

City Chambers
DUNDEE
DD1 3BY

21st April, 2010

TO: ALL MEMBERS OF THE POLICY
AND RESOURCES COMMITTEE

Dear Sir or Madam

POLICY AND RESOURCES COMMITTEE - 26TH APRIL, 2010

I refer to the agenda issued in respect of the above meeting 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.

6(a) CORPORATE IMPROVEMENT PROGRAMME, TRAINING AND SELF-EVALUATION

(Report No 182-2010 enclosed).

(b) VOLUNTARY EARLY RETIREMENT/VOLUNTARY REDUNDANCY SCHEME

(Report No 227-2010 enclosed).

(c) TENDERS RECEIVED - GROVE ACADEMY - CONVERSION TO OFFICES

(Report No 239-2010 enclosed).

The Committee may resolve under Section 50(A)(4) of the Local Government (Scotland) Act 1973 that the press and public be excluded from the meeting for the undernoted item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 7A of the Act.

9 SOCIAL WORK DEPARTMENT - EARLY RETIREMENTS (ERO5/10) AND (ERO6/10)

REPORT TO: POLICY AND RESOURCES COMMITTEE - 26 APRIL 2010

REPORT ON: CORPORATE IMPROVEMENT PROGRAMME, TRAINING AND SELF EVALUATION

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 182-2010

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek the Committee's approval for a variety of significant changes in the manner in which the Council operates. The areas on which these changes are focused include improved working practices, refocused corporate training and self-evaluation, allied with the implementation of a Corporate Improvement Programme. While all of these proposed changes will modernise the way the Council operates, many will also assist the Council with the achievement of the projected £30m budget savings required over the 4 years 2010/11 to 2013/14 inclusive.
- 1.2 In order to achieve these significant changes a restructuring of the Corporate Planning and Personnel Departments and the introduction of a Leadership Development Programme are required at an estimated additional cost of £78,000, all of which can be funded from staff savings already realised. This additional expenditure is required in respect of improving self-evaluation and training and implementing a significant Corporate Improvement Programme.

2 RECOMMENDATIONS

The Policy and Resources Committee is asked to approve:

- i) the Corporate Improvement Programme as detailed in section 5 of this report;
- ii) the implementation of a Leadership Development Programme at an estimated additional cost of £30,000;
- iii) the creation of one two-year fixed-term post of Corporate Improvement Manager at Grade CO19 (£53,664) and one two-year fixed-term post of Assistant Corporate Improvement Manager at Grade CO16 (£49,929), both to be filled by secondment from within the Council. The secondment of two officers within the Council will require the payment of 'acting up' payments at an estimated maximum cost of £14,000;
- iv) the transfer of one post of Organisational Development Team Leader Grade 13 (£40,765 - £44,547), one post of Senior Organisational Development Officer Grade 12 (£37,273 - £40,765), one post of Senior Organisational Development Officer Grade 11 (£33,087 - £37,273), redesignated as Senior Performance Officer, and one post of Organisational Development Officer grade 7-10 (£18,231 - £33,087), from the Personnel Department to the Corporate Planning Department.

- v) the creation of a post of Assistant Performance Officer within the Corporate Planning Department at Grade 8 (£22,437 - £26,431) to assist with the implementation of the Public Sector Improvement Framework (PSIF) for self-evaluation, this post to be filled by an officer who is presently seconded from the Housing Department. The total cost of the creation of this post is estimated to be £34,000.
- vi) the redesignation of three full time and one part time Organisational Development Officer posts grade 7-10 (£18,231 - £33,087) to Training and Development Officers within the Personnel Department;
- vii) the secondment of a part time post of Senior Accountant (18.5 hours) grade 11 (£33,087 - £37,273) from the Finance Department to the Corporate Planning Department for a fixed term period of 2 years, to assist with the delivery of the Corporate Improvement Programme;
- viii) the deletion of the vacant post of Process Review Officer grade 10 (£29,235 - £33,087) in the Support Services Department, with the savings being used to help fund the recommendations.

3 FINANCIAL IMPLICATIONS

3.1 The financial implications of this report are estimated to be:-

- £30,000 for the Leadership Development Programme
- £14,000 for the staffing costs associated with secondment to the fixed-term posts of Corporate Improvement Manager and Assistant Corporate Improvement Manager
- £34,000 for the creation of the post of Assistant Performance Officer

3.2 The cost of implementing the proposals set out in this report is therefore estimated to be an additional £78,000, and this will be met from the savings remaining from the deletion of the post of Depute Chief Executive (Finance) and from the provision in the Revenue Budget for the currently vacant post of Process Review Officer, both of which total £100,000.

4 MODERNISATION OF THE COUNCIL - CURRENT POSITION

4.1 Over the last 18 months, the City Council has seen the introduction of a number of discrete initiatives which will move the Council forward in terms of modernising working practices and internal processes. In particular, these initiatives are CeRDMS (electronic document management), asset management (mainly opportunistically through office developments at Dundee House and Grove House) and Flexible, Mobile and Home Working. However, these initiatives have been developed discretely and have not been part of a co-ordinated and planned improvement programme. One of the purposes of this report is to set out a co-ordinated Corporate Improvement Programme for the two year period to 31 March 2012.

- 4.2 The City Council has, over the last 18 months, introduced a system of Lean Systems Thinking with which it can improve its internal systems and processes. The Council's Improvement and Efficiency Sub-Committee and Board have managed and co-ordinated a programme of 14 Lean System reviews, and there are now a considerable number of staff within the Council who are trained and experienced to carry out the current and future Lean System reviews. However while these reviews are improving departmental processes, they are being undertaken at a relatively low level, and will not be sufficient in themselves to deliver the efficiencies required as part of the projected £30m savings in the Council's Revenue Budget over the four years 2010/11 to 2013/14. This report will propose a strategy to increase and expand the level of change management, beyond that currently being delivered through the Lean System reviews.
- 4.3 The Council's current arrangement for training varies across Departments. A number of Departments have dedicated training teams which provide professional training for their staff e.g. Educational Development Service, Social Work, Housing and the Revenues Division of Finance. The Organisational Development (OD) Section of the Personnel Department also provides general management, supervisory and skills training for all Departments of the Council. The OD section has been highly supportive with the training and roll-out of Lean Systems Thinking, and this has meant that the level of general training available throughout the Council has been reduced to a relatively low level. Further, the one key type of training that is underdeveloped within the Council is senior management or leadership training. This report will address the recent downturn in general training and also the low level of senior management or leadership development within the Council's training portfolio.
- 4.4 Historically, the City Council has carried out corporate and departmental self-evaluation through the process entitled European Foundation for Quality Management (EFQM). However, within the last 18 months, the Council has transferred to the self-evaluation process known as the Public Sector Improvement Framework (PSIF), and the Council now needs to devote a dedicated staff resource to ensure that the Council as a whole, and all departments, have implemented PSIF over the two years to 2012.

5 CHANGE MANAGEMENT PROPOSALS

- 5.1 The proposals to significantly change and modernise the Council and achieve the £30m savings required over the 4 year period 2010/11 to 2013/14 have 3 key elements:
- training
 - self-evaluation (Public Sector Improvement Framework)
 - corporate improvement

5.2 Training

The corporate training function will be retained within the Personnel Department but needs to be refocused and re-invigorated.

It is proposed that the three full time and one part time Organisational Development Officer posts, grade 7-10 (£18,231 - £33,087), that specialise in training will be redesignated Training and Development Officers with no change of grade and be retained within the Personnel Department under the management of the Head of Personnel.

One new area to be developed is e learning, which will enable some types of training to be delivered on line efficiently and cost effectively. In addition, during the two year period 2010 to 2012, the Head of Personnel will organise a Leadership Development programme for senior/third tier managers, such that the Council can develop succession planning for chief officers posts in the future. In support of this, the Head of Personnel will need to procure external training support at an estimated cost of £30,000.

5.3 Self-Evaluation - Public Sector Improvement Framework (PSIF)

The Best Value 2 Pathfinder audit demonstrated that self-evaluation by the Council is a key process that must be carried out by the Council corporately and by each Department. In 2008/09, the Council began using the Public Sector Improvement Framework (PSIF) as its preferred method of self-evaluation. It is now essential that the Council extends the use of PSIF throughout the Council on a sustainable basis. In order to achieve this objective, it is proposed that:

- a Senior Organisational Development Officer be re-designated as Senior Performance Officer and transferred from the Personnel Department to the Corporate Planning Department;
- a post of Assistant Performance Officer be established in the Corporate Planning Department and an officer of the Housing Department, currently seconded to Personnel to work on PSIF be appointed to the post;
- a rolling programme be developed such that a corporate PSIF self-assessment be completed and all Departments are also subjected to this type of self-assessment;
- the position will be reviewed and further progress determined in 2012, on implementation of the initial 2 year programme.

This self-assessment programme will be a significant factor in the Council achieving best value and continuous improvement, and will greatly assist the Council in becoming a Best Value Council.

5.4 Corporate Improvement Programme

5.4.1 The process of change management and how this is resourced will be critical in assisting the City Council achieving the projected £30m of savings required over the four financial years 2010/11 to 2013/14. The Council's Strategic Management Team has reviewed the areas where it believes that the most effective efficiencies can be made, and these have been developed into a Corporate Improvement Programme, which is detailed as follows:

- Working Patterns

Voluntary Early Retirement Scheme/Departmental Restructuring
Best Value Review of Mobile, Flexible and Home Working
Best Value Review of Procurement
Implementation of Corporate Electronic Records Document Management System (CeRDMS)

- Assets

- Best Value Review of Fleet Management, including depots
 - Best Value Review of Asset Management
 - Best Value Review of Property-Related Staff
 - Best Value Review of Car Parking services
 - Review of Health and Safety Contracts

- Services

- Best Value Review of Ground Maintenance Services within the Council
 - Review of Property Management and Maintenance Services
 - Programme of Lean Service Reviews
 - Review of Shared Services with Angus and Perth and Kinross Councils

5.4.2 A fuller report on the prioritisation and scheduling of the above Corporate Improvement Programme will be considered by the Improvement and Efficiency Sub-Committee, prior to its implementation. However, one area within the Programme worthy of note in this report is the proposed Voluntary Early Retirement Scheme, which is the subject of a separate report to this Committee. This scheme, if approved and successfully implemented, will be a key part in the budget strategy for achieving an element of the £30m required savings. After agreeing early retirement applications from staff, this will allow the restructuring of individual sections and departments to be carried out in a measured and constructive manner. Obviously any restructurings will be brought back to the appropriate Committee for approval, prior to implementation.

5.4.3 Within the Corporate Planning Department, the post of Performance and Improvement Manager will be able to devote approximately 50% of his available time to matters associated with the Corporate Improvement Programme. In addition to the officers covered in paragraph 5.3 above, within the Personnel OD Section there are presently three posts (Organisational Development Team Leader, Senior Organisational Development Officer and Organisational Development Officer) who could be devoted to the implementation of the Council's Corporate Improvement Programme. These posts and their incumbents will transfer to the Corporate Improvement Team within the Corporate Planning Department.

5.4.4 Given the scale and importance of the Corporate Improvement Programme, it is felt essential that a further two posts of Corporate Improvement Manager and Assistant Corporate Improvement Manager are appointed for a fixed two year period at a grade of CO 19 (£53,664) and CO16 (£49,929) respectively. It is proposed that these two new fixed term posts are advertised and filled by secondments from within the Council. On the assumption that there is no back-filling for these posts, only 'acting up' payments, it is projected that this will cost a maximum of £14,000 per annum. Further, the Director of Finance has identified a post of Senior Accountant grade 11 (£33,087 - £37,273) (18¹/₂ hours) that can be seconded into the Corporate Planning Department for a fixed term of two years to assist with the delivery of the Corporate Improvement Programme.

5.4.5 The above proposals if approved, will mean that there will be approximately 6 full time equivalent officers, including the new Corporate Improvement Manager and Assistant Corporate Improvement Manager, dedicated to delivering the Corporate Improvement Programme over the two year period to 31 March 2012. A table summarising the proposed staff changes, and a chart showing the proposed Corporate Improvement staff, along with the training and development staff remaining in Personnel, are appended to this report.

5.5 Governance

In addition, it is proposed that each of the Projects in the Corporate Improvement Programme will have a Chief Officer as a Project Sponsor. This, in collaboration with a dedicated Corporate Improvement Team officer, will ensure that the fundamental changes referred to in the Programme are delivered in a co-ordinated and timeous manner. The management of the new Corporate Improvement team will be the responsibility of the Assistant Chief Executive, and the management and monitoring of the programme will be achieved through the Improvement and Efficiency Board and Improvement and Efficiency Sub-Committee.

6 **CONCLUSION**

The conclusion of this report is that a Corporate Improvement Programme and a Leadership Development Programme are seen as essential to the modernisation of the Council. Further, in order to support the ambitious Corporate Improvement Programme, including PSIF, a Corporate Improvement Team with dedicated senior staffing is essential and this has been identified and resourced within this report.

7 **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.

8 **CONSULTATIONS**

The Depute Chief Executive, Director of Finance, Assistant Chief Executive and the Head of Personnel and the Trade Unions have been consulted in the preparation of this report.

9 **BACKGROUND PAPERS**

None.

DAVID K. DORWARD
CHIEF EXECUTIVE

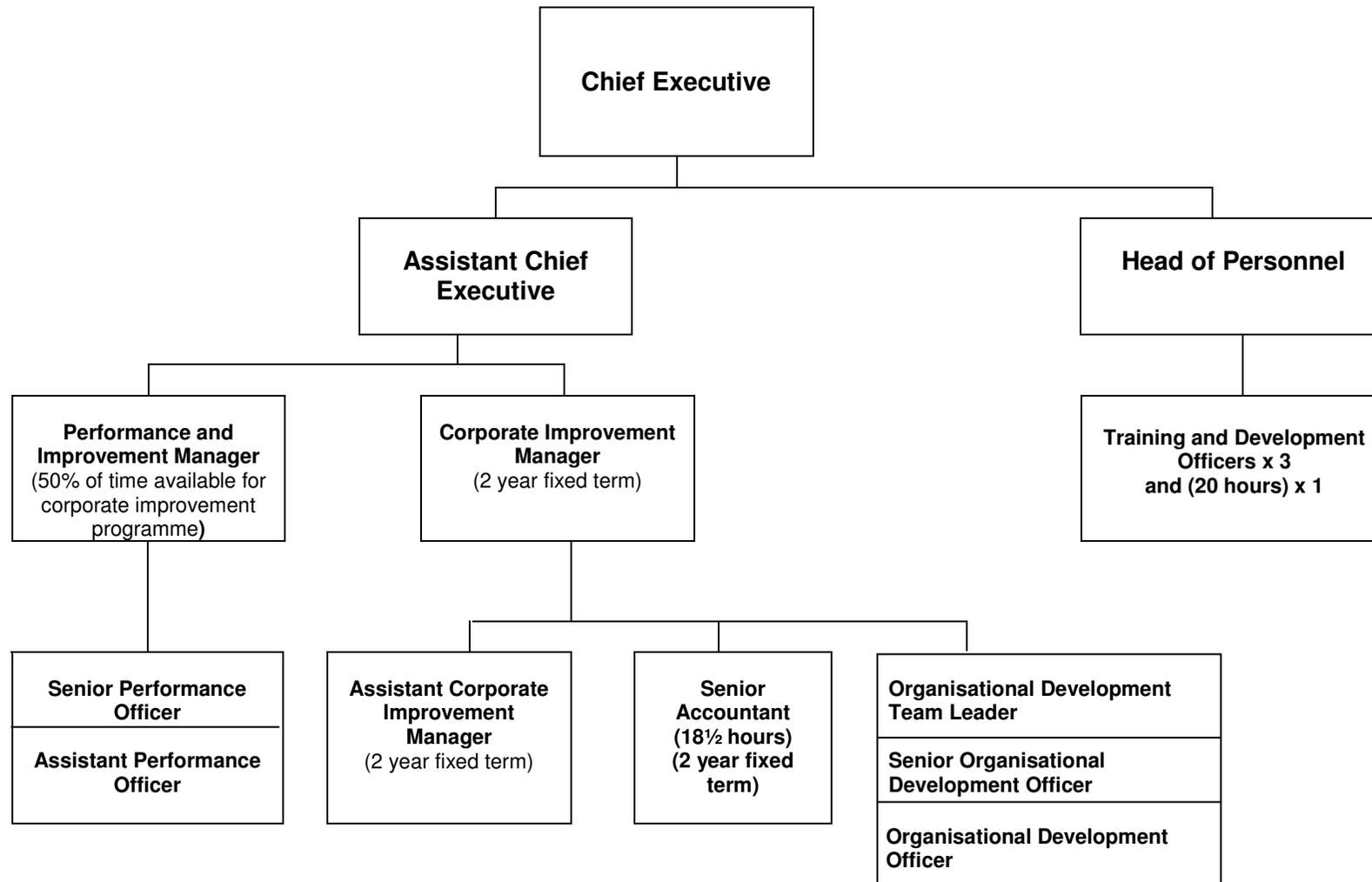
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SUMMARY OF PROPOSED STAFF CHANGES

| Post Titles | Proposed Changes | Cost |
|---|--|--|
| Organisational Development Team Leader | Move to Corporate Planning to work on Corporate Improvement Programme | None |
| Senior Organisational Development Officers (2) | Move to Corporate Planning, one to work on PSIF and one on Corporate Improvement Programme | None |
| Organisational Development Officers (4) | Retain three full time and one part time posts in Personnel and redesignate as Training and Development Officers. Move one post to Corporate Planning to work on Corporate Improvement Programme | None |
| Assistant Organisational Development Officer (seconded from Housing) | Create post of Assistant Performance Officer in Corporate Planning, to be filled by officer seconded from Housing | £34,000 |
| Senior Accountant Part time 18.5 hours | Move from Finance to Corporate Planning to work on Corporate Improvement programme for fixed term of two years. | None |
| Corporate Improvement Manager and Assistant Corporate Improvement Manager | Create 2 year fixed-term posts on secondment to Corporate Planning | £14,000 (estimated cost of covering secondments) |
| Process Review Officer | Delete vacant post currently in Support Services and use savings (along with savings remaining from deletion of the post of Depute Chief Executive (Finance)) to fund the changes above | (saving of £34,000) |

Appendix 2

PROPOSED CORPORATE IMPROVEMENT, TRAINING AND SELF-EVALUATION STAFFING



REPORT TO: Policy and Resources Committee - 26 April 2010

REPORT ON: Dundee City Council - Voluntary Early Retirement/Voluntary Redundancy Scheme

REPORT BY: Head of Personnel

REPORT NO: 227-2010

1 PURPOSE OF REPORT

- 1.1 The purpose of the report is to seek approval of a proposed Voluntary Early Retirement/Voluntary Redundancy Scheme which would facilitate rationalisation and restructuring of Council services to achieve efficiencies and savings necessitated by budget reductions over the next three years.

2 RECOMMENDATION

- 2.1 It is recommended that approval is given to the proposed Voluntary Early Retirement/Voluntary Redundancy Scheme attached as Appendix 1 and that current arrangements for dealing with early retirements in the efficiency of the service or on the grounds of voluntary redundancy be amended to incorporate the sliding scale of added years relative to pensionable service, as shown in Appendix 1.

3 FINANCIAL IMPLICATIONS

- 3.1 The Council requires to achieve estimated savings of over £24 million over the next three years. It is not possible to identify the level of savings which will be achieved from this scheme as it will depend on the level of take up and the individual posts involved. It is anticipated, however, that approval of the scheme will enable the Council to rationalise and restructure its services in order to achieve net savings from 2011/12 onwards.
- 3.2 Any "strain on the fund" and "added years" costs arising from early payment of pensions will be funded from salary savings. There may be net additional costs in 2010/11 due to up front "strain on the fund" costs which will enable gross salary savings to be achieved from 2011/12 onwards. These costs will be funded from General Fund balances. Similarly any redundancy costs will be met from General Fund balances.

4 BACKGROUND

- 4.1 Reference is made to Report No 515-2009 submitted to the Policy and Resources Committee on 26 October 2009, which set out the medium-term financial outlook for the period 2011-2014. This report identified the following levels of savings and efficiency requirements over the financial years 2011/12, 2012/13 and 2013/14:-

| | |
|---------|--------|
| 2011/12 | £12.6M |
| 2012/13 | £6.5M |
| 2013/14 | £5.2M |

In order to achieve such extensive savings, it is anticipated that Council service provision will require to be reviewed and restructured.

- 4.2 The Chief Executive and senior managers of the Council have met with the trade unions to discuss the difficulties that lie ahead in balancing the Council's budgets over the next three years. This is likely to entail a reduction in Council jobs. However, it is hoped that this can be achieved by natural wastage. There is always turnover of employees and not all leavers will be replaced. Furthermore, where efficiencies can be made through improved methods of working or restructuring of services, eligible employees, whose posts would not require to be filled, either directly or indirectly, could be allowed to leave their employment early.
- 4.3 In order to facilitate this process, it is proposed to introduce a Voluntary Early Retirement/Voluntary Redundancy Scheme as shown in Appendix 1. Approval of applications would be required from the individual's head of department, the Chief Executive and the Director of Finance. All decisions would take account of the financial implications for the Council and approval would be subject to the retention of sufficient numbers of employees with the skills required to provide effective service levels to the citizens of Dundee. Depending on departmental circumstances, approved applicants may be offered an early termination date, or be required to continue working pending the introduction of alternative arrangements and/or restructuring. However, it is anticipated that the majority would be released by the end of financial year 2010/11. The closing date for applications under the proposed scheme would be 31 July 2010 and thereafter should the Council consider further applications for early retirement/redundancy, the number of added years offered would be reduced as detailed in Appendix 1 "Additional Information".
- 4.4 The Council has existing arrangements in place to deal with occasional early retirements of employees in the interests of the efficiency of the service or on the grounds of voluntary redundancy, eg following rationalisations or restructurings. In these circumstances, employees are awarded added years determined by their years of pensionable service.

In view of the financial circumstances and potential costs, it is considered that the current sliding scale of added years relative to pensionable service for early retirals in the interests of the efficiency of the service or on the grounds of voluntary redundancy should be amended into line with the proposed Voluntary Early Retirement/Voluntary Redundancy Scheme, as detailed in Appendix 1, up to 31 July 2010 and thereafter.

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. There are no major issues in connection with these.

6 CONSULTATIONS

- 6.1 The Chief Executive, the Chief Officers' Management Team and the trade unions have been consulted. The latter will not recommend the scheme to their members, but will leave it to individuals to decide on applying.

7 BACKGROUND PAPERS

- 7.1 None.

Iain M M Martin
Head of Personnel

21 April 2010

DUNDEE CITY COUNCIL**VOLUNTARY EARLY RETIREMENT/VOLUNTARY REDUNDANCY SCHEME**

Where efficiencies can be achieved through improved methods of working or restructuring of services, eligible employees, who apply, may be allowed to leave their employment early with added years pension entitlement or a statutory redundancy payment.

Scheme Principles

In considering applications, the following principles will apply:-

- There is no entitlement to early retirement/redundancy and it may not be possible to approve all applications.
- Approval will be subject to the retention of sufficient numbers of employees with the necessary skills to maintain an effective level of service to the citizens of Dundee and all decisions will also take account of the financial implications for the Council.
- Approval will be required from the Head of Department, Chief Executive and Director of Finance.
- The closing date for applications under this scheme will be 31 July 2010

Eligible Employees

- A Members of the Local Government Pension Scheme aged 50 or over and under 65.
- B Members of the Local Government Pension Scheme aged under 50.
- C Non members of the Local Government Pension Scheme aged under 65.

Entitlements

- 1 Pension with added years of service - option applicable to A. above.
- 2 Statutory redundancy payment and pension without added years - option applicable to A. above.
- 3 Statutory redundancy payment - applicable to B and C above.

ENTITLEMENTS EXPLAINED:-**Entitlement 1**

- Approved applicants opting for added years will be required to sign a compromise agreement/COT3 agreeing to their redundancy payment entitlement being incorporated into added years of service and will receive their pension immediately, with added years as follows:-

| Number of years pensionable service | Number of added years |
|--|------------------------------|
| Less than 10 | 1 |
| 10 but less than 15 | 2 |
| 15 but less than 20 | 3 |
| 20 but less than 30 | 4 |
| 30+ | 5 |

Added years are subject to maximum service not exceeding 40 years or the total service that could be attained by age 65. The Council will arrange and pay for the provision of independent legal advice to employees on their rights and options.

Entitlement 2

- Approved applicants opting for a statutory redundancy payment without added years (eg if they already have 40 years' service) will be entitled to a statutory redundancy payment of up to 30 weeks' pay (limited to statutory maximum £380 per week), depending on age and length of service, as detailed in the Ready Reckoner for Statutory Redundancy Payments. (See Appendix 1.)
- In addition, they will receive their pension entitlement immediately with no added years.

Entitlement 3

- Approved applicants will be entitled to a statutory redundancy payment of up to 30 weeks' pay (limited to statutory maximum £380 per week), depending on age and length of service, as detailed in the Ready Reckoner for Statutory Redundancy Payments. (See Appendix 1.)

NB *Depending on departmental circumstances, approved applicants may be offered an early termination date, or be required to continue working pending the introduction of alternative arrangements and/or restructuring. However, it is anticipated that the majority would be released by the end of financial year 2010/11.*

ADDITIONAL INFORMATION

Applications for the above scheme will not be accepted after 31 July 2010 and, thereafter, should the Council consider further applications for early retirement/redundancy, the number of added years offered would be reduced as below. These enhancements will also be applied to all early retirements in the interests of the efficiency of the service and voluntary redundancies in future.

| Number of years pensionable service | Number of added years |
|--|------------------------------|
| Less than 15 | 1 |
| 15 but less than 30 | 2 |
| 30+ | 3 |

Appendix 1 (Contd)**REDUNDANCY READY RECKONER FOR CALCULATING THE NUMBER OF WEEKS' PAY DUE**

Read off your age and number of complete years' service. The table will then show how many weeks' pay you are entitled to.

| Service (years) | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|--------------------|----|----|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Age (years) | | | | | | | | | | | | | | | | | | | |
| 20 | 1 | 1 | 1 | 1 | - | | | | | | | | | | | | | | |
| 21 | 1 | 1½ | 1½ | 1½ | 1½ | - | | | | | | | | | | | | | |
| 22 | 1 | 1½ | 2 | 2 | 2 | 2 | - | | | | | | | | | | | | |
| 23 | 1½ | 2 | 2½ | 3 | 3 | 3 | 3 | - | | | | | | | | | | | |
| 24 | 2 | 2½ | 3 | 3½ | 4 | 4 | 4 | 4 | - | | | | | | | | | | |
| 25 | 2 | 3 | 3½ | 4 | 4½ | 5 | 5 | 5 | 5 | - | | | | | | | | | |
| 26 | 2 | 3 | 4 | 4½ | 5 | 5½ | 6 | 6 | 6 | 6 | - | | | | | | | | |
| 27 | 2 | 3 | 4 | 5 | 5½ | 6 | 6½ | 7 | 7 | 7 | 7 | - | | | | | | | |
| 28 | 2 | 3 | 4 | 5 | 6 | 6½ | 7 | 7½ | 8 | 8 | 8 | 8 | - | | | | | | |
| 29 | 2 | 3 | 4 | 5 | 6 | 7 | 7½ | 8 | 8½ | 9 | 9 | 9 | 9 | - | | | | | |
| 30 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 8½ | 9 | 9½ | 10 | 10 | 10 | 10 | - | | | | |
| 31 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 9½ | 10 | 10½ | 11 | 11 | 11 | - | | | | |
| 32 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 10½ | 11 | 11½ | 12 | 12 | 12 | 12 | - | | |
| 33 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 11½ | 12 | 12½ | 13 | 13 | 13 | 13 | - | |
| 34 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 12½ | 13 | 13½ | 14 | 14 | 14 | 14 | - |
| 35 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 13½ | 14 | 14½ | 15 | 15 | 15 | 15 |
| 36 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 14½ | 15 | 15½ | 16 | 16 | 16 |
| 37 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 15½ | 16 | 16½ | 17 | 17 |
| 38 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 16½ | 17 | 17½ | 18 |
| 39 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 17½ | 18 | 18½ |
| 40 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 18½ | 19 |
| 41 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 19½ |
| 42 | 2½ | 3½ | 4½ | 5½ | 6½ | 7½ | 8½ | 9½ | 10½ | 11½ | 12½ | 13½ | 14½ | 15½ | 16½ | 17½ | 18½ | 19½ | 20½ |
| 43 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 |
| 44 | 3 | 4½ | 5½ | 6½ | 7½ | 8½ | 9½ | 10½ | 11½ | 12½ | 13½ | 14½ | 15½ | 16½ | 17½ | 18½ | 19½ | 20½ | 21½ |
| 45 | 3 | 4½ | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 |
| 46 | 3 | 4½ | 6 | 7½ | 8½ | 9½ | 10½ | 11½ | 12½ | 13½ | 14½ | 15½ | 16½ | 17½ | 18½ | 19½ | 20½ | 21½ | 22½ |
| 47 | 3 | 4½ | 6 | 7½ | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 |
| 48 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 11½ | 12½ | 13½ | 14½ | 15½ | 16½ | 17½ | 18½ | 19½ | 20½ | 21½ | 22½ | 23½ |
| 49 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 |
| 50 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 14½ | 15½ | 16½ | 17½ | 18½ | 19½ | 20½ | 21½ | 22½ | 23½ | 24½ |
| 51 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 |
| 52 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16½ | 17½ | 18½ | 19½ | 20½ | 21½ | 22½ | 23½ | 24½ | 25½ |
| 53 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16½ | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 |
| 54 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16½ | 18 | 19½ | 20½ | 21½ | 22½ | 23½ | 24½ | 25½ | 26½ |
| 55 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16½ | 18 | 19½ | 21 | 22 | 23 | 24 | 25 | 26 | 27 |
| 56 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16½ | 18 | 19½ | 21 | 22½ | 23½ | 24½ | 25½ | 26½ | 27½ |
| 57 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16½ | 18 | 19½ | 21 | 22½ | 24 | 25 | 26 | 27 | 28 |
| 58 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16½ | 18 | 19½ | 21 | 22½ | 24 | 25½ | 26½ | 27½ | 28½ |
| 59 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16½ | 18 | 19½ | 21 | 22½ | 24 | 25½ | 27 | 28 | 29 |
| 60 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16½ | 18 | 19½ | 21 | 22½ | 24 | 25½ | 27 | 28½ | 29½ |
| 61 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16½ | 18 | 19½ | 21 | 22½ | 24 | 25½ | 27 | 28½ | 30 |
| 62 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16½ | 18 | 19½ | 21 | 22½ | 24 | 25½ | 27 | 28½ | 30 |
| 63 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16½ | 18 | 19½ | 21 | 22½ | 24 | 25½ | 27 | 28½ | 30 |
| 64 | 3 | 4½ | 6 | 7½ | 9 | 10½ | 12 | 13½ | 15 | 16½ | 18 | 19½ | 21 | 22½ | 24 | 25½ | 27 | 28½ | 30 |

REPORT TO: Policy And Resources Committee - 26 April 2010

REPORT ON: Tenders Received

REPORT BY: City Architectural Services Officer

REPORT NO: 239-2010

PURPOSE OF REPORT

This report details tenders received and requests a decision on acceptance thereof.

RECOMMENDATIONS

Approval is recommended of (1) the acceptance of the tenders submitted by the undernoted contractors and (2) the undernoted total amount, including allowances, for each project:

| Project Reference | Project | Contractor | Tender Amount | Total Amount | Finance Available |
|--------------------------|---------------------------------------|--------------------------|----------------------|---------------------|--------------------------|
| 09-6023 | Grove Academy - Conversion to Offices | Dundee Contract Services | £1,648,349.18 | £1,911,821.18 | £1,911,821.18 |

FINANCIAL IMPLICATIONS

The Director of Finance has confirmed that funding for the above projects is available as detailed on the attached sheets.

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. Any issues are detailed on the attached sheets.

CONSULTATIONS

The Client Department has been consulted with regard to policy implications and the Chief Executive, Depute Chief Executive (Support Services) and Director of Finance have also been consulted in the preparation of this report. Any issues are detailed on the attached sheets.

BACKGROUND PAPERS

Unless stated otherwise on the attached sheets, there are no background papers.

FURTHER INFORMATION

- (1) Detailed information relating to the above Tenders is included on the attached sheets.
(2) The construction works in this report have been procured using the general guidance contained in the following documents approved by the Council :-
- a) Report Nr 148-2003 : Partnering Guidelines for Construction Projects
 - b) Report Nr 356-2009 : Construction Procurement Policy
 - c) Standing Orders : Tender Procedures of the Council

**Rob Pedersen
City Architectural Services Officer
20 April 2010**

239-2010

POLICY AND RESOURCES COMMITTEE - 26 APRIL 2010

| | | |
|---------------------------------------|--|----------------------|
| CLIENT | Chief Executive | |
| PROJECT REFERENCE | 09-6023 | |
| PROJECT | Grove Academy | |
| DESCRIPTION OF WORKS | Conversion to Offices The works comprise the refurbishment of the 'old' Grove Academy building to provide office accommodation for Education and Social Work staff currently located elsewhere in the City. This work is an integral part of the Council's office accommodation strategy. (see Background Papers below) | |
| TOTAL COST | Several Works | £1,648,349.18 |
| | Allowances | £263,472.00 |
| | TOTAL | £1,911,821.18 |
| FUNDING SOURCE | Capital | |
| BUDGET PROVISION & PHASING | 2010/2011 | £1,911,821.18 |
| ADDITIONAL FUNDING | None | |
| REVENUE IMPLICATIONS | None | |
| POLICY IMPLICATIONS | There are no major issues. | |
| CONSULTATIONS | There are no major issues. | |
| TENDERS | Partnering project : 1 Dundee Contract Services | £1,648,349.18 |
| RECOMMENDATION | Acceptance of offer | |
| ALLOWANCES | Planning Permission | £290.00 |
| | Building Warrant | £1,280.00 |
| | CDM Co-ordinator | £4,121.00 |
| | Professional Services | £203,539.00 |
| | Structural Engineering Services | £8,242.00 |
| | Compliance Surveys | £10,000.00 |
| | Decanting and Removals | £36,000.00 |
| | TOTAL | £263,472.00 |
| SUB-CONTRACTORS | None | |
| BACKGROUND PAPERS | Reference is made to Article XV of the Policy and Resources Committee held on 8 December 2008 when Option 3 contained in Report Nr 624-2008 was approved. This option included the proposal to refurbish Grove Academy to provide office accommodation. | |



City Chambers
DUNDEE
DD1 3BY

21st April, 2010

Dear Sir or Madam

You are requested to attend a MEETING of the **POLICY AND RESOURCES COMMITTEE** to be held in the City Chambers, Dundee on Monday, 26th April, 2010 following the meetings of the City Council, Education, City Development and Leisure, Arts and Communities, Housing, Dundee Contract Services and Environment Services 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 MINUTES

- (a) PERSONNEL APPEALS SUB-COMMITTEE OF 22ND MARCH, 2010
- (b) IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE OF 30TH MARCH, 2010

The minutes of meetings of the above Sub-Committees, copies of which are appended hereto, are submitted for information and record purposes. (Copies enclosed).

2 HUB INITIATIVE

(Report No 207-2010 enclosed).

3 BEST VALUE AUDIT OF TAYSIDE POLICE AND JOINT BOARD

(Report No 203-2010 enclosed).

4 COUNTER-FRAUD REPORT - AS AT 31ST DECEMBER, 2009

(Report No 215-2010 enclosed).

5 RELIEF OF RATES - CHARITY RELIEF

(Report No 214-2010 enclosed).

6 PERSONNEL DEPARTMENT - E-LEARNING SHARING PROTOCOL

Dundee City Council became a member of the eLearning Alliance in 2009. The eLearning Alliance is a network of interested parties including public and private sector organisations with an interest in the development of eLearning and its applications. Through attendance by officers of the Personnel Department at the Scottish Local Authority Special Interest Group meetings, the Council has networked with other local authorities and has the opportunity to share developed e-learning courses through a Shared Protocol which has been signed by 12 other Scottish local authorities. This will provide Dundee City Council with access to a number of elearning materials produced by other local authorities which can be re-purposed to meet the Council's needs (in accordance with provisions of the Agreement, eg confidentiality, protection of copyright, protection of intellectual property, etc). Under the Shared Protocol agreement, Dundee City Council will contribute to the agreement by sharing appropriate eLearning materials which it produces with other members of the Alliance.

There are no financial implications from signing this Agreement.

The Committee is asked to approve the Council's participation in sharing eLearning courses and materials and its signing of the Shared Protocol Agreement.

The Committee may resolve under Section 50(A)(4) of the Local Government (Scotland) Act 1973 that the press and public be excluded from the meeting for the undernoted item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1, 6 and 9 of Part I of Schedule 7A of the Act.

7 BALDOVIE WASTE TO ENERGY PLANT - ENGINEERING STUDY AND DEVELOPMENT**8 CITY DEVELOPMENT DEPARTMENT**

APPENDIX I

At a MEETING of the **PERSONNEL APPEALS SUB-COMMITTEE** held at Dundee on 22nd March, 2010.

Present:-

COUNCILLORS

Stewart HUNTER

Andy DAWSON

Mohammed ASIF

Councillor Stewart HUNTER, in the Chair.

The minute of meeting of this Committee of 15th February, 2010 was held as read.

Unless marked thus * all items stand delegated.

The Sub-Committee resolved under Section 50(A)(4) of the Local Government (Scotland) Act 1973 that the press and public be excluded from the meeting for the undernoted item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 1 of Part I of Schedule 7A of the Act.

GRIEVANCE APPEAL (PA03/10)

It was reported that a grievance appeal from an employee of the Education Department had been submitted.

The Sub-Committee heard the Appellant's representative and thereafter, the Council's representative and witnesses.

After questions had been put and answers given by both parties to each other and the witnesses, and by members of the Sub-Committee, the parties withdrew.

Thereafter, following careful consideration of all the information, the Sub-Committee agreed that the grounds of the appeal had not been substantiated and that the appeal be not upheld.

Councillor Asif intimated his dissent from the foregoing decision.

Stewart HUNTER, Convener.

APPENDIX II

At a MEETING of the **IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE OF THE POLICY AND RESOURCES COMMITTEE** held at Dundee on 30th March, 2010.

Present:-

BAILIES

Willie SAWERS

Rod WALLACE

COUNCILLORS

Ken GUILD

Alan ROSS

Laurie BIDWELL

Jimmy BLACK

Kevin KEENAN

Fraser MACPHERSON

Councillor Ken GUILD, Convener, in the Chair.

Unless marked thus * all items stand delegated.

I QUARTERLY MONITORING REPORT ON PROGRESS WITH STRATEGIC PLANS

There was submitted Report No 175-2010 by the Assistant Chief Executive advising the Sub-Committee on progress to date with the objectives, projects and reviews contained in the departmental Service Plans 2007/2011.

The Sub-Committee agreed to:-

- (i) note the content of the report including the assessment of overall progress in paragraph 4.2, the achievements highlighted in paragraph 4.3 and the tables attached as Appendix 1 which detailed any items in Service Plans which had been assessed as behind schedule, unlikely to be achieved or abandoned; and
- (ii) agree that as part of the commitment to Public Performance Reporting, the report be added to the 'Plans and Performance' section on the Council website.

II AUDIT SCOTLAND COMPARATIVE INFORMATION 2008/2009 (ADDENDUM)

There was submitted Report No 114-2010 by Director of Finance providing the Sub-Committee with information on overall performance levels of the Council as a result of a review by Audit Scotland of its previously published information on Council performance rankings.

The Sub-Committee agreed to note the adjustments to overall performance levels which would form the final published information on Council performance rankings in the Annual Performance Report.

III KEY QUARTERLY PERFORMANCE INDICATORS 2009/2010 - PERFORMANCE RELATING TO 31ST DECEMBER, 2010

There was submitted Report No 115-2010 by the Director of Finance advising the Sub-Committee of the performance of Dundee City Council for the nine months to 31st December, 2009.

The Sub-Committee agreed to note that performance levels for the first nine months of the financial year had generally been maintained or improved.

It was further agreed that all Chief Officers review the contents of Appendix 1 as it related to their service and consider if there were any indicators for which performance could be improved.

IV BEST VALUE WORKING GROUP - MOBILE/FLEXIBLE WORKING

There was submitted Report No 201-2010 by the Head of Personnel outlining the findings of the Best Value Group on Mobile/Flexible Working and recommending work style changes as an efficiency opportunity for the Council with proposals on how it should be taken forward.

The Sub-Committee agreed that:-

- (i) accommodation/relocation working groups for each of Dundee House and the former Grove Academy be set up immediately with representatives from all of the Departments affected. Their remit would be to investigate all work style change and shared facilities efficiency opportunities in respect of the new/refurbished buildings and building on the work style data gathered by the Best Value Group produce Action Plans accordingly;
- (ii) a longer term corporate project team for work style change, ideally with a full time project manager supported by process analysts, be established with a remit from the Council's Improvement and Efficiency Board to investigate, make recommendations and oversee the implementation of work style change efficiency opportunities across all services and premises of the Council;
- (iii) the Council adopt, as a working model, a minimum average desk to staff ratio of 8:10 in Dundee House, the former Grove Academy and all new/refurbished buildings in future (subject to consultation with departments affected);
- (iv) departments continue to review and amend their figures for the four work style types and current desk to staff ratios. Regular updates of these figures be reported to the Council's management team;
- (v) City Development and Architects Departments, in conjunction with the proposed project team, develop new models for work space operation for application in new/refurbished buildings;
- (vi) City Development Department be remitted to oversee and co-ordinate rationalisation of freed up space in Council buildings, resulting from work style change projects; and
- (vii) seminar/workshops be run for appropriate managers to promote the potential benefits to the Council of all aspects of work style change.

V BEST VALUE REVIEW OF TRANSPORT AND FLEET MAINTENANCE

There was submitted Report No 202-2010 by the Assistant Chief Executive outlining the findings of the Best Value Review of Transport and Fleet Maintenance and making recommendations on a future Council strategy to improve the current procurement, management, control and operation of the Council's fleet of vehicles, maintenance support infrastructure and ancillary services.

The Sub-Committee agreed that:-

- (i) the Council introduce a Corporate approach to the management and maintenance of its fleet of vehicles;
- (ii) the Council establish a working group to plan and oversee the implementation of a Corporate approach to fleet management including the rationalisation and centralising of the Council's Fleet Maintenance Workshop facilities and formalising its fleet management strategy;
- (iii) through the Information Technology Department and subject to the outcome of the option appraisals, install suitable control software for management information by either extending the new database recently constructed or installing new software;

- (iv) the Council establish procedures and locations for the dispersion of fuel purchased through the Council to all vehicles used in the pursuit of Council duties;
- (v) a detailed review of the Council's transportation requirements be undertaken to optimise vehicle utilisation and minimise impact on the Council's carbon footprint in line with Scottish Government targets; and
- (vi) the Council participate in a joint review of fleet management arrangement with neighbouring local authorities.

Ken GUILD, Convener.

REPORT TO: POLICY AND RESOURCES COMMITTEE - 26 APRIL 2010

REPORT ON: HUB INITIATIVE

REPORT BY: CHIEF EXECUTIVE AND DIRECTOR OF FINANCE

REPORT NO: 207-2010

1. PURPOSE OF REPORT

1.1 This report advises the Committee of the hub initiative which is being developed by the Scottish Futures Trust on behalf of the Scottish Government.

2. RECOMMENDATIONS

2.1 It is recommended that the Committee:

- (i) Note the background to the establishment of the East Central Territory hub;
- (ii) Agrees to participate in developing the East Central Territory hub; and
- (iii) Delegates to the Chief Executive the authority to commit to the Memorandum of Understanding and appoint officer members to the hub Territory Board.

3. FINANCIAL IMPLICATIONS

3.1 There are no direct financial implications resulting from this report other than travelling expenses etc in attending meetings.

4. MAIN TEXT

Background

4.1 All local authorities and NHS Boards in Scotland have been asked by the Scottish Government (via the Scottish Futures Trust) to participate in hub, an initiative which is intended to improve the planning, procurement and delivery of infrastructure that supports community services such as health, social care and education.

4.2 The Scottish Futures Trust is currently overseeing the roll-out of the hub initiative across 5 territories in Scotland. Dundee City Council forms part of the East Central Territory along with Angus, Perth and Kinross, Fife, Stirling, Falkirk and Clackmannanshire Councils and Tayside, Fife and Forth Valley Health Boards.

4.3 The key objectives that have been set for hub are:

- Providing enhanced local services through increasing joint service working and integration between Community Planning Partnerships;
 - Delivering a sustained programme of investment into community-based facilities so that more services are provided locally in communities through multi-disciplinary teams working from single sites;
 - Establishing a more efficient and sustainable procurement methodology for public sector bodies, principally local authorities and NHS Boards;
 - Delivering facilities that meet public sector policy objectives for design quality and sustainability; and
 - Facilitating and improving the level of stakeholder engagement in the planning of services and development of community-based premises.
- 4.4 The hub objectives are to be achieved through the establishment of joint venture arrangements between the local authorities and NHS Boards within a hub Territory and a private sector development partner.
- 4.5 The Public Sector Participants within each hub territory will collectively run their own procurement process to identify their own preferred private sector development partner with whom they will form a private public sector joint venture, referred to as "hubco". The hubco will deliver certain partnering services to the Participants to support the planning, procurement and delivery of infrastructure projects within the hub territory - developing proposals and, subject to satisfying certain tests including value for money, delivering those projects through its supply chain.

The First Steps

- 4.6 The Scottish Futures Trust have identified 3 initial tasks that require to be addressed in implementing the hub initiative in the East Central Territory.

These are:

- (i) Establishing the East Central Territory Board;
 - (ii) Public Sector Participants committing to the East Central Territory hub initiative in the form of a Memorandum of Understanding; and
 - (iii) Preparing a Programme Initiation Document.
- 4.7 The **Territory Board** will oversee the development of hub for the East Central Territory i.e. the procurement of the private sector development partner and the establishment of a pipeline of projects. Each public sector participant is expected to appoint one officer member and one substitute officer member to serve on the Territory Board.
- 4.8 It has been stressed that the board members should have sufficient knowledge and authority to contribute effectively at meetings, and that they should also have delegated authority to participate in key decisions relating to the procurement of a private sector partner e.g. OJEU notices, pre-qualification questionnaires, approval of short list of bidders, issue of tender documents, approval of preferred bidder etc.

- 4.9 The **Memorandum of Understanding** is not legally binding but will set out the public sector participants' commitment to work together towards the procurement of a private sector development partner for the Territory.
- 4.10 The **Programme Initiation Document** will be prepared jointly by the public sector participants and will set out the resource plan and programme management arrangements for the Territory. The Programme Initiation Document will require to be signed-off by the Territory Board.

Start-up Funding for hub

- 4.11 The Scottish Futures Trust has confirmed that financial support will be provided to assist with the hub set-up and procurement costs for the East Central Territory. Funding of £1.4m is available in the following 4 streams:
- Set-up/procurement support - £500,000
 - Public sector recurrent/scheme development - £100,000 per annum for 5 years
 - Programme management - £300,000 over 3 years
 - Organisational development activity - £100,000
- 4.12 The hub National Programme Board will oversee the release of these funds based on the following criteria:
- an undertaking from organisations confirming their participation
 - the completion of a Territory Programme Initiation Document

The receipt of letters of intent from all organisations in the Territory will provide the trigger for the release of the first £125,000 of this funding.

- 4.13 The Scottish Futures Trust has also confirmed that a national capital enabling fund of £30m is available to support projects across all 5 hub Territories. Individual hub Territories can apply to use this fund for project development/enabling purposes such as land acquisition, land mobilisation demolitions and site investigation surveys.

Other Matters for Consideration

- 4.14 Although all local authorities and NHS Boards in Scotland have been asked by the Scottish Government (via the Scottish Futures Trust) to participate in hub, procurement of capital projects via hub is not currently obligatory for local authorities.
- 4.15 However the NHS Boards have been advised by the Scottish Government that they will be required to procure all primary and community health facilities with a capital value exceeding £750,000 via hub.
- 4.16 Furthermore, the Scottish Futures Trust have indicated that the prescribed procurement route for schools projects financially supported by the proposed Scottish Government Schools Funding Initiative is likely to be via hub.

Conclusion

- 4.17 Early involvement in establishing the East Central Territory hub will give the City Council the opportunity to influence the management structure, procurement process and the selection of the private sector development partner for hub projects which are likely to include Harris Academy.
- 4.18 In agreeing to participate in developing the East Central Territory hub, the City Council will require to commit to a Memorandum of Understanding and also to appoint two officer members to the hub Territory Board.

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 and Risk Assessment. There are no major issues.

6. CONSULTATIONS

- 6.1 The Depute Chief Executive (Support Services) has been consulted on this report.

7. BACKGROUND PAPERS

- 7.1 None.

David K. Dorward
Chief Executive

Marjory Stewart
Director of Finance

19 April 2010

REPORT TO: POLICY AND RESOURCES COMMITTEE - 26 APRIL 2010
REPORT ON: BEST VALUE AUDIT OF TAYSIDE POLICE AND JOINT BOARD
REPORT BY: ASSISTANT CHIEF EXECUTIVE
REPORT NO: 203-2010

1 PURPOSE OF REPORT

This report provides an overview of the recent Best Value Audit Report on Tayside Police and the Tayside Joint Police Board, and seeks approval for a number of actions arising from the Board's Improvement Plan.

2 RECOMMENDATIONS

It is recommended that Committee:

- (i) notes that a report on the Joint Inspection of Tayside Police and Tayside Joint Police Board by Audit Scotland and Her Majesty's Inspectorate of Constabulary Scotland together with the associated Improvement Plan, was considered by the Joint Police Board on 1 February 2010 and the Improvement Plan was referred to the three constituent councils for approval;
- (ii) endorses the Improvement Plan as set out in Appendix A to this report;
- (iii) agrees to adopt the description of roles and responsibilities for members, the Convener and Vice-Conveners of the Tayside Joint Police Board as set out in Appendix B to this report;
- (iv) remits the Assistant Chief Executive and Director of Leisure and Communities to report back on options for developing the reporting and scrutiny arrangements of the Tayside Joint Police Board by the Dundee Partnership Management Group and Community Safety Partnership

3 FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report.

4 BACKGROUND

- 4.1 This report provides an overview of the Best Value Audit and Inspection of Tayside Police and Tayside Joint Police Board.
- 4.2 This was the first such Audit and Inspection conducted jointly by Audit Scotland and Her Majesty's Inspectorate of Constabulary Scotland (HMICS) and the first occasion that a Force and its Joint Board have been examined together. The Audit Scotland scrutiny responsibilities apply to police authorities but not to Chief Constables or their operational responsibilities. However, HMICS has powers to examine best value in police authorities as well as the performance of the police force and the Chief Constable. Because of the shared interest between the two organisations and the commitment to a more coordinated approach to scrutiny, the two scrutiny bodies have worked together to audit, inspect and report on the achievement of best value in local police services.
- 4.3 The process has been broadly similar to the approach taken on the Best Value Audits of councils. The work was undertaken by a joint team from Audit Scotland and HMICS, drawing on their respective experience in terms of Best Value and audit, and operational policing. Whilst all the audit and inspection work was undertaken jointly, the findings made in respect of the Force are owned by HMICS and those made in respect of the Board are joint findings from both Audit Scotland and HMICS.
- 4.4 Constituent local authorities are responsible for appointing the members of a joint board and for allocating funding. The board is a separate legal entity and, although councils have no separate residual responsibilities (beyond appointing members and funding), the effectiveness of the board is supported in practice by the constituent councils through the provision of clerking services and training and support for members.

- 4.5 The role of councils in joint board arrangements has been the subject of recent national debate at COSLA. This stems from questions raised through the scrutiny process in respect of ultimate accountability for the performance of joint boards.
- 4.6 Arrangements will require to be made to ensure that the Council, along with Angus and Perth and Kinross Councils, maintains an oversight in terms of progress on the improvement plan. An annual meeting between the Chief Constable, Convener and Vice-Conveners, the Clerk and the three Chief Executives is therefore proposed in the Board's Improvement Plan to review governance and accountability arrangements and to review support for the Board.

5 **REPORT OVERVIEW**

- 5.1 The Audit report found that the Board is "not yet fulfilling its duties of best value and, without a shift in emphasis, its capacity for future improvement is limited". However, the report found the Board to be supportive of the Force with a constructive relationship with senior officers.
- 5.2 The Board is also strongly committed to supporting the Chief Constable and working relationships between the Force and the Board are good. Board members are also kept well informed of finance matters and are active in monitoring financial and staffing issues.
- 5.3 The report found that scrutiny of Force activity needs to improve and does not yet "effectively hold the Chief Constable to account or work in tandem with the Chief Constable to secure best value". Board members in general were also found to have "limited understanding and engagement about best value and community planning".
- 5.4 The report also highlighted that the role of the three constituent councils is not clear in terms of supporting the performance and effectiveness of the Board. A number of recommendations within the report therefore refer directly to the Councils.
- 5.5 A copy of the Best Value Audit Report has been placed in the Members' Lounge and can also be downloaded at: http://www.audit-scotland.gov.uk/docs/local/2009/bv_091217_tayside_police.pdf

6 **IMPROVEMENT PLAN**

- 6.1 Audit Scotland require an improvement plan to be submitted within three months of the publication of the report. A draft plan was considered by the Board on 1 February 2010 and referred to the three constituent Councils for their agreement.
- 6.2 The improvement plan has been subject to consultation with the three Council Chief Executives and the Chief Constable and is attached as Appendix A with a recommendation that this be endorsed.
- 6.3 Actions which specifically refer to the Council are contained under "Joint Improvement Plan" recommendations on the last page of the improvement plan (page 20 of this report).
- 6.4 A key recommendation covered in items 3(b) and 3(d) of the Board's Improvement Plan (pages 9 and 10 of this report) requires an examination of the links between the Board and local Community Planning arrangements. It is therefore recommended that the Assistant Chief Executive and Director of Leisure and Communities be remitted to bring forward options for ensuring that the work of the Board is scrutinised via the Dundee Partnership Management Group and Community Safety Partnership.

7 **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.

8 **CONSULTATION**

The Chief Executive, Depute Chief Executive, Director of Finance and Director of Leisure and Communities have been consulted on the contents of this report.

9 **BACKGROUND PAPERS**

Tayside Police and Tayside Joint Police Board Best Value Audit Inspection
Audit Scotland, December 2009

CHRIS WARD
ASSISTANT CHIEF EXECUTIVE

15/04/2010

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|--|----------|--------|---|---|---------------------|--|
| <p>TAYSIDE JOINT POLICE BOARD RECOMMENDATION 1</p> <p>Ensure that all members of the board have a clear understanding of their roles and responsibilities as laid out in the Scottish Government's guidance.</p> | High | Medium | <p>1. Outline role and responsibilities of Board members within a single job description.</p> | <p>Clearly defined set of responsibilities outlining the roles of Board members. Provides clarity.</p> | 01/02/2010 | Clerk |
| | | | <p>2. Seek approval for the job description in the first instance from the Board and thereafter from the three local authorities.</p> | <p>Consultation with Board members on job description at 1 February 2010 meeting.</p> <p>Agreement/discussion within minutes from TJPB. Report to each local authority area Full Council meeting seeking comment / agreement. Decision replicated within minutes.</p> | 28/06/2010 | Clerk All Board Members Chief Executives |
| | | | <p>3. Provide training session specifically on Board member roles and responsibilities and provide further clarity on the Scottish Government Guidance, the Board's duties in relation to Best Value and to Community Planning.</p> | <p>The members roles and responsibilities will be developed together with their understanding of Best Value and Community Planning.</p> | 31/08/2010 | Clerk Treasurer |
| | | | <p>4. Request from Tayside Police Chief Constable details of key strategies and frameworks for the delivery of performance against strategic priorities. These to include: Force Planning, Performance Management, Improvement, Community Planning, Community Safety, Workforce Planning, Sustainability, Equalities.</p> | <p>Understanding of Force approach and how these link to performance will lead to enhanced understanding and allow more effective performance against roles and responsibilities outlined within National Guidance.</p> | 23/08/2010 | Clerk Convener Chief Constable |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|------------------------------------|----------|------|--|--|-----------------------|----------------------------|
| | | | 5. Evaluate, in consultation with the three local authorities, current support to the board and determine through cost/benefit analysis proposals for consideration by the board. | Report evaluating current levels of support to the board. Defined options for support from clerical to policy officer. | 31/08/2010 | Clerk |
| | | | 6. Seek opportunities to share best practice with other Police Boards by attendance of Board members at other Board meetings. | Provide Board members with the opportunity to benchmark processes and practical examples of the way other Boards perform. | 01/02/2010 | Clerk |
| | | | 7. Gather information on attendance at TJPB sub committees and external forums/partnerships and report to the Chief Executive's for information. | Assessment of commitments and enhance active participation. | 31/12/2010 Ongoing | Clerk All Board Members |
| | | | 8. Provide briefing notes/minutes (redacted) following attendance at any external forums etc to share knowledge. | Shares knowledge and experience to further enhance understanding of key roles and responsibilities. | 31/12/2010 Ongoing | Clerk All Board Members |
| | | | 9. Establish a website for Tayside Joint Police Board to promote the work of the Board and ensure links are established to highlight members' involvement and activities related to the Board. | Wider recognition of board activities highlighting/marketing the work of the board more effectively. Enhanced engagement with service users. | 30/09/2010 | Clerk |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|------------------------------------|----------|------|--|---|---------------------|----------------------------|
| | | | <p>10. Provide report to the TJPB on the options/costs for creation – i.e. externally hosted or hosted via Angus Council or Tayside Police existing websites.</p> | | 30/09/2010 | Clerk |
| | | | <p>11. Develop a marketing / communications strategy linked to the creation of the website.</p> | Marketing / communications strategy to promote the activities of the board via the website. | 30/09/2010 | Clerk |
| | | | <p>12. Explore options for Public performance Reporting to highlight the work of the Board and its activities to the public.</p> | Annual reporting of achievements and outcomes from the previous year resulting in greater public awareness. | 01/06/2010 | Clerk |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|---|----------|--------|--|---|---------------------|----------------------------|
| TAYSIDE JOINT POLICE BOARD RECOMMENDATION 2 Ensure that all members participate in training opportunities specific to board duties and identify areas of training need through self assessment. | Medium | Medium | 1. Undertake training needs analysis of Tayside Joint Police Board members to establish baseline standard identify needs and highlight these to constituent authorities. | Results of training needs analysis to inform further training opportunities. Constituent Authorities carry out required training. | 30/08/2010 | Clerk |
| | | | 2. Prepare individual Action Plans for inclusion into their existing Personal Development Plans. | Personal development plan for each board member. Evidence of advice to constituent authorities identifying training needs for each Board member thus increasing members knowledge of relevant topics. | 30/08/2010 | Clerk |
| | | | 3. Continue to offer four information sessions relating to police activity each year. | Report to TJPB with topics. Members attendance will result in a fuller understanding of operational issues. | 31/12/2010 | Clerk |
| | | | 4. Pursue national training opportunities. Consider progressing suggestion to utilise England and Wales APA standards for training and develop within a Scottish context. Approach the SPSA (Scottish Police College) for delivery in time for local government elections in 2011. | National accredited training package for Police Board members. Economies of scale for each police board in Scotland through the joint provision of training. Standardisation across the service. Evidence from Board meetings that members have increased confidence to challenge the Chief Constable and question reports. | 30/06/2012 | Clerk |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|------------------------------------|----------|------|---|--|------------------------|-------------------------------|
| | | | 5. Consider undertaking a self assessment utilising a recognised tool eg EFQM one year on to assess success of the actions within this action plan and to provide direction on other areas of improvement | Report to TJPB together with options, costs and benefits of carrying out self assessment exercise for the board members. | 31/01/2011 | Clerk |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|--|----------|------|--|---|---------------------|----------------------------|
| TAYSIDE JOINT POLICE BOARD RECOMMENDATION 3 Ensure that the duties of the board in relation to best value and community planning are discharged by: | Medium | Low | 1. Engage with the Board on setting the vision and strategic direction of the Force. Provide proposals for consideration through reports and seek feedback and agreement on these proposals. | Evidence of the board working in tandem with the Chief Constable in setting the direction of the force, improvement activity and managing performance via minutes of meetings. Board members provide strength to public engagement. | 01/02/2011 | Clerk Chief Constable |
| (a) proactively driving improvements by being more involved in identifying areas for best value review and areas for improvement, and prioritising identified improvement activity in conjunction with the force. | Medium | Low | 2. Through the provision of regular reports, identify options for improvement to enable Board members to decide on areas for review taking cognisance of professional advice on risk, capacity to deliver and scope of improvement to service delivery. | Evidence of annual plan of reporting to the TJPB. Evidence of revised style of reporting detailing options for improvement. | 01/02/2011 | Chief Constable |
| (b) seeking assurances that the force engages with community planning partners | Medium | Low | 3. Outline current procedures in respect of the three Community Planning Partnerships and Community Safety Partnerships and establish if there is a need for Board representation at these meetings. | Report to TJPB defining the process and proposals to make improvements regarding the reporting of progress/activity to allow for more challenge around the impact of this work. | 10/05/2010 | Clerk Chief Constable |
| | | | 4. Prepare a report on how best outcomes from these forums can be presented to the TJPB for challenge and scrutiny. | Reports from the Chief Constable with strategies for Community Planning and Community Safety. Reports from Chief Constable outlining progress and outcomes from the Community Planning / Community Safety Strategies. | 10/05/2010 | Clerk Chief Constable |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|--|----------|------|--|--|------------------------|-------------------------------|
| | | | <p>5. Request from the Chief Constable details of the Community Planning and Community Safety Strategies outlining the force's approach and how these link to the achievement of Tayside Police priorities.</p> <p>6. Request from the Chief Constable regular reports (defined by the review above) on Community Planning and Community Safety activity linked to outcomes.</p> | | 10/05/2010 | Clerk Chief Constable |
| (c) scrutinising the impact and outcomes of community planning work | Medium | Low | to be addressed by recommendation 3 (b) above. | | 10/05/2010 | Clerk Chief Constable |
| (d) developing links to the community safety partnerships | Medium | Low | to be addressed by recommendation 3 (b) above. | | 10/05/2010 | Clerk Chief Constable |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|---|----------|------|--|--|---------------------|----------------------------|
| (e) taking joint ownership of the force's public performance report. | Medium | Low | 7. Increase awareness of the Board's responsibilities in respect of public performance reporting through training session on Local Government in Scotland Act 2003. | Increased awareness of board members' responsibilities in respect of public performance reporting. | 28/06/2010 | Clerk |
| | | | 8. Request timetable and framework for Tayside Police Public Performance Reporting and present to TJPB for scrutiny. | Report from Chief Constable on public performance reporting commitments and evidence within minutes regarding member scrutiny. | 28/06/2010 | Clerk |
| | | | 9. Request Chief Constable provides details of the annual planning cycle and incorporates opportunities for the Board to engage in the setting of the vision and strategic direction of Tayside Police. | Evidence of engagement with Board members. Evidence of engagement with Board through papers to TJPB seeking comment and discussion based on performance, | 28/06/20/0 | Clerk |
| (f) improving engagement in equalities and sustainability. | Medium | Low | 10. Improve engagement in equalities and sustainability by incorporating within Single Board Equality Scheme and provide a yearly report to the Board. | Production of Single Equality Scheme. Reports from Chief Constable outlining strategies for Equalities and Sustainability. | 23/08/2010 | Clerk |
| | | | 11. Request key strategies from the Chief Constable in respect of Equalities and Sustainability and Board members to examine delivery/outcomes from half yearly reports. | Reports from Chief Constable providing updates on delivery against the strategies. | 23/08/2010 | Clerk |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|--|----------|--------|---|--|---------------------|----------------------------|
| <p>TAYSIDE POLICE RECOMMENDATION 4</p> <p>Ensure that the duties of the board in relation to holding the chief constable to account are discharged by:-</p> <p>(a) considering regular, comprehensive reports from the chief constable on performance of the service.</p> | Medium | Medium | Receive and scrutinise regular, comprehensive reports on performance of the service. | Evidence from reports and minutes of engagement and priority setting. | 01/02/2011 | Clerk |
| <p>(b) exercising stronger, transparent scrutiny and challenge of the strategic use of resources, performance, improvement activity, community planning activity and outcomes for the public: and</p> | Medium | Medium | <p>Exercise stronger, transparent scrutiny and challenge of the strategic use of resources, performance, improvement activity, community planning activity and outcomes for the public; and proactively request exception reports</p> <p>Collaborate with the Chief Constable to agree an annual programme for reporting for all TJPB meetings.</p> | <p>Evidence of improvement in this area demonstrated within minutes from meetings.</p> <p>Evidence of requests for exceptions reports through minutes.</p> | 01/02/2011 | Convener |
| <p>(c) pro actively requesting exceptions reports.</p> | | | to be addressed by recommendation 4 (b) above. | | 01/02/2011 | Convener |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|---|----------|------|--|--|------------------------|----------------------------|
| TAYSIDE POLICE RECOMMENDATION 1 Strengthen corporate strategic leadership and challenge through:- (a) integrating operational and improvement planning processes into divisional/departmental plans linked to strategic priorities and incorporating high level costing. | Medium | Low | 1. Devise and implement Corporate Governance Framework. | Establishment of HQ Division and Crime Division providing greater clarity and governance arrangements. | 01/04/2010 | Chief Constable |
| | Medium | Low | 2. Introduce Force Leadership Team to improve governance and corporate direction. | Evidence of improved governance through minutes of Force Leadership Team meetings. | 01/09/2009 Achieved | Chief Constable |
| | Medium | Low | 3. Develop three year planning process to integrate operational policing plans with strategic priorities. This will involve creating and embedding: -Force Policing and Improvement Plan -Divisional/Departmental Policing Plans (incorporating resource and financial planning) -Divisional/Departmental Improvement Plans | Evidence of performance management framework in place. Evidence of performance review for policing and improvement plans. Evidence of annual planning cycle in place and production of policing plans. | 01/04/2010 | Performance Manager |
| | Medium | Low | 4. Implement review arrangements for the Force Policing Plan and Divisional/ Departmental Policing Plans and Improvement Plans by: - Carrying out an annual review of strategic priorities, force objectives and the control strategy for "fitness for purpose". - Carrying out bi-annual reviews of performance against Policing Plans and Improvement Plans for every Division/Department. | Evidence of consultation with Board members through papers and minutes on strategic development, priority setting and improvement planning. | 01/04/2010 | Performance Manager |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|--|----------|------|---|--|------------------------|----------------------------|
| | Medium | Low | 5. Restructure the force to provide greater clarity of purpose and governance. | Establishment of HQ Division and Crime Division providing greater clarity and governance arrangements. | 31/12/2009 Achieved | Chief Constable |
| Strengthen corporate strategic leadership and challenge through:- (b) developing an improvement programme management approach through a consolidated and prioritised force-wide corporate improvement plan. | Medium | Low | 1. Develop a Force Improvement Programme aligned to the Force Policing Plan documenting strategic issues for review over a three-year period. These will be agreed with the Board/Executive following performance review. Governance will be provided via the six-weekly Business Change Programme Board meeting. | Creation and implementation of Force Improvement Programme. Evidence of discussion at Board meetings of options for improvement. Evidence of governance applied through Business Change Programme Board or equivalent. | 31/01/2010 | Change Manager |
| | Medium | Low | 2. Consolidate all improvement activity within one Divisional/Departmental plan and prioritise actions to ensure delivery against strategic priorities. | Evidence of single Divisional/ Departmental Improvement Plans and evidence of robust monitoring of actions. Evidence of prioritisation of improvement activity within all plans. | 31/12/2009 | Change Manager |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|---|----------|------|---|---|---------------------|-------------------------------------|
| <p>Strengthen corporate strategic leadership and challenge through:-</p> <p>(c) developing corporate approaches to force-wide matters such as community planning, community engagement, strategic asset management, workforce planning and sustainability linking these to strategic priorities, the SOAs and partners' strategies.</p> | Medium | Low | <p>1. Develop and implement a Community Planning Strategy for Tayside Police appropriately linked to partners' strategies, delivery of force priorities and reconciling with SOAs.</p> | <p>Evidence of performance management framework incorporating integration of national and local priorities.</p> | 01/06/2010 | Chief Superintendent HQ Division |
| | High | Low | <p>2. Community Engagement Strategy is currently being developed under the Quality of Service Project.</p> | <p>Creation and implementation of Community Engagement Strategy Evidence of discussion at Board meetings and evidence from minutes of challenge and scrutiny. Evidence of regular reports from Board meetings monitoring progress with force-wide strategies.</p> | 01/06/2010 | Chief Superintendent HQ Division |
| | Low | Low | <p>3. Develop a strategy for Asset Management.</p> | <p>Creation and implementation of Asset Management Strategy Evidence of discussion at Board meetings and evidence from minutes of challenge and scrutiny. Evidence of regular reports from Board meetings monitoring progress with force-wide strategies.</p> | 01/06/2010 | Director of Corporate Services |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|------------------------------------|----------|------|--|---|------------------------|---------------------------------------|
| | Medium | Low | 4. Develop and implement a Workforce Planning Strategy. The development of Divisional/Departmental Policing Plans will assist with the identification of current and future workforce requirements to assist delivery against key actions. | Creation and implementation of Workforce Planning Strategy linked to Divisional Plans. Evidence of discussion at Board meetings and evidence from minutes of challenge and scrutiny. Evidence of regular reports from Board meetings monitoring progress with force-wide strategies. | 01/06/2010 | Director of Personnel and Development |
| | Low | Low | 5. Develop and implement a Sustainability Strategy incorporating environmental, social and economic issues. | Creation and implementation of Sustainability Strategy (Social, Economic and Environmental Issues). Evidence of discussion at Board meetings and evidence from minutes of challenge and scrutiny. Evidence of regular reports from Board meetings monitoring progress with force-wide strategies. | 01/06/2010 | Director of Corporate Services |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|--|----------|------|--|--|------------------------|--|
| TAYSIDE POLICE RECOMMENDATION 2 Foster an improvement culture by strengthening the performance management approach using performance monitoring that is comprehensive, balanced and linked to strategic priorities. Ensure clear lines of accountability and ownership of performance including agreed and monitored improvement actions. | Medium | Low | 1. Develop and implement a Performance Management Framework. | Evidence of performance management framework. Including monitoring reports and discussion via Board minutes. | 01/04/2010 | Performance Manager |
| | Medium | Low | 2. Revise Corporate Performance Meeting outlining clear lines of accountability and ownership of performance and improvement activity. | Revised meeting structure and review of its effectiveness. | 30/04/2010 | Chief Inspector Governance & Development |
| | Medium | Low | 3. Identify areas for development based upon benchmarking analysis from SPPF and add to targets. | Revised reporting of performance reports including further opportunities for benchmarking. Evidence within Board papers and evidence of discussion/challenge within minutes of Board meetings. | 01/04/2010 | Performance Manager |
| | Medium | Low | 4. Roll out the risk management/register process to Divisions and Departments and embed consideration of risk in all activities. | Creation and implementation of risk management strategy. Publication of corporate risk register. Evidence of monitoring corporate risk register within regular reports. Evidence of discussion within Board meeting minutes. | 30/09/2010 | Chief Inspector Governance & Development |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|---|----------|------|--|--|---------------------|---|
| TAYSIDE POLICE RECOMMENDATION 3 Provide opportunities for the board members to appraise options and make decisions particularly in relation to determining strategic priorities and prioritising improvement activity. Better inform board members by providing reports on community planning, community engagement and sustainability along with comprehensive, comparative performance information. | Medium | Low | 1. Revise Force Planning Cycle to incorporate Board involvement in the development and setting of the Force Policing Plan. | Implementation of revised annual planning cycle. | 01/04/2010 | Performance Manager |
| | Medium | Low | 2. Present to the Board a wider range of performance information to allow for a better assessment of force performance together with comparison analysis for areas for development. | Revised performance reporting incorporating benchmarking analysis. Revised reporting to the Board in relation to improvement activity. | 01/02/2011 | Performance Manager |
| | Medium | Low | 3. Submit options to the Board for inclusion within the Force Improvement Programme and seek decision/prioritisation. | Provision of detailed reports outlining key issues for the force which are properly appraised in terms of the options available. Evidence from reports to the Board and evidence of discussion/decision via Board minutes. | 01/02/2011 | Change Manager |
| | Medium | Low | 4. Provide reports to the Board on performance against key strategies: - Community Planning - Community Engagement - Sustainability | Provision of update reports against key strategies - community engagement, sustainability, equalities, workforce planning, community planning, risk etc. | 01/06/2010 | Assistant Chief Constable Director of Corporate Services |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|--|----------|------|--|---|------------------------|-------------------------------------|
| TAYSIDE POLICE RECOMMENDATION 4 Enhance service performance by: - focusing on public perception of crime to raise confidence levels; - sustaining the improving trend in call handling; and- sustaining the force's planned activity to improve services. | High | Low | 1. Implementation of the Community Policing Model and the Community Engagement Strategy will enhance public perception and raise confidence levels. | Results from Western Division pilot. Evidence of Board involvement in decision making. Implementation of Community Engagement Strategy and evidence of Board's involvement in its adoption. | 01/04/2011 | Chief Superintendent HQ Division |
| | High | Low | 2. Implementation of the Best Value Review of Operational Policing, particularly in relation to how the force deals with calls, will impact on call handling. | Evidence of outcomes from Best Value Review of Operational Policing. Updates reports to Board and evidence of discussion from minutes. | 01/04/2011 | Chief Superintendent HQ Division |
| | Medium | Low | 3. Implement the changes following the review of the Force Contact Centre. | Evidence of outcomes from review of FCC. | 31/12/2010 | Chief Superintendent HQ Division |
| | Medium | Low | 4. Continue with the implementation of the Quality of Service Project with governance provided by the Business Change Programme Board. | Evidence of implementation of the Quality of Service project. Reporting of outcomes to the Board and evidence of discussion within minutes. | 31/12/2010 | Chief Constable |

| Recommendation (What is needed) | Priority | Risk | Action Items (What are the specific plans) | Indicators of Success (How you will you know when you are successful - qualitative and/or quantitative) | Date For Completion | Responsible Person or Role |
|---|----------|------|---|--|---------------------|----------------------------|
| <p>JOINT IMPROVEMENT PLAN RECOMMENDATION 1</p> <p>Review governance and accountability arrangements for the board.</p> | Medium | Low | <p>1. Set up annual meeting between Chief Constable, Convener & Vice Conveners, Clerk and three Chief Executives in order to review governance and accountability arrangements and to look at proposals for supporting the board. Provide board with a report detailing the outcome from the meeting.</p> | <p>Evidence of meeting having taken place. Clear understanding amongst all attendees regarding way forward and evidence of report to TJPB.</p> | 30/11/2010 | Clerk |
| <p>JOINT IMPROVEMENT PLAN RECOMMENDATION 2</p> <p>Strengthen the role of the councils in supporting the board and its members.</p> | Medium | Low | <p>Will be addressed by Joint Improvement Plan recommendation.</p> | | | |
| <p>JOINT IMPROVEMENT PLAN RECOMMENDATION 3</p> <p>Jointly agree a plan to assist the board to discharge its best value and community planning responsibilities, identifying actions required by the board, councils and the chief constable.</p> | Medium | Low | <p>1. Devise and agree an annual programme for reporting and scrutiny with Tayside Joint Police Board.</p> | <p>Evidence of annual plan of reporting to the Board and Sub Committees in place.</p> | 01/04/2010 | Chief Constable |

ROLE RESPONSIBILITIES – BOARD MEMBERS

Key Purpose/Role

- To represent the views and interests of your Police Authority and to deal with all enquiries and representations fairly and without prejudice
- To contribute actively, within the Board's decision making structure, to the formation and scrutiny of the Force's policies, budgets and strategies, and to the scrutiny of the Force's service delivery and financial performance; and
- To promote the best interests of the Board and the community as they relate to the improvement of the quality of life, safety and wellbeing of the community and its citizens

Key Tasks/Accountabilities

- To represent and act as an advocate for the interests of the Board
- To be available to represent and deal effectively with enquiries and representations from members of the local community
- To liaise and work with local organisations and representative groups to further the interests of the Board;
- To participate effectively and objectively as a Member of the Committee, Sub Committee or Working Group to which appointed, including related responsibilities for the service and any resources falling within that body's terms of reference;
- To support the development of an effective working relationship with other Board Members and staff and with officers/staff of Tayside Police;
- To participate in the activities of any outside body or partnership forum to which appointed by the Board and to develop and maintain a working knowledge of the Board's policies and practices in relation to that body, and of the community's needs and aspirations in relation to that body's role and functions, e.g. Community Planning Partnerships;
- To comply with the Councillors' Code of Conduct and Standards for Elected Members;
- To observe and comply with the Board's Standing Orders relating to the Conduct of Meetings and the Scheme of Delegation to Committees, Sub Committees and officers;
- To undertake appropriate training and development.

ROLE RESPONSIBILITIES - CONVENER OF TAYSIDE JOINT POLICE BOARD

In addition to the roles, tasks and responsibilities expected of Board Members, the following is expected of the Convener -

Key Purpose/Role

- To represent the Board on public occasions;
- To provide leadership in relation to policy formulation, implementation and monitoring of the Board's policies, budgets and strategies, and scrutiny of service delivery and financial performance; and to contribute to the effective governance of the Board;
- To provide strategic leadership and clear direction and guidance to promote the best interests of the Board and the community and thereby to improve the quality of life, safety and wellbeing of the community and its citizens;
- To chair meetings of the Board and allocated Sub-Committees and Working Groups and to ensure that they are undertaken in line with the Board's Standing Orders Relating to the Conduct of Meetings and Scheme of Reference and Delegation to Committees, Sub-Committees/Working Groups and Officers;
- To represent the Board on the Scottish Police Authorities Conveners' Forum; and any other such groups as required;
- To develop and maintain partnership working with other agencies and to ensure the maintenance of links between the Board and the Constituent Authorities' Community Planning Partnerships.

Key Tasks/Accountabilities

- To ensure that decisions are taken properly, openly and, where appropriate, publicly;
- To liaise with the Chief Constable and the Clerk to the Board in discussions and negotiations with national bodies;
- To provide an external focus for the views of the Board in handling media and press enquiries;
- To ensure that Members of the Board are treated responsibly and responsively at all times;
- To maintain and promote the highest standards of conduct in the Board's affairs;
- To develop and maintain effective working relationships with Board Members and staff and with officers/staff of Tayside Police;
- To have an overview of corporate and cross cutting risks/issues as they impact on the Board and the community; and
- To promote and support open and transparent government.

ROLE RESPONSIBILITIES - VICE-CONVENERS OF TAYSIDE JOINT POLICE BOARD

In addition to the roles, tasks and responsibilities expected of Board Members, the following is expected of the Vice-Convenor -

Key Purpose/Role

- To represent the Board on public occasions;
- To support the Convenor in providing leadership in relation to policy formulation, implementation and monitoring of the Board's policies, budgets and strategies, and scrutiny of service delivery and financial performance; and to contribute to the effective governance of the Board;
- To support the Convenor in providing strategic leadership and clear direction and guidance to promote the best interests of the Board and the community and thereby to improve the quality of life, safety and wellbeing of the community and its citizens;
- To chair meetings of the Board in the absence of the Convenor, and meetings of allocated Sub-Committees and Working Groups, and to ensure that they are undertaken in line with the Board's Standing Orders Relating to the Conduct of Meetings and Scheme of Reference and Delegation to Committees/Working Groups and Officers;
- To represent the Board on any external bodies to which appointed, and to substitute for the Convenor on external bodies where appropriate; and
- To develop and maintain partnership working with other agencies.

Key Tasks/Accountabilities

- To ensure that decisions are taken properly, openly and, where appropriate, publicly;
- To liaise with the Convenor, Chief Constable and Clerk to the Board in discussions and negotiations with national bodies;
- To support the Convenor in providing an external focus for the views of the Board in handling media and press enquiries;
- To ensure that Members of the Board are treated with respect and are kept informed of relevant matters;
- To maintain and promote the highest standards of conduct in the Board's affairs;
- To develop and maintain effective working relationships with Board Members and staff and with officers/staff of Tayside Police;
- To have an overview of corporate and cross cutting risks/issues as they impact on the Board and the community; and
- To promote and support open and transparent government.

REPORT TO: POLICY AND RESOURCES COMMITTEE - 26 APRIL 2010
REPORT ON: COUNTER-FRAUD REPORT - AS AT 31 DECEMBER 2009
REPORT BY: DIRECTOR OF FINANCE
REPORT NO: 215-2010

1.0 PURPOSE OF REPORT

This report is to inform the Elected Members on the Revenues Division's Housing Benefit and Council Tax Benefit Counter Fraud activity as at 31 December 2009

2.0 RECOMMENDATIONS

It is recommended that the Committee approve the Counter-Fraud Performance Report.

3.0 FINANCIAL IMPLICATIONS

None

4.0 MAIN TEXT

4.1 This report compares the performance of the Revenues Counter Fraud team as at 31 December 2009 against the same period the previous year. The main points to note are detailed below:-

4.2 The Counter Fraud team is now working more closely with colleagues from the Department for Work and Pensions (DWP) in cases where there is possible fraudulent activity in both Housing Benefit / Council Tax Benefit and DWP benefits. This closer working has achieved more successful sanctions in the cases investigated.

4.3 The number of investigations completed by officers has increased from 169 in 2008-2009 to 217 in 2009-2010, a percentage increase of 25%. The improvement in performance is further enhanced due to the fact that the number of investigators dealing with cases reduced from August 2009 due to a member of staff being on maternity leave.

4.4 The number of successful prosecutions rose from 2 in 2008-2009 to 11 in 2009-2010, a percentage increase of 450%. The largest part of this rise was down to the increased joint working between the Counter Fraud team and the DWP.

4.5 In respect of the performance targets, the Counter Fraud team have exceeded the annual targets by the third quarter for 3 of the 4 categories and in some cases by a considerable margin.

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 and no issues have been identified.

6.0 CONSULTATIONS

The Chief Executive, Depute Chief Executive (Support Services) and Assistant Chief Executive

7.0 BACKGROUND PAPERS

None

| | | |
|--|--------------|----------------------|
| Marjory M Stewart Director of Finance | Date: | 26 APRIL 2010 |
|--|--------------|----------------------|

COUNTER-FRAUD SECTION PERFORMANCE

| POSITION STATEMENT AS AT 31 December 2009 | 2009-2010 | 2008-2009 |
|--|-----------|-----------|
| Completed investigations | 217 | 169 |
| Investigations where either a reduction or cessation of benefit transpired | 100 | 80 |
| Percentage | 46% | 47% |
| Overall Benefit Overpayments identified by the counter fraud section (100% figure as opposed to 40% as used in the income table below) | £239,429 | £317,383 |
| Overall Benefit Overpayments identified by the counter fraud section including DWP overpayments (100% figure as opposed to 40% as used in the income table below) | £368,574 | *N/A |
| LA Benefit Fraud Overpayments | £130,630 | £225,203 |
| LA benefit Claimant Error Overpayments | £108,799 | £92,180 |
| DWP benefit Fraud Overpayments | £129,145 | *N/A |

*DWP overpayments statistics is an addition to the reporting this year

SUBSIDY FROM COUNTER FRAUD ACTIVITY (40%)

| INCOME SOURCE | COUNCIL TENANTS HOUSING BENEFIT | PRIVATE TENANTS HOUSING BENEFIT | COUNCIL TAX BENEFIT | TOTALS |
|-------------------------------|---------------------------------|---------------------------------|---------------------|--------|
| * Benefit Overpayments | £ | £ | £ | £ |
| Classified as Fraud | 18,149 | 22,164 | 11,940 | 52,253 |
| Classified as Claimant Error | 4,564 | 25,970 | 12,985 | 43,519 |
| Administrative Penalty Income | | | | 1,718 |
| TOTALS | 22,713 | 48,134 | 24,925 | 97,490 |

* The Department for Work and Pensions pay subsidies to local authorities for administering the Housing Benefit and Council Tax Benefit schemes. There are certain areas of benefit spending where local authorities have scope to monitor and control costs and for such cases, subsidy is paid at a reduced rate.

Where a benefit overpayment has been classified as either fraud or claimant error, then the local authority receive subsidy to the value of 40% of these overpayments. The local authority will also endeavour to recover in full, from the claimant, the overpaid benefit.

| COMPARISON | 2009-2010 | 2008-2009 |
|-----------------------------|-----------|-----------|
| Fraud Overpayments | 52,253 | 90,081 |
| Claimant Error Overpayments | 43,519 | 36,872 |
| Administrative Penalties | 1,718 | 4,658 |

POSITION STATEMENT QUARTERLY FRAUD STATISTICS

Benefit overpayments identified by the counter fraud section from which 40% subsidy is received

| | Q1 April - June £ | Q2 July - Sept £ | Q3 Oct - Dec £ | Q4 Jan - March £ | TOTAL FOR FINANCIAL YEAR £ |
|-----------|-------------------------|------------------------|----------------------|------------------------|-------------------------------|
| 2009-2010 | 75,543 | 102,341 | 61,545 | | 239,429 |
| 2008-2009 | 192,335 | 41,009 | 84,039 | 178,838 | 496,221 |

| ACTIONS TAKEN | 2009-2010 | 2008-2009 |
|--|-----------|-----------|
| Prosecutions referred to Procurator Fiscal | 24 | 27 |
| Administrative Penalties | 25 | 14 |
| Administrative Cautions | 16 | 13 |
| Total Sanctions | 65 | 54 |
| Joint working sanctions | 33 | 30 |
| LA sanction variances (where action has been found necessary that is outside the Benefit Sanction Policy - once approved by Committee this aspect of our work is added to the policy) | 0 | 0 |
| Joint Working sanction variances | 0 | 0 |

PROSECUTION POSITION STATEMENT

| | Guilty Verdicts | | Not Guilty | | *No Proceedings (reasons outside the Council's control) | | ** No Proceedings (reasons within the Council's control) | | Reports referred | |
|-----------|---------------------|---------------------------------------|---------------------|---------------------------------------|--|---------------------------------------|---|---------------------------------------|---------------------|---------------------------------------|
| | DWP led joint cases | LA cases including LA led joint cases | DWP led joint cases | LA cases including LA led joint cases | DWP led joint cases | LA cases including LA led joint cases | DWP led joint cases | LA cases including LA led joint cases | DWP led joint cases | LA cases including LA led joint cases |
| 2009/2010 | 8 | 3 | 0 | 1 | 2 | 1* | 1 | 1 | 19 | 5 |
| 2008/2009 | 0 | 2 | 0 | 0 | 7 | 1 | 0 | 0 | 20 | 7 |

*Test case with specific identity issues to the accused

HOUSING BENEFIT RECOVERIES AND FRAUD RETURNS (HBRF)

With effect from 01April 2008 the Performance Standards have been replaced by the Housing Benefit Recoveries and Fraud returns.

| HBRF | 2009-2010 | 2008-2009 |
|---|-----------|-----------|
| No of full time equivalent fraud investigators at the end of each quarter. This is the substantive no of officers, however, one officer has been on maternity leave from 30 August 2009 | 5 | 5 |
| No of cases referred to the LA fraud investigation section during the quarter | 211 | 293 |
| No of cases subject to investigation by the fraud section that were closed during this quarter | 58 | 69 |
| Total number of cases under investigation that related to DWP administered benefits that were closed during this quarter | 2 | 0 |
| Number of cautions offered and accepted during the quarter | 7 | 4 |
| Number of administrative penalties offered and accepted during the quarter | 9 | 3 |
| Number of administrative penalties offered and accepted with a DWP benefit interest during the quarter | 0 | 2 |
| Number of cases accepted for prosecution during the quarter | *5 | *16 |
| Number of cases accepted for prosecution with a DWP benefit interest during the quarter | *0 | *14 |
| Number of prosecutions resulting in guilty outcomes (include guilty please and verdicts) during the quarter | 4 | 0 |
| Number of prosecutions resulting in guilty outcomes with a DWP benefit interest during the quarter | 0 | 0 |

*The decision to prosecute rests with the Procurator Fiscal and the Council has no control over these particular statistics. Furthermore, the above statistics only reflect the number of cases the Fiscal has accepted for prosecution during the quarter which may not be in the quarter or even year in which it was originally passed to the Fiscal.

PERFORMANCE AGAINST TARGET - ACTIONS TAKEN

| Target Type | Yearly Target | Achieved (DCC led) | Achieved (DWP led) | Combined total | % of year performance to date |
|--------------------------|---------------|--------------------|--------------------|----------------|-------------------------------|
| Referred Prosecutions | 5 | 5 | 19 | 24 | 480% |
| Successful Prosecutions | 3 | 2 | 9 | 11 | 367% |
| Administrative Penalties | 20 | 21 | 4 | 25 | 125% |
| Administrative Cautions | 20 | 9 | 7 | 16 | 80% |

PERFORMANCE AGAINST TARGET - REFERRALS

| Target Types | Yearly Target | Achieved (average) | Target achieved to date |
|--|---------------|--------------------|-------------------------|
| Receipt of referral (allegation) to assessing and allocating for investigation | 1 day | 1 day | Yes |
| Outcome of referral assessment to start of investigation | 5 days | 1 day | Yes |

| RECOVERY OF BENEFIT FRAUD OVERPAYMENTS | 2009-2010 | 2008-2009 |
|--|------------------|------------------|
| Paid in full | 52.53 | 49.92 |
| Automatic deductions from ongoing benefit entitlement | 15.32 | 16.88 |
| Arrangement in place | 3.55 | 6.15 |
| Sheriff Officer recovery in place | 0 | 0.61 |
| Total % cases recovered or where recovery in place | 71.4 | 73.56 |
| Total % non-recoverable cases (technical , LA or DWP error) | 0.68 | 0.93 |
| Total % write off cases | 11.22 | 9.67 |
| Total % cases where recovery procedures are still ongoing where the debtor has failed to put repayment procedures in place | 16.7 | 15.84 |

| COUNTER-FRAUD REFERALLS RECEIVED | 2009-2010 | 2008-2009 |
|--|------------------|------------------|
| Council Non-Revenues | 101 | 96 |
| Revenues | 243 | 288 |
| External to Council | 413 | 464 |
| Totals | 757 | 848 |
| Public (included in External to Council count) | 267 | 253 |

| COUNTER-FRAUD IMPACT ON BENEFIT PROCESSING | 2009-2010 | 2008-2009 |
|---|------------------|------------------|
| Total no of cases where matters raised by counter-fraud activity have required action by Revenues in order to secure the benefit system further against fraud | 2 | 2 |

| | | |
|--|--|--|
| | | |
|--|--|--|

| INVESTIGATION PERCENTAGE SUCCESS RATE | 2009-2010 | 2008-2009 |
|--|------------------|------------------|
| Percentage success rate on case closures | 27.65% | 34% |
| No of current live investigations | 145 | 182 |

| COMPLAINT MONITORING | 2009-2010 | 2008-2009 |
|---|------------------|------------------|
| No of complaints received in relation to our counter-fraud activity | 0 | 0 |

Marjory M Stewart
Director of Finance

Date: 26 April 2010

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REPORT TO: POLICY AND RESOURCES COMMITTEE 26 April 2010
REPORT ON: RELIEF OF RATES - CHARITY RELIEF
REPORT BY: DIRECTOR OF FINANCE
REPORT NO: 214-2010

1.0 PURPOSE OF REPORT

The purpose of this report is to seek authorisation from the Committee to grant Charity Relief on Non-Domestic properties in respect of the applications attached.

2.0 RECOMMENDATION

That the Council agrees to grant Remission of Rates as detailed on the attached report. This report makes recommendations based on the Council's agreed policies.

3.0 FINANCIAL IMPLICATIONS

This Council directly incurs the cost of 25% of the amount granted as Discretionary Relief apart from that which is granted to Sports Clubs which is 100% funded from the Non-Domestic Rates pool.

4.0 MAIN TEXT

The Council agreed to accept Report 149/1996 in respect of the granting of Charity Relief on Non-Domestic property. The Council also agreed to accept report 117/2004 which amended the policy with regard to sports clubs. The Council also agreed to accept report 468-2006 which amended the policy with regard to charity shops.

5.0 POLICY IMPLICATIONS

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

There are no major issues.

6.0 CONSULTATIONS

The Chief Executive and Depute Chief Executive (Support Services) have been consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None

Marjory M Stewart
Director of Finance

Date:

REPORT NO: 214-2010

POLICY AND RESOURCES COMMITTEE

REPORT BY DIRECTOR OF FINANCE

SUBJECT: RELIEF OF RATES

| APPLICANT | SUBJECTS | UNIFIED BUSINESS RATE PAYABLE £ | REMARKS | RECOMMENDATION | ANNUAL COST TO COUNCIL £ |
|--|---|--|--|---|--------------------------------|
| The Trustees Ex Officiis of Tayside Chinese Community Centre Per Michael Wong, 5 Brackenbrae, Broughty Ferry, Dundee, DD5 1RX | Hall 75A Dens Road, Dundee, DD3 7HY | 4617.60 (01.04.09 -31.03.10) 4396.80 (01.04.08 -31.03.09) 798.14 (23.01.08 -31.03.08) | To address the needs and promote the benefit of the Chinese Community in Tayside. Promote equality, advancement of education and health and create opportunities for the social, political and economic inclusion. | Grant 100% Discretionary Relief | 1154.40 |
| Trustees Ex Officiis of Fairfield Sports And Leisure Club Per Mr Dean Holmes 15 Osprey Rise, Piperdam, Angus, DD2 5GF | Football Ground, Happyhillock Road, Dundee, DD4 8LU | 962.00 (01.04.09 -31.03.10) 331.27 (20.11.08-31.03.09) | To promote and develop youth football and other sports in the local community. | Grant 100% Sports Relief | |
| Abertay Housing Association Fintry Nursery, Fintry Road, Dundee, DD4 9EG | Office 147 Fintry Drive, Dundee, DD4 9HE | 897.69 (08.02.10 - 31.03.10) | To provide affordable rented accommodation in an efficient, caring and friendly environment, for people in housing need. The premises are being used as temporary accommodation to run youth project, creche and training facilities. | Grant 80% Mandatory Relief and 20% Discretionary Relief | 44.88 |

REPORT NO: 214-2010

POLICY AND RESOURCES COMMITTEE

REPORT BY DIRECTOR OF FINANCE

SUBJECT: RELIEF OF RATES

| APPLICANT | SUBJECTS | UNIFIED BUSINESS RATE PAYABLE £ | REMARKS | RECOMMENDATION | ANNUAL COST TO COUNCIL £ |
|--|---|--|---|---|------------------------------------|
| Art Angel (Scotland) Limited Manhattan Works, Unit 15, Dundonald Street, Dundee, DD3 7PY | Office, Manhattan Works, Unit 15, Dundonald Street, Dundee, DD3 7PY | 1,254.55 (01.01.10 - 31.03.10) | To provide facilities for people with mental health difficulties and their carers offering access to a range of community based activities. | Grant 80% Mandatory Relief and 20% Discretionary Relief | 62.73 |