and planning.

At this stage there is no indication of how this may impact, if at all, on accounting services. However as revealed by the process mapping there is a clear need for the Council to be able to operate its own accounting services more as a shared service in the first instance.

### **Economic**

The economic challenges facing Scotland as a whole require public service organisations to develop a revenue budget methodology based on service priorities and a need for production of better information on costs and productivity.

This places new demands on accounting services which will require new thinking and development of existing models which may in the short term at least require greater resources.

### **Social**

The main social change facing accounting services is the Council's move to a much more flexible working approach. This includes making available the opportunity for home working and making the working day more flexible by moving away from core hours.

On the supply side this is attractive to staff and helps recruitment and retention, although these are not currently particular concerns. However from the demand side, a clear protocol has not yet been developed to confirm that the demands on the service can be properly met by a flexible working workforce.

### **Technological**

The process mapping clearly showed there is a major waste from the lack of appropriate use of technology. There is a great deal of manual intervention to produce financial information which could be avoided if more time was invested in developing existing financial systems to automatically produce information.

This would free staff from manual inputting and manipulation of information and allow them to move in the more 'value-add' area of interpreting information and communicating with budget holders at an earlier stage on how to manage their budgets.

## 9.0 GAP ANALYSIS

Workforce planning then considers the gap between the supply identified through the age profile and the demand required from the process mapping and the PEST analysis.

The main issue from the GAP analysis is the change in demand on accounting services. This will require some of the more mechanistic processes being automated allowing staff to look to add value and place budget setting and monitoring within its overall context of achieving best available outcomes from resources available within the Council rather than being an end in itself.

## 10.0 PROPOSALS FOR CHANGE

The key consideration is that of a centralised or decentralised approach. The reduction in the number of departments would make it possible to provide an out-posted service to each Department but equally there would be an opportunity to bring out-posted and departmental staff into the centre.

Basically any proposal will exist at a point along this centralisation/decentralisation spectrum.

## 11.0 OPTIONS

### 11.1 Maintain the status quo.

The current model is well understood and has contributed to sound financial control. It combines a local presence with some central control. However, the business process mapping identified that there is scope for improvement. There is some lack of clarity over roles and responsibilities and some Departments are better resourced than others.

### 11.2 Outpost more of central Finance Team to Departments.

This would strengthen the resource in individual Departments and it would allow more local knowledge but this would spread the overall resource very thinly. There would be various small teams with cover issues and there would be a lack of scope to interchange staff across the finance function. This structure would not suit the greater partnership working arrangements which are happening between departments and may reinforce silo-type thinking when a more corporate style of working is being encouraged throughout the Council.

### 11.3 Manage from central Finance.

The benefits of this are that it would enable clear consistent practices to be applied corporately. It would create a critical mass which was more supportive to accounting staff and would give them more opportunity which provides a starting point for succession planning for career progress and development. It would enable the Central Team to be appropriately resourced to service each Department.

The qualified staff can also establish best practice and ensure that this is followed. In addition to gaining this deeper knowledge there will also be an opportunity for the unqualified staff to broaden their knowledge. They will have the opportunity at the centre to see and hear what is happening in other Departments. There will be

opportunities for staff rotation which will enable better cover for all Departments as the standardised practices will make staff more interchangeable.

There is a risk of losing close working relationship with individual Departments if a local presence is not maintained.

## 12.0 PROPOSAL

The proposed model is that each Department should retain someone on their Senior Management Team who is responsible for financial matters.

This ensures that each Department is clearly accountable for its own budget and that it is discussed at an appropriate level as being interlinked with its operational capabilities and desired outcomes.

Each Department should also have one suitably qualified member of staff. They would be responsible for ensuring that the Management Team was provided with the relevant financial management information required. They would provide the link with the Finance Division and would be able to concentrate more on their financial role. Having two staff involved in financial matters would enable the Head of the Department to always have a resource available independent of the Finance Division.

All other financial staff would transfer into the Finance Division and be line managed from there. The forthcoming Corporate Services restructure report will specify how this change will be accommodated and structured.

Quarterly group meetings would be held with representatives from each Department to discuss common issues and enable earlier identification of problems. This would be over and above the individual operational contact between Departments and the Central Team.

In addition it would be recognised that there may be a requirement at times for staff to be located within the Department to ensure that the communication link is kept strong and a proper partnership working arrangement is established and maintained.

## 13.0 IMPLICATIONS FOR DEPARTMENT

Following discussions with each Department it has been identified that to achieve an appropriate structure in line with the recommendations, some staff will require to transfer to Central Finance. These staff are listed in Appendix 2.

Each Department considered the proposal to retain a suitable member of staff out with the Senior Management Team to be necessary.

Possible staff for transfer were therefore considered as follows:

### Social Work

One part-time member of staff whose main duties fall into accounting categories was identified for transfer. One full-time member of staff was considered but they had only limited revenue monitoring involvement for residential care and rest of time was spent on non-accounting duties. This member of staff was therefore out with the criteria for transfer. No other staff involved in any of the accounting duties.

Housing

No other staff involved in the accounting duties.

City Development

One member of staff identified for transfer. One other member considered but their duties were found to be administrative rather than accounting. No other staff involved in accounting duties.

Education

Staff in 3 Education Finance teams identified as falling into the accounting category. These staff provide accounting and budget support to Education managers and schools through Devolved School Management and this service will continue. All these staff identified for transfer. Whilst they will be managed within Finance, the staff will continue to work with the Education Department and school facilities as required to deliver the service. No other staff involved in accounting duties.

Environment

Two members of staff considered. One whose main duties fell into Personnel rather than accounting was excluded. The other had greater accounting involvement but this was mainly with Environment's own systems rather than corporate accounting system. This would require to be based mostly at Clepington Road making line management from Central Finance less feasible. For these reasons this post was excluded. No other staff involved in accounting duties.

**14.0 POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

**15.0 CONSULTATION**

The Chief Executive, Director of Finance, Director of Housing, Director of Social Work, Director of Education, Director of Environment and Director of City Development have been consulted.

**16.0 BACKGROUND PAPERS**

MSc Public Leadership paper	A critical evaluation of the process for setting and monitoring the Revenue Budget in Dundee City Council.
-----------------------------	--

**PATRICIA MCILQUHAM  
DEPUTE CHIEF EXECUTIVE (SUPPORT SERVICES)**

**13 DECEMBER 2011**



**Departmental Staff to Transfer to Central Finance**

From Social Work

0.5 x Grade 7 (1 part-time member of staff)

From City Development

1.0 x Grade TBA

From Education

3.0 x Grade 9 (includes one job-share arrangement)

4.0 x Grade 4

**REPORT TO: POLICY AND RESOURCES COMMITTEE -  
23 JANUARY 2012**

**REPORT ON: FIVE YEAR HOUSING CAPITAL BUDGET FROM  
2012/13 TO 2016/17 - REVISION**

**REPORT BY: DIRECTOR OF FINANCE / DIRECTOR OF HOUSING**

**REPORT NO: 32-2012**

**1. PURPOSE OF REPORT**

1.1. The report sets out the revised 5 year Housing Capital Estimates which will allow us to achieve the Scottish Housing Quality Standard by 2015 and maintain it thereafter.

**2. RECOMMENDATIONS**

2.1. Committee is asked to:

- a. Approve the Draft Housing Capital Budget for 2012/13 and the draft budget for the four years from 2013/14 to 2016/17.
- b. Approve the action as detailed in paragraph 4.
- c. Instruct the Director of City Development, in conjunction with the Director of Housing, to invite offers for the projects included in these Capital estimates and to authorise the Director of Housing, and the Director of City Development to continue with established alternative methods of procurement with contractors and develop new initiatives where these are necessary to achieve the value for money that will be required to meet the Scottish Housing Quality Standard (including partnering arrangements with contractors, where appropriate).
- d. Authorise the Director of Housing to accept offers as detailed in paragraph 4.3.

**3. FINANCIAL IMPLICATIONS**

3.1. The Council is funding the Capital Programme through a combination of borrowing and capital receipts. The budget for 2012/13 has been set at £24.032m, which reflects the rent policy outlined in the Council's Standard Delivery Plan and loan charges necessary to finance the borrowing. Included in the budget are capital receipts of £3.650m.

3.1.1. The 2012/13 Housing Capital budget is based on:

- a. Prudential Borrowing of £17.380m to fund the capital programme.
- b. Capital receipts amounting to £2.500m from Council House Sales.
- c. An allowance for slippage on capital and capital receipts of £3.002m.

- d. Sale of last house in block of £0.800m.
- e. Land Receipts amounting to £0.350m.
- f. £0.490m of the capital programme is earmarked for the increased supply of Council housing.

#### 4. **MAIN TEXT**

- 4.1. This report has been prepared and the estimates reconfigured, in line with the revised SHQS Standard Delivery Plan submitted to Housing Committee on 16 May 2005, and to Communities Scotland on 30 June 2006, and agreed by Communities Scotland in September 2006. In addition a Root and Branch Review of the SHQS Delivery Plan was agreed by Housing Committee in August 2010. All programmes are subject to SHQS criteria in order that Council houses in the core stock meet the standards by 2015. The estimates also include projects for the first and second years post SHQS.

Figures for 2012/13 include carry forward of expenditure from 2011/12.

- 4.2. Most projects have addresses shown in the estimates. These addresses are usually shown as estate developments. The Director of City Development will prepare contract documents and will update the addresses by excluding sold houses and houses with an application to purchase, just prior to pricing. The project report will be approved by Housing Committee and will give final details of addresses.
- 4.3. The following programmes have no addresses as yet and will be dealt with in the following way:

##### 4.3.1. **Disabled Adaptations**

Committee is asked to authorise the Director of Housing to identify individual addresses and, in conjunction with the Director of Finance, to incur expenditure within the Estimates allowance.

The Director of Housing in conjunction with the Director of Finance, will have delegated authority to accept offers up to £25,000 per house.

Offers over £25,000 for disabled adaptations will be approved by Chief Officers, in conjunction with the Convener of Housing, because of the urgency of meeting the need of individual disabled persons.

##### 4.3.2. **Surveys, Urgent Works, Pilot Projects, Urgent Roof Replacements**

Stock surveys are an essential part of assessing the condition of the housing stock and planning ahead. During the course of survey inspections, urgent works are identified, e.g. roofs. In order to reduce the administrative delays, Committee is asked to authorise expenditure on urgent works, eg roofs, up to amounts detailed in the estimates.

Committee is asked to authorise the Director of Housing to instruct the Director of City Development on locations for surveys and pilot projects and previous deletions. The fees for such are included within the sums for each item.

#### 4.4. **Kitchens and Bathrooms**

The programme over the next three years means we are on target to meet the SHQS for these elements by 2015.

#### 4.5. **Climate Change/Energy Efficiency**

- 4.5.1. In the last five year capital budget approved in January 2011 there was £3.884m allowed for external insulation and district heating (plus kitchen and bathroom upgrading) at Dallfield MSD. This is funded in partnership with British Gas. This is a Community Energy Saving Project designed to reduce carbon emissions, increase fuel efficiency and reduce fuel poverty for tenants. This is now being rolled out to Lochee MSDs where another CESP will start on site before 2012/13 in order to meet the funding deadline. The Council contribution to external insulation, district heating and kitchen and bathrooms at Lochee MSDs is £3.445m.
- 4.5.2. The position on Photovoltaic installation is under review due to the Government's proposals to decrease the Feed-in-tariff. A consultation period closed on 23 December 2011. The Council has responded to this consultation in accordance with Report 558-2011 made to the P & R Committee on 19 December 2011. It is unlikely in the short term that any installation will take place.
- 4.5.3. Provision has been made in 2012/13 for £1m expenditure on energy efficiency measures for tenants' homes.

#### 4.6. **Capital Estimates**

A Stock Condition Survey carried out by John Martin Partnership in 2007 has recently been updated following further survey work and is continuing to be updated through inspection and following capital and revenue works. The Stock Information Database has provided information for the most recent Audit Scotland returns and has been utilised in preparing the estimates.

#### 4.7. **Other Assumptions**

In 2012/13 there is funding for a new build programme of 12 houses in partnership with Hillcrest Housing Association who are acting as development agent.

A Tenement Management Scheme (TMS) is now being implemented for the Controlled Entry programme. As installation of controlled entry is considered to be an improvement, the work cannot be done without owners' agreement. However, a TMS will allow us to do this provided there is majority agreement within the close. Ballots are now well underway.

Due to recent high levels of investment the Roofing Programme has been adjusted to reflect available resources to 2015. An allowance for urgent roof allowances will be maintained.

Surveys are taking place on some external environmental allowances (eg stairs and footpaths) and budgets will be adjusted once the survey results are in to ensure compliance with the SHQS by 2015.

Guidance from the Scottish Government has now been received on exemptions and abeyances from the SHQS. This is reflected in the budgets that have been prepared. In particular, post 2015, there remains an allowance for kitchen and bathroom upgrading for funding abeyances that become available for investment.

The assumption for land receipts has been adjusted downwards in view of the current economic situation and prudential borrowing has been increased to reflect this.

The Projected Capital Resources allow for capital receipts for council house sales during the period of the plan.

#### 4.8 **Prudential Indicators**

The Prudential Code requires the Director of Finance to prepare a set of indicators that demonstrate that the Housing Revenue Account's Capital Plan is affordable and prudent. These are shown in Appendix One to this report.

The Indicators demonstrate that the Capital Plan 2012-2017 is indeed affordable and prudent. An explanation of the Prudential Indicators, as shown in Appendix One, is shown below.

##### Level of Capital Expenditure

This indicator measures affordability and gives a basic control of the Council's capital expenditure.

##### Ratio of Financing Costs to Net Revenue Stream

This indicator measures affordability. The measure includes both current and future commitments based on the Capital Plan and shows the revenue budget used to fund the financing costs of capital expenditure.

Variations to the ratio implies that the proportion of loan charges has either increased or decreased in relation to the total funded from Housing Rents.

##### Estimate of Incremental Impact of Council Investment Decisions on the Housing

This is also a measure of affordability. It shows the relative impact of the capital programme on the Housing Rents.

##### Treasury Management Indicators

The Treasury Management Indicators for 2010-11 to 2013-14 were reported to committee on 14 March 2011. The indicators shown in Appendix One to this report have been updated to reflect expenditure included in the Housing HRA Capital Plan 2012-2017.

## 5 **POLICY IMPLICATIONS**

- 5.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti Poverty, Equality Impact Assessment and Risk Management. The major issues identified are:

### **Sustainability**

- 5.1.1 Reducing the consumption of energy and fossil fuels in Council properties and activities to reduce CO<sup>2</sup> emissions in response to wider climate change obligations.

**Build Environment**

- 5.1.2 Protect the quality and diversity of the city's built heritage and enhance the city centre and local environments through ongoing regeneration.
- 5.1.3 Adopt sustainable practices in the design, construction and maintenance of Council buildings and infrastructure and encourage others to adopt similar practices.

**Equality Impact**

An Equality Impact Assessment has been carried out and will be made available on the Council website: <http://www.dundee.gov.uk/equanddiv/equimpact>

**6 CONSULTATION**

The Chief Executive, Director of Finance and all other Chief Officers, the Dundee Federation of Tenants Associations, Registered Tenant Organisations and Dundee Association of Council House Owners have been consulted in the preparation of this report. No concerns were expressed.

**7 BACKGROUND PAPERS**

- Equality Impact Assessment, December 2010.
- Equality Impact Assessment, December 2011.

**ELAINE ZWIRLEIN**  
**DIRECTOR OF HOUSING**

**December 2011**

**DUNDEE CITY COUNCIL****PRUDENTIAL INDICATORS FOR TREASURY MANAGEMENT**Adoption of Revised CIPFA Treasury Management Code of Practice 2009 **Finance Committee 22/03/10 Report No 162-2010****Upper limit for variable rate exposure**

%

Net principal re variable rate borrowing/investments	2009/10	<input type="text" value="30"/>
	2010/11	<input type="text" value="30"/>
	2011/12	<input type="text" value="30"/>
	2012/13	<input type="text" value="30"/>

**Upper limit for fixed interest rate exposure**

%

Net principal re fixed rate borrowing/investments	2009/10	<input type="text" value="100"/>
	2010/11	<input type="text" value="100"/>
	2011/12	<input type="text" value="100"/>
	2012/13	<input type="text" value="100"/>

**Maturity structure of fixed rate borrowing 2010/11**

Where the periods are

	Lower %	Upper %
Under 12 months	<input type="text" value="0"/>	<input type="text" value="10"/>
12 months & within 24 months	<input type="text" value="0"/>	<input type="text" value="15"/>
24 months & within 5 years	<input type="text" value="0"/>	<input type="text" value="25"/>
5 years & within 10 years	<input type="text" value="0"/>	<input type="text" value="25"/>
10 years +	<input type="text" value="50"/>	<input type="text" value="95"/>

Upper limit for total principal sums invested for over 364 days No sums will be  
invested longer  
than 364 days

## PRUDENTIAL INDICATORS FOR CAPITAL EXPENDITURE AND EXTERNAL DEBT

<b>Authorised limit for external debt with limit for borrowing and other long term liabilities identified</b>	<b>Borrowing £000</b>	<b>Other £000</b>	<b>Total £000</b>
2010/11	382,000	89,000	471,000
2011/12	420,000	87,000	507,000
2012/13	442,000	85,000	527,000
2013/14	450,000	83,000	533,000
<b>Operational boundary for external debt with limit for borrowing and other long term liabilities separately identified</b>	<b>Borrowing £000</b>	<b>Other £000</b>	<b>Total £000</b>
2010/11	357,000	85,000	442,000
2011/12	395,000	83,000	478,000
2012/13	417,000	81,000	498,000
2013/14	425,000	79,000	504,000
<b>Actual external debt (£000)</b>	2009/10		321,009
<b>Capital expenditure</b>	<b>Non-HRA £000</b>	<b>HRA £000</b>	<b>Total £000</b>
2010/11	62,237	26,891	89,128
2011/12	74,725	26,558	101,283
2012/13	41,034	24,032	65,066
2013/14	36,281	17,305	53,586

## PRUDENTIAL INDICATORS FOR AFFORDABILITY

<b>Ratio of financing costs to net revenue stream</b>	<b>Non-HRA %</b>	<b>HRA %</b>
2010/11	6.4	37.6
2011/12	6.4	38.8
2012/13	6.4	41.8
2013/14	6.5	44.2

**Incremental impact of capital investment decisions**

	Increase in Council Tax (Band D) per annum (£)	Increase in average housing rent per week (£)
2010/11	0.19	2.19
2011/12	2.52	2.02
2012/13	4.63	1.21
2013/14	8.55	0.92

**PRUDENTIAL INDICATORS FOR PRUDENCE****Net borrowing requirement**

	b/f 1 April £000	c/f 31 March £000	In Year £000
2010/11	313,000	357,000	44,000
2011/12	357,000	395,000	38,000
2012/13	315,000	417,000	22,000
2013/14	417,000	425,000	8,000

**Estimates of capital financing requirement**

	General Services £000	HRA £000	Total £000	Annual Movement £000
2010/11	235,000	157,726	392,726	37,525
2011/12	261,000	172,000	433,000	40,274
2012/13	277,000	181,000	458,000	25,000
2013/14	283,000	188,000	471,000	13,000

**Difference between net borrowing and capital financing requirement**

	Total £000
2010/11	37,000
2011/12	37,000
2012/13	37,000
2013/14	37,000

## Dundee City

### HOUSING HRA CAPITAL PLAN 2012-17

<b>PROJECTED CAPITAL RESOURCES</b>	<b>2012-13 £'000</b>	<b>2013-14 £'000</b>	<b>2014-15 £'000</b>	<b>2015-16 £'000</b>	<b>2016-17 £'000</b>
1. Capital Expenditure Funded from Borrowing	17,380	13,300	9,756	9,086	10,998
2. Capital Receipts - Council House Sales	2,500	2,255	2,337	2,396	2,475
3. Capital Receipts - Land Sales	350	900	1,200	1,800	1,800
4. Capital Receipts - Sale of Last House in Block	800	850	850	850	850
	<b>21,030</b>	<b>17,305</b>	<b>14,143</b>	<b>14,132</b>	<b>16,123</b>
5. Slippage at 15% on SHQS Expenditure only	3,002	-	-	-	-
<b>TOTAL PROJECTED CAPITAL RESOURCES</b>	<b>24,032</b>	<b>17,305</b>	<b>14,143</b>	<b>14,132</b>	<b>16,123</b>
<b>Note:</b> Council House Sales	55	55	55	55	55
Average Selling Price	£40,000	£41,000	£42,500	£43,560	£45,000

**DUNDEE CITY COUNCIL**

**CAPITAL EXPENDITURE BASED ON STANDARD DELIVERY PLAN FIGURES**

**PRICE BASE: CASH OUTTURN PRICES**

**DEPARTMENT: HOUSING HRA**

**ALL FIGURES £' 000**

<b>Project/Nature of Expenditure</b>	<b>Page No</b>	<b>Estimated Total Cost</b>	<b>Actual Prior to 31/03/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>	<b>No Of Owners</b>	<b>No of Tenants</b>
<b>SHQS CAPITAL</b>										
<b>Free from Serious Disrepair</b>										
Roof	4	5858	5	568	450	450	1950	2435	164	451
Roughcast	7	3125	50	475	650	650	650	650	0	57
Windows	8	2095	0	44	651	100	800	500	0	10
<b>Energy Efficient</b>										
External Insulation and Cavity Fill	9	10829	2442	5387	500	500	1000	1000	0	684
Heating, Kitchen, Bathroom	11	39838	4471	10713	9052	8835	3337	3430	0	4869
Boiler Replacement	19	250	0	50	50	50	50	50	0	0
Renewables initiatives	20	3630	0	1000	330	300	1000	1000	0	0
<b>Modern Facilities and Services</b>										
Individual Shower Programme	21	250	0	50	50	50	50	50	0	0
<b>Healthy, Safe and Secure</b>										
Door Entry System / Secure Doors	22	5135	0	1137	2430	1470	0	98	0	0
Fire Detection	23	130	0	25	25	25	25	30	0	0
Abeyances	23	200	0	0	0	0	100	100	0	0
Lift Replacement	23	2000	0	0	500	500	500	500	0	0
Security and Stair Lighting	23	1600	0	200	350	350	350	350	0	0
Door Entry Replacement	23	1000	0	0	0	0	900	100	0	0
Electrical Upgrading	23	3700	0	0	0	0	1200	2500	0	0
<b>Miscellaneous</b>										
Fees	24	60	0	20	10	10	10	10	0	0
Disabled Adaptations	24	3750	0	750	750	750	750	750	0	0
Major Adaptations	24	100	0	20	20	20	20	20	0	0
Paths and Footpaths for SHQS	24	950	0	250	250	250	0	200	0	0
Buttars Place Improvements	24	186	0	186	0	0	0	0	0	0
<b>Increased Supply of Council Housing</b>	25	9611	5121	490	0	0	2000	2000	0	0
<b>Demolitions</b>	27	4479	175	2897	1407	0	0	0	0	0
<b>Owners Receipts</b>	29	-2467	0	-620	-520	-517	-810	0	0	0
<b>Community Care</b>									0	0
Sheltered Lounge Upgrades	30	543	3	40	150	150	50	150	0	0
Warden Call Replacement	31	1165	15	350	200	200	200	200	0	0
<b>TOTAL</b>		<b>98017</b>	<b>12282</b>	<b>24032</b>	<b>17305</b>	<b>14143</b>	<b>14132</b>	<b>16123</b>	<b>164</b>	<b>6071</b>

**DUNDEE CITY COUNCIL**  
**LEGALLY COMMITTED CAPITAL EXPENDITURE BASED ON STANDARD DELIVERY PLAN FIGURES**

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure SUMMARY	Page No	Estimated Total Cost	Actual Prior to 31/03/2012	12/13	13/14	14/15	15/16	16/17	No Of Owners	No of Tenants
<b>SHQS CAPITAL</b>										
<b>Free from Serious Disrepair</b>										
Roofs		140	5	135	0	0	0	0	0	0
<b>Energy Efficient</b>										
External Insulation and Cavity		7829	2442	5387	0	0	0	0	0	684
Heating, Kitchen, Bathrooms and Showers		6014	4471	1543	0	0	0	0	0	235
<b>Healthy, Safe &amp; Secure</b>										
Controlled Entry (Door Entry Systems , Secure Door)		137	0	137	0	0	0	0		
<b>Increase Supply of Council Housing</b>										
New Build		5851	5121	730	0	0	0	0	0	0
<b>Demolition</b>		766	94	528	144	0	0	0	0	0
<b>Community Care</b>										
Sheltered Lounge Upgrades		43	3	40	0	0	0	0	0	0
<b>TOTAL</b>		<b>20780</b>	<b>12136</b>	<b>8500</b>	<b>144</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>919</b>

**DUNDEE CITY COUNCIL**  
**NOT YET LEGALLY COMMITTED CAPITAL EXPENDITURE BASED ON STANDARD DELIVERY PLAN FIGURES**

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure SUMMARY	Page No	Estimated Total Cost	Actual Prior to 31/03/12	12/13	13/14	14/15	15/16	16/17	No Of Owners	No of Tenants
<b>SHQS CAPITAL</b>										
<b>Free from Serious Disrepair</b>										
Roofs		5,718	-	433	450	450	1,950	2,435	164	451
Roughcast		3,125	50	475	650	650	650	650	-	57
Windows		2,095	-	44	651	100	800	500	-	10
<b>Energy Efficient</b>										
External Insulation and Cavity		3,000	-	-	500	500	1,000	1,000	-	-
Heating, Kitchen, Bathrooms and Showers		33,824	-	9,170	9,052	8,835	3,337	3,430	-	4,634
Boiler Replacement		250	-	50	50	50	50	50	-	-
Renewables initiatives		3,630	-	1,000	330	300	1,000	1,000	-	-
<b>Modern Facilities &amp; Services</b>										
Individual Shower Programme		250	-	50	50	50	50	50	-	-
<b>Healthy, Safe &amp; Secure</b>										
Fire Detection		130	-	25	25	25	25	30	-	-
Security & Stair Lighting		1,600	-	200	350	350	350	350	-	-
Controlled Entry (Door Entry Systems , Secure Door)		4,998	-	1,000	2,430	1,470	-	98	-	-
Abeyances		200	-	-	-	-	100	100	-	-
Lift Replacement		2,000	-	-	500	500	500	500	-	-
Door Entry Replacement		1,000	-	-	-	-	900	100	-	-
Electrical Upgrading Various Locations		3,700	-	-	-	-	1,200	2,500	-	-
<b>Miscellaneous</b>										
Fees		60	-	20	10	10	10	10	-	-
Disabled Adaptations		3,750	-	750	750	750	750	750	-	-
Major Adaptations		100	-	20	20	20	20	20	-	-
Environmental Improvements		950	-	250	250	250	-	200	-	-
Buttars Place Improvements		186	-	186	-	-	-	-	-	-
<b>Increase Supply of Council Housing</b>										
New Build		3,760	-	240	-	-	2,000	2,000	-	-
<b>Demolitions</b>		3,713	81	2,369	1,263	-	-	-	-	-
<b>Owners Receipts</b>		-2467	0	-620	-520	-517	-810		-	-
<b>Community Care</b>										
Sheltered Lounge Upgrades		500	-	-	150	150	50	150	-	-
Warden Call Replacement		1,165	15	350	200	200	200	200	-	-
<b>TOTAL</b>		<b>77237</b>	<b>146</b>	<b>15532</b>	<b>17161</b>	<b>14143</b>	<b>14132</b>	<b>16123</b>	<b>164</b>	<b>5152</b>

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £'000

Project/Nature of Expenditure Roofs	Estimated Total Cost	Actual Prior to 31/03/12						No of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Craigie 5th Ph 2	140	5	135						
<b>Total</b>	140	5	135	0	0	0	0		0

**DUNDEE CITY COUNCIL**  
**CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013**

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Roofs	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Roof specialist improvement works	1900		100	450	450	450	450		
Hilltown West Ph 2	155		155						
Strathmore Street 2nd Phase 3 57-63, 65-71, 73-79 Hamilton Street 94-100, 102- 108, 110-116, 118-124, 126-132 Strathmore Street, Broughty Ferry	178		178					17	15
Camperdown 2nd Ph 2 18, 34, 38 1, 7, 9 Brownhill Place 7, 14, 18, Brownhill Street 7, 13 Liff Crescent	110					110		0	11
Camperdown 7th Ph 1 89, 91 Balgarthno Road ; 2, 4, 6, 8, 10, 12 Gourdie Road	280					280		3	45
Clement Park 2nd Ph 4 52 Foggyley Gardens ; 14 Lansdowne Place ; 11,15 Lansdowne Square	40					40		0	4
Corso 2nd Ph 4 3, 5, 7, 9 Abbotsford Place	140					140		15	9
Craigie 5th Ph 3 3,7 Aboyne Avenue 6,8,10 Huntly Road	175					175		10	20
Douglas & Angus 2nd Ph 1 10, 12, 14, 16 Ballindean Terrace	140					140		3	21
Douglas & Angus 12th ; Ph 1 8, 10, 12 Ballindean Road	105					105		11	7
Fairbairn Street ; Phase 1 6 Arklay Street ; 2, 4, 6 Fairbairn Street Fleming Gardens Ph 6 110,112 Arklay Street 2-8 Fleming Gardens East 1,3,17,19 Fleming Gardens North 2,16 Fleming Gardens South 1,3,5 Fleming Gardens West 7- 11, 8-12 Hindmarsh Avenue	140					140		3	29
Law Crescent ; Phase 1 4, 6, 14, 16 Kenmore Terrace ; 39, 47, 49 Lawside Road	230					230		9	35
Law Crescent ; Phase 1 4, 6, 14, 16 Kenmore Terrace ; 39, 47, 49 Lawside Road	140					140		15	13
Camperdown 7th Ph 2 78, 80, 82, 84, 86 Balgarthno Road	175						175	6	24
Camperdown 11th Ph 1 40,42,44 Craigmount Road	105						105	2	16
Corso 2nd Ph 5 22,24 Abbotsford Street	70						70	7	5
Craigie 5th Ph 4 41, 43, 53, 63 Huntly Road	80						80	1	15
Craigie Drive 3rd 68, 70, 72, 76, 80 Craigie Drive ; 2, 8, 12, 14 1, 3, 5, 7, 9, 15 Southampton Road	150						150	0	15
Douglas & Angus 2nd Ph 2 110, 112, 114 Ballindean Place ; 9 Ballindean Terrace	140						140	7	17
Douglas & Angus 12th Ph2 11, 13, 15 Balmedie Drive	105						105	8	10
Fairbairn Street ; Phase 2 8, 10, 12, 14 Fairbairn Street	140						140	9	23

CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Roofs	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13 12/13	13/14 13/14	14/15 14/15	15/16	16/17		
Law Crescent ; Phase 2 18,20,22,24,26,19,21,23,25,27,29 Kenmore Terrace	220						220	23	21
Linlathen 1st ; Phase 7 ( 7 , 9 , 1 , 13 , ) 15 , 19 , 6 , 8 , 10 , 12 Alloway Terrace ; 5 , 9 , 11 , 13 , 17 , 19 , 21 , 25 , (27 , 29 , 31 , 33 ) 35 , 37 , 39 , 41 , (4 , 6 , 8 , 10 ) , 14 , 16 , 18 Mossgiel Crescent ; 3 ,5 ,7 ,9 Mossgiel Place 3 , 7 , 9 , 11 , 15 , 17 Pitkerro Drive ; 64 ,66 ,68 ,70 ,72 ,74 ,76 ,78 Pitkerro Road	450						450	0	51
St Mary's 10th Ph 1 17 , 19 , 21 , 23 St. Clement Place ; 17 , 19 St. Dennis Terrace	210						210	5	31
Wester Clepington Small's Wynd Ph 1 15 , 17 , 19 Caird Avenue ; 3 Marryat Terrace	140						140	10	14
<b>Total</b>	5718	0	433	450	450	1950	2435	164	451

**DUNDEE CITY COUNCIL**  
**CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013**

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Roughcast	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
St Marys 3rd Ph 2	150	50	100						
West Kirkton 2nd (BISF) Ph 1 61,64,67,69,71,75,78 Lauderdale Avenue; 13,17,22,23,28,36,43 Teviotdale Avenue	300		300						17
West Kirkton 2nd (BISF) Ph 2 2,13,19,22,27,29,34,38 Blantyre Place;33,49 Camperdown Road;13 Cloan Road;68 Frederick St;9,13,17 Livingstone Pl;11,15,17 Livingstone Terrace	500			500					40
West Kirkton 2nd (BISF) Ph 3 5,7,18,34,54,56,57,58,60,71,81 Eskdale Avenue;1,11,13,14,15,18,35,37,44,48 Nithsdale Avenue	500				500				
Menzieshill 7th 57,63,65,95,103,121,187,189,193 Tweed Crescent	100			100					
Hilltown Terrace (repair elevations) 1,3,5,7,9, Hilltown Terrace	100				100				
Various Locations	1100					550	550		
Public safety	325		25	50	50	100	100		
Roughcast survey	50		50						
<b>Total</b>	3125	50	475	650	650	650	650	0	57

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Window Replacement / Upgrading	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
St Mary's 14th	635		44	591					
Trottick 2nd(addresses)	60			60					10
Various Locations(addresses)	1400				100	800	500		
<b>Total</b>	2095	0	44	651	100	800	500	0	10



DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure External Insulation	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Non Traditional Stock Insulation Work	500			250	250				
Traditional Stock Insulation Work	500			250	250				
External Insulation	2000					1000	1000		
<b>Total</b>	3000	0	0	500	500	1000	1000	0	0

**DUNDEE CITY COUNCIL**  
**CAPITAL EXPENDITURE LEGALLY COMMITTED 2012/2013**

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Heating, Kitchen & Bathrooms	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Ancrum Place (K & B plus 6 Electric to Gas)	1172	1003	169						62
Camperdown 11th (K&B plus 35 Electric to Gas)	890	790	100						
Craigie 5th Flats etc, 3rd, 4th & 5th cottages and Dean Avenue (K & B only)	821	621	200						4
Douglas & Angus 14th (H, K & B plus 5 Electric to Gas)	755	692	63						
Menzieshill 4th Flats & Cottages (H ,K &B ) plus Menzieshill 5th Flats (H, K &B) & Cottages (K&B plus 3 Electric to Gas) & Menzieshill 11th (H, K & B) & Menzieshill 15th & Orrin Place Sheltered (H, K & B)	1630	1014	616						83
St Mary's 10th Flats (K & B plus 31 Electric to Gas)	596	301	295						86
Alpin Road Gas Supply	150	50	100						
<b>Total</b>	6014	4471	1543	0	0	0	0	0	235

**DUNDEE CITY COUNCIL**  
**CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013**

**PRICE BASE: CASH OUTTURN PRICES**

**DEPARTMENT: HOUSING HRA**

**ALL FIGURES £' 000**

Project/Nature of Expenditure Heating, Kitchen & Bathrooms	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Ann Street (K & B only)	51		51						12
Arbroath Road (K & B only)	69		69						18
Baluniefield (H, K & B) With 26 Electric to Gas	784		784						90
Bonnybank/Forebank ( K & B only)	20		20						4
Byron St Tenements (Electric to Gas Only)	49		49						9
Camperdown 13th 60 Non Sheltered Flats (38 Electric to Gas)& 26 Cottages (H, K & B with 15 Electric to Gas)	784		784						86
Craigie 1st Cottages (H, K & B plus 5 Electric To Gas)	137		137						16
Douglas and Angus 4th Cottages,5th & 6th (Electric to Gas Only)	441		441						58
Douglas and Angus 7th (K & B plus 8 Electric to Gas)	181		181						32
Douglas and Angus 13th Flats (31 Non Sheltered H,K &B . 40 Sheltered K & B & 4 Electric to Gas)	431		431						71
Douglas Road ( K & B plus 3 Electric to Gas)	69		69						15
Dryburgh 1st (Electric to Gas Only)	5		5						1
Dudhope Flatted & Tenements (Electric to Gas Only)	88		88						17
Dudhope MSD & St Marys Place Walk-Ups (H, K & B - 16 Electric to Gas)	1029		1029						121
Fort St , Broughty Ferry ( K & B Only)	12		12						3
Forthill Extension Cottages (K & B)plus 1 Electric to Gas plus Nursery Road (1 Electric to Gas,not K & B)	44		44						12
Harcourt St / Paterson Street (K & B plus 1 Electric to Gas)	25		25						5
King St, Broughty Ferry ( K & B-2 Electric to Gas)	25		25						2
Lawton 2nd (Farm) (K &B plus 1 Electric to Gas) & Lawton Road Sheltered ( K & B)	137		137						24
Lawton Rd Tenements (K & B & 5 Electric to Gas)	216		216						50
Longhaugh Cottage & Sheltered (K & B -7 Electric to Gas)	162		162						39
Mains of Fintry 1st-4th (Electric to Gas Only)	167		167						33

**DUNDEE CITY COUNCIL**  
**CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013**

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Heating, Kitchen & Bathrooms	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Menzieshill 8th Flats & Cottages (K & B plus 4 Electric to Gas)	549		549						121
Menzieshill 10th (K & B plus 2 Electric to Gas)	20		20						4
Menzieshill 12th (H,K & B plus 26 Electric to Gas & Boiler Replacement) & Clyde Place Sheltered	353		353						41
Menzieshill 16th (K& B -7 Electric to Gas)	25		25						7
Milnbank Road (K & B plus 2 Electric to Gas)	49		49						8
Peddie St 95-99 / 18-22 (K & B plus 3 Electric To Gas)	49		49						9
Sandeman Street ( K & B -6 Electric to Gas)	353		353						78
St Mary's 2nd,3rd,5th,6th,8th Cottages & 9th (Electric to Gas Only)	142		142						25
St Mary's 13th Cottages ( K & B )	25		25						3
St Mary's 14th Cottages (K & B plus 1 Electric to Gas);Sheltered (K & B plus 1 Electric to Gas) ; Non Sheltered (Electric to Gas , No Kitchens)	98		98						18
Tullideph Rd Flatted (K & B plus 7 Electric to Gas);Sheltered & Tenements (K & B plus 2 Heating Only)	372		372						81
Watson St (Atholl) (H, K & B plus Rewire with 5 Electric to Gas)	157		157						15
West Kirkton (Brick) (Electric to Gas Only)	64		64						12
West Kirkton 3rd (H, K & B- 9 Electric to Gas) ; 4th & 5th (K & B)	176		176						20
West March (H, K & B ; 2 K& B Only)	827		827						73
West Port (K & B Only)	25		25						5
Wester Clepington 1st & 22 Caird Ave( K & B plus 4 Electric To Gas)	563		563						131
Relet Kitchens & Bathrooms	353		353						120
Wheelchair Adapted Upgrades	44		44						10
<b>Total</b>	9170	0	9170	0	0	0	0	0	1369

**DUNDEE CITY COUNCIL**  
**CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013**

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Heating, Kitchen & Bathrooms	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Canning St / Moncur Crescent (K , B & Rewire, 2 Rewire Only) & Moncur Crescent K & B & Rewire (Hastings Place) (H, K , B & Rewire)	777			777					97
Craigie Drive 3rd (H, K & B with 21 Electric to Gas)	245			245					27
Craigie St / Kemback St Sheltered ( K & B Only)	129			129					28
Crescent Lane (K & B plus 1 Electric to Gas)	74			74					15
Douglas And Angus 11th (K & B plus 28 Electric to Gas)	574			574					105
Douglas And Angus 12th Cottages ( K & B Only)	9			9					2
Elgin Terrace & Granton Terrace (H, K & B , 7 Electric to Gas,6 Boiler Replacement)	118			118					13
Garry Place Sheltered Housing (K & B Plus 6 Boiler Replacement)	306			306					60
Harefield Road / Toft Hill (K & B plus 5 Electric to Gas)	105			105					17
Kinghorne Road / Strathmartine Road & Kinghorne Road (Atholl) ( K & B Only)	78			78					17
Kirk St MSD (K & B Only)	1068			1068					232
Kirk St 1st & 2nd Electric to Gas plus 164 K & B)	1321			1321					164
Linlathen 3rd Mainstream Flats (K & B Only)	51			51					11
Mid Craigie 1st /Kingsway East/Pitairie (Excluding Richmond Fellowship) (K & B plus 5 Electric to Gas)	417			417					84
Mill O'Mains Cottages ( K & B plus 30 Electric to Gas)	514			514					72
North Street Sheltered ( K & B Only)	7			7					2
Powrie Place Sheltered ( K & B Only)	138			138					30
St. Fillans Road Disabled Housing (K , B & Rewire& 5 houses)	40			40					5
St. Mary's 15th ( H, K & B)	19			19					2

**DUNDEE CITY COUNCIL**  
**CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013**

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Heating, Kitchen & Bathrooms	Estimated Total Cost	Actual Prior to 31/03/12					No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16		
Trottick 2nd (K & B Only)	46			46				10
Wellgrove (K & B Only)	55			55				12
Wester Clepington Small's Wynd ( K & B Plus 4 Electric To Gas)	601			601				126
Whitfield 2nd (Boiler Replacement & K, & B ; 81 Electric to Gas) plus Whitfield 5th (Boiler Replacement & K & B plus 1 Electric to Gas)	1962			1962				227
Wolseley St / Dundonald St ( K & B Only)	55			55				12
Relet Kitchens & Bathrooms	294			294				100
Wheelchair Adapted Upgrades	49			49				10
<b>Total</b>	9052	0	0	9052	0	0	0	1480

**DUNDEE CITY COUNCIL**  
**CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013**

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Heating, Kitchen & Bathrooms	Estimated Total Cost	Actual Prior to 31/03/12					No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16		
Brackens Cottages & Flats (Boiler Replacement & K & B inc 45 Electric to Gas)	834				834			92
Corso Street 5th ( H ,K & B)	55				55			6
Craigie 7th (H, K & B. Electric to Gas)	28				28			3
Craigie Drive 1st Cottages & Sheltered (K & B Only)Plus Craigie Drive 2nd Cottages(Heating Upgrade, plus K & B )	147				147			31
Craigie Drive 4th ( H, K & B ; 65 Electric to Gas ; 102 K)	952				952			108
Douglas And Angus 2nd & 3rd Cottages (Heating Only incl 26 Electric to Gas)	461				461			94
Douglas And Angus 15th ( H, K, B ; 19 Electric to Gas ; 33K)	317				317			37
Forebank Terrace (1 - H , K & B ; 2 - K & B)	19				19			3
Magdalene Kirkton Sheltered Ph 1(Boiler Replacement Only) & 2 (H, K & B ; 2 Electric to Gas ; 61 K)	562				562			63
Menzieshill 13th ( H , K & B ; Electric to Gas)	490				490			54
Midmill (H, K & B ; 13 Electric to Gas)	508				508			56
St.Mary's 11th & 12th (Electric to Gas. Heating Only)	221				221			41
Strathmore Street - Balmossie Development & Strathmore Street 2nd (H, K & B ;66 Electric to Gas ; 138 K)	1259				1259			140
Strips of Craigie Cottages & Flats (H , K , & B ; 7 Electric to Gas ; 59 K)	543				543			61
Watson Street (CDA) & Wellgate (H, K & B ; 33 Electric to Gas ; 162 K)	1487				1487			166
Whitfield 1st (H, K & B ; 20 Electric to Gas ; 77 K)	707				707			79
Relet Kitchens & Bathrooms	196				196			60
Wheelchair Adapted Upgrades	49				49			10
<b>Total</b>	<b>8835</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8835</b>	<b>0</b>	<b>0</b>	<b>1104</b>

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Heating Upgrades	Estimated Total Cost	Actual Prior to 31/03/12					No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16		
Byron St Tenements	191					191		39
Camperdown 2nd, 3rd ,4th Cottages 8th	382					382		78
Douglas & Angus 6th	338					338		69
Dryburgh Farm House Sheltered	152					152		31
Dudhope Flatted & Tenements (17 already Electric to Gas)	279					279		57
Forthill Extension / Nursery Road Cottages	49					49		10
Hilltown Redevelopment 1st ( Hilltown Tce ) & 2nd (McDonald Street)	83					83		17
Hilltown West Ph 1, 3,& 4 (Electric to Gas Ph 3)	642					642		131
Long Lane & Manor Place, Broughty Ferry	30					30		6
Menzieshill 8th Flats & Cottages (4 Electric to Gas 2012)	573					573		117
Mid Craigie 4th (Electric to Gas 2010)	216					216		44
Milnbank Road (2 Electric to Gas 2012)	44					44		9
Peddie Street ( 95-99, 18-22 ) (3 Electric to Gas 2012)	30					30		6
St Mary's 10th Flats (31 Electric to Gas)	269					269		55
West Kirkton 5th	10					10		2
Wheelchair Adapted Upgrades	49					49		10
<b>Total</b>	<b>3337</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3337</b>	<b>0</b>	<b>681</b>

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Heating Upgrades	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Abeyances	98						98		
Various Locations	3332						3332		
<b>Total</b>	3430	0	0	0	0	0	3430	0	

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES  
ALL FIGURES £' 000

DEPARTMENT: HOUSING HRA

Project/Nature of Expenditure Boiler Replacement	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Boiler Replacement	250		50	50	50	50	50		
<b>Total</b>	250	0	50	50	50	50	50	0	0

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Renewables Initiative	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Renewables	2630			330	300	1000	1000		
Energy Efficiency Measures	1000		1000						
<b>Total</b>	3630	0	1000	330	300	1000	1000	0	0

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES  
ALL FIGURES £' 000

DEPARTMENT: HOUSING HRA

Project/Nature of Expenditure Individual Shower Programme	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Individual Showers Various Locations	250		50	50	50	50	50		
<b>Total</b>	250	0	50	50	50	50	50	0	0

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES  
ALL FIGURES £' 000

DEPARTMENT: HOUSING HRA

Project/Nature of Expenditure Healthy , Safe & Secure	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Controlled Entry (Door Entry Systems , Secure Door)	137		137	0	0	0	0		
<b>Total</b>	137	0	137	0	0	0	0	0	0

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Healthy , Safe & Secure	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Fire Detection	130		25	25	25	25	30		
Security & Stair Lighting	1600		200	350	350	350	350		
Controlled Entry (Door Entry Systems , Secure Door)	4998		1000	2430	1470	0	98		
Abeyances	200					100	100		
Lift Replacement	2000			500	500	500	500		
Door Entry Replacement	1000					900	100		
Electrical Upgrading Various Locations	3700					1200	2500		
<b>Total</b>	13628	0	1225	3305	2345	3075	3678	0	0





DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Increased Supply Of Council Housing	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
New Build	4000					2000	2000		
Scottish Government Grant	-240		-240						
<b>Total</b>	3760	0	-240	0	0	2000	2000	0	0

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES  
ALL FIGURES £' 000

DEPARTMENT: HOUSING HRA

Project/Nature of Expenditure Demolitions	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Maxwelltown MSD	400		400						
Whitfield 2nd (2 - 78 , 1-77 Murrayfield Walk)	81	51	30						
Whitfield 1st (50-174 Whitfield Avenue)	285	43	98	144					
<b>Total</b>	766	94	528	144	0	0	0	0	0

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Demolitions	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Derby St MSD	2750		2000	750					
Whitfield Skarne Ph 1 ( 22-33 Tranent Walk)	65		65						
Whitfield Skarne Ph 2 ( 1-12 Small Meadow Court)	65		65						
Whitfield 2nd (2 - 78 , 1-77 Murrayfield Walk)	200	81	119						
Russell Place / Whitfield Skane	633		120	513					
<b>Total</b>	3713	81	2369	1263	0	0	0	0	0

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Owners Receipts	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Owners Receipts	-2467		-620	-520	-517	-810			
<b>Total</b>	-2467	0	-620	-520	-517	-810	0	0	0

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES  
ALL FIGURES £' 000

DEPARTMENT: HOUSING HRA

Project/Nature of Expenditure Community Care	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Sheltered Lounge Upgrades	43	3	40						
<b>Total</b>	43	3	40	0	0	0	0	0	0

DUNDEE CITY COUNCIL  
CAPITAL EXPENDITURE NOT YET LEGALLY COMMITTED 2012/2013

PRICE BASE: CASH OUTTURN PRICES

DEPARTMENT: HOUSING HRA

ALL FIGURES £' 000

Project/Nature of Expenditure Community Care	Estimated Total Cost	Actual Prior to 31/03/12						No Of Owners	No of Tenants
			12/13	13/14	14/15	15/16	16/17		
Sheltered Lounge Upgrades	500			150	150	50	150		
<b>Warden Call Replacement :</b>									
Wellgate	35		35						
Moncur	75		75						
Logie	115	15	100						
Kirkton	50		50						
Various Locations	890		90	200	200	200	200		
<b>Total</b>	1665	15	350	350	350	250	350	0	0

**REPORT TO: POLICY & RESOURCES COMMITTEE - 23 JANUARY 2012**

**REPORT ON: REVENUE BUDGET 2012/2013 - HOUSING REVENUE ACCOUNT**

**REPORT BY: DIRECTOR OF FINANCE**

**REPORT NO: 42-2012**

**1 PURPOSE OF REPORT**

This report seeks approval of the 2012/2013 Revenue Budget for the Housing Revenue Account.

**2 RECOMMENDATIONS**

The Committee are asked to:

- a Agree the 2012/2013 Revenue Budget for the Housing Revenue Account as appended to this report.
- b Submit the approved 2012/2013 Housing Revenue Budget to the Housing Committee in order that it may set the 2012/2013 rent levels.

**3 FINANCIAL IMPLICATIONS**

The Housing Revenue Account must balance for each financial year and accordingly the budgeted total net expenditure of £1,967,000 must be met by an increase in rent levels. The setting of the rent levels is a matter for the Housing Committee and the decision of this Committee in respect of the 2012/2013 Revenue Budget will be forwarded to the Housing Committee.

The draft Revenue Budget is in line with the Scottish Housing Quality Standard Delivery Plan submitted to the Scottish Executive.

**4 POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

**5 CONSULTATIONS**

The Chief Executive, Depute Chief Executive (Corporate Services) and Director of Housing have been consulted on the content of this report.

**6 BACKGROUND PAPERS**

None.

**MARJORY M STEWART  
DIRECTOR OF FINANCE**

**11 JANUARY 2012**

# HOUSING REVENUE ACCOUNT

## REVENUE BUDGET 2012/2013

	Final Revenue Budget 2011/2012 £000	Provisional Revenue Budget 2012/2013 £000
<b><u>EXPENDITURE</u></b>		
<b>STAFF COSTS</b>		
Salaries and Wages (including NI and Supn):		
Chief Officials	347	347
Local Government Employees	11,037	10,779
Supplementary Superannuation Charges	77	85
Staff Training	<u>110</u>	<u>80</u>
<b>TOTAL STAFF COSTS</b>	<b><u>11,571</u></b>	<b><u>11,291</u></b>
<b>PROPERTY COSTS</b>		
Rents	465	425
Non Domestic Rates	371	367
Property Insurance	672	667
Repairs and Maintenance	11,151	10,866
Health and Safety Contracts	125	130
Energy Costs	584	629
Fixtures and Fittings	77	40
Cleaning Costs	56	53
Security Costs	200	200
Lost Rents and Bad Debts	1,676	1,575
Open Space Maintenance	<u>837</u>	<u>837</u>
<b>TOTAL PROPERTY COSTS</b>	<b><u>16,214</u></b>	<b><u>15,789</u></b>
<b>SUPPLIES &amp; SERVICES</b>		
Equipment and Furniture	141	71
Liabilities Insurance	660	658
Clothing, Uniforms and Laundry	18	7
Printing, Stationery and General Office Expenses	172	156
Professional Fees	92	96
Postages, etc	73	68
Telephones	128	115
Storage	130	125
Bed & Breakfast	10	8
Other Supplies and Services	<u>247</u>	<u>293</u>
<b>TOTAL SUPPLIES &amp; SERVICES</b>	<b><u>1,671</u></b>	<b><u>1,597</u></b>
<b>TRANSPORT COSTS</b>		
Repairs and Maintenance and Other Running Costs	16	17
Transport Insurance	2	2
Car Allowances	<u>77</u>	<u>77</u>
<b>TOTAL TRANSPORT COSTS</b>	<b><u>95</u></b>	<b><u>96</u></b>
<b>THIRD PARTY PAYMENTS</b>		
Voluntary Organisations	<u>73</u>	<u>71</u>
<b>TOTAL THIRD PARTY PAYMENTS</b>	<b><u>73</u></b>	<b><u>71</u></b>
<b>SUPPORT SERVICES</b>		
Recharge from Central Support Departments	<u>1,775</u>	<u>1,725</u>
<b>TOTAL SUPPORT SERVICES</b>	<b><u>1,775</u></b>	<b><u>1,725</u></b>

# **HOUSING REVENUE ACCOUNT**

## **REVENUE BUDGET 2012/2013**

	<b>Final Revenue Budget 2011/2012 £000</b>	<b>Provisional Revenue Budget 2012/2013 £000</b>
<b>CAPITAL FINANCING COSTS</b>		
Loan Repayments	8,270	9,564
Loan Interest	7,854	8,572
Loans Fund Expenses	100	102
Leasing Charges	<u>396</u>	<u>396</u>
<b>TOTAL CAPITAL FINANCING COSTS</b>	<b><u>16,620</u></b>	<b><u>18,634</u></b>
<b>PLANNED MAINTENANCE</b>	<b><u>3,840</u></b>	<b><u>3,840</u></b>
<b><u>TOTAL GROSS EXPENDITURE</u></b>	<b><u>51,859</u></b>	<b><u>53,043</u></b>
<b><u>INCOME</u></b>		
Internal Recharge to Other Housing	1,005	970
Fees and Charges	3,075	2,873
Rents	43,145	42,717
Contribution from Insurance Fund	207	200
Interest	10	10
Sheltered Housing Management Charge	2,741	2,778
Other Income	1,676	1,528
Contribution from Renewal & Repair Fund	<u>-</u>	<u>-</u>
<b><u>TOTAL INCOME</u></b>	<b><u>51,589</u></b>	<b><u>51,076</u></b>
<b><u>TOTAL NET EXPENDITURE</u></b>	<b><u>-</u></b>	<b><u>1,967</u></b>

**REPORT TO: Policy and Resources Committee - 23 January 2012**

**REPORT ON: Provision of Occupational Health Services**

**REPORT BY: Head of Personnel, Corporate Services**

**REPORT NO: 45-2012**

## **1 PURPOSE OF REPORT**

- 1.1 The purpose of this report is to seek approval for the appointment of SERCO to provide Occupational Health Services to the Council from 2 April 2012 until 31 March 2017.

## **2 RECOMMENDATION**

- 2.1 It is recommended that the Policy and Resources Committee approves the appointment of SERCO, which has successfully come through the Council's corporate procurement process. The appointment of SERCO will enable the Council to effectively manage our occupational health responsibilities.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 The costs associated with the appointment of SERCO will be approximately £134,000 per annum, based upon the provider using the Council's own premises. The budget threshold for this contract was £145,000 per annum, therefore, these costs are within budget.

## **4 MAIN TEXT**

- 4.1 The Council has a legal duties and responsibilities for the health, safety and welfare of its employees, which cannot be achieved without appointing a competent occupational health provider to help assist the Council discharge those obligations.
- 4.2 An open single stage tendering process was issued in November 2011 and SERCO are deemed to meet the specifications of the tendering process and represent the best value for the Council.

## **5 POLICY IMPLICATIONS**

- 5.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti Poverty, and Risk Management. An Equality Impact Assessment has been carried out and will be made available on the Council website <http://www.dundecity.gov.uk/equanddiv/equipact/>

There are no major issues.

**6 CONSULTATIONS**

- 6.1 The Chief Executive, Depute Chief Executive and Director of Finance have been consulted in the preparation of this report.

**7 BACKGROUND PAPERS**

- 7.1 A Rapid Equality Impact Assessment has been conducted in relation to this Report.

Iain Martin  
Head of Personnel

16 January 2012