

SERVICE ASSET MANAGEMENT PLANS
CUSTOMER SERVICES ASSET MANAGEMENT PLAN 2017/18

1 EXECUTIVE SUMMARY

- 1.1 The Customer Services Asset Management Plan (SAMP) clearly sets out the role of Facility Services in applying a corporate challenge to all other Council services to ensure that the Council's asset base is kept as efficient as possible, and aligned to the Argyll and Bute Outcome Improvement Plan (ABOIP), Corporate and Service objectives. It also sets out a clear direction of travel for the future management of the Council's property assets, including the investment requirements for 2018/19 and future years.
- 1.2 The SAMP has direct links to the Argyll and Bute Outcome Improvement Plan via the following outcomes:
- Outcome 02 - We have infrastructure that supports sustainable growth;
 - Outcome 04 - Children and young people have the best possible start; and
 - Outcome 06 - People will live in safer stronger communities.

It also has direct links to the Council's Corporate Plan mission to make Argyll and Bute a place to Live, Learn, Work and do Business

Specifically the SAMP assists in delivering the following strategic priorities arising from the Council's Corporate Plan outcomes:

- Make Argyll and Bute the best and easiest place to do business in.
- Use Council resources and facilities innovatively to generate income in order to protect and enhance services.
- Take advantage of the opportunities improved broadband availability brings and continue to demand improved mobile phone coverage.

It also has linkages to the Improvement Planning section of the People Strategy and Corporate Asset Management Strategy as it provides a framework for the Council to make the best logistical and economic use of its assets.

2 INTRODUCTION

The Customer Services Asset Management Plan (SAMP) clearly sets out the role of Facility Services in applying a corporate challenge to all other Council services to ensure that the Council's asset base is kept as efficient as possible, and aligned to the ABOIP, Corporate and Service objectives. It also sets out a clear direction of travel for the future management of the Council's property assets, including the investment requirements for 2018/19 and future years.

2.1 Links to Section Asset Management Plans, Corporate Asset Management Plan and Area Plans. The brief statement below indicates how the Service Plan links its own Sections' plans to this plan and other corporate plans.

2.1.1 This Service Asset Management Plan has direct links to the Argyll and Bute Outcome Improvement Plan as follows:

- Outcome 02 - We have infrastructure that supports sustainable growth;
- Outcome 04 - Children and young people have the best possible start; and
- Outcome 06 - People will live in safer, stronger communities.

It also has direct links to the Council's Corporate Plan mission to make Argyll and Bute a place to Live, Learn, Work and do Business.

In particular this Service Asset Management Plan will assist in delivering the following Strategic Priorities resulting from the Council's Corporate Plan Outcomes:

- Make Argyll and Bute the best and easiest place to do business in.
- Use Council resources and facilities innovatively to generate income in order to protect and enhance services.
- Take advantage of the opportunities improved broadband availability brings and continue to demand improved mobile phone coverage.

The People Strategy has direct relevance to this Plan in that it provides the context for continuous improvement for all services, setting out the Council's commitment to identifying areas and opportunities within services for growth and improvement. The planning and performance management element of the People Strategy relates directly to asset management to ensure the Council is enriching asset performance data along with a good range and balance of information that allows improved scrutiny at a strategic level. As a result, the Council will make best logistical and economic use of its assets by improving asset performance throughout the office rationalisation programme. This Plan directly supports the outcomes of Area Scorecards and directly links to previous Area Plans by requiring action to remove or minimise risk to the Council's assets.

2.1.2 The requirements of the Council's Corporate Asset Management Strategy are adhered to.

2.1.3 The SAMP has been compiled using current corporate data, following regular audits, to identify the number and condition of Property and Light Vehicle assets across the

Council estate.

2.1.4 This Plan deals with the arrangements for surplus property assets to fund investment in existing assets per the Corporate Asset Management Plan (CAMP).

2.1.5 We are continually monitoring the Property Disposal strategy and process to refine and improve, as necessary, the existing surplus property management arrangements. Representatives from Property Services form part of the Council's Asset Transfer Group to monitor requests associated with the Community Empowerment (Scotland) Act 2015. In addition, Property Services has representation on the Council's Property Development Working Group to advise on property related transformational projects that the Council wish to advance.

2.2 Service role within Department, Council and Council Areas: Sections 2.2.1 to 2.2.6 provide an explanation of the Service and how it deals with Area and Corporate requirements.

2.2.1 The Council consists of four distinct departments headed by the Chief Executive or an Executive Director, and Customer Services, as part of their range of operations, provides in-house support services to other Council departments. This is done through four Heads of Service for: Facility Services; Customer and Support Services; Governance and Law; and Improvement and Human Resources. The department also provides a range of direct services.

2.2.2 Facility Services manages the Council's property assets including energy and carbon management; offers a catering and cleaning service for all Council premises as well as a fleet management service for light vehicles and school and public transport. The Service works closely with the Special Projects Team who provide an Estates function with services including the acquisition, disposal and leasing of property.

2.2.3 Customer and Support Services provides the following services:

- ICT – provision and maintenance of application servers, voice and data network including unified communications and video conferencing, desktop support to all Council departments except secondary schools, first line support of applications, installation and testing of software upgrades and new releases, interfaces between applications, procurement of new systems and project management of their implementation, ICT strategy and general ICT advice to Council.
- Customer Service – access to a wide range of council services via a network of Customer Service Points, the telephony service point, and information and transactional capabilities on the Council web site. Responsible for registration of births, deaths and marriages.
- Procurement and Commissioning - payment of suppliers and employee travel and subsistence claims, maintenance of Members register of expenses. Procurement of best value contracts in line with legislation. Commissioning of social care services. Management of key Council contracts.
- Revenues and Benefits - collection of local taxes (including council tax reduction scheme) and sundry debts, collection of domestic water and sewerage charges on behalf of Scottish Water, administration of Scottish Welfare Fund, and administration of housing benefit on behalf of DWP.

Council-wide cash collection processing and control.

- It leads on the cross council response to welfare reforms through the Welfare Reform Working Group.

2.2.4 Governance and Law provide a range of largely, but not exclusively, internal services e.g. supporting Council services, Councillors and the framework which the corporate objectives of the Council and Community Planning are pursued. It includes Legal Services: Commercial and Corporate, and has responsibility for delivering elections and providing support to Community Councils.

2.2.5 Improvement and HR provide a range of internal professional support services to the organisation. This includes HR and payroll, which ensures compliance with the Council's legal requirements as an employer, including the management of trade unions relations. The Improvement and Organisational Development function are responsible for corporate policy, planning and performance management; best value, self-assessment and improvement; organisational development, learning and training, including statutory compliance with the Scottish Social Services Council (SSSC) and the operation of a Scottish Vocational Qualification (SVQ) centre. The Health and Safety team advise, support and train employees and managers on their statutory responsibilities relating to health and safety law and the corporate communications team oversee internal and external communications for the Council, including management of print and social media and managing press relations.

2.2.6 More detailed service information is available in the appendices.

2.2.7 **Corporate Challenge:** In undertaking the duties outlined within section 2.2.2, on behalf of Customer Services, Facility Services and the Special Projects Team apply a corporate challenge to all other services to keep the Council's overall land and property base under constant review. This is to enable robust investigation of opportunities for rationalisation/cost reduction, property investment and alignment with ABOIP and Corporate/Service objectives. In turn, this approach helps to ensure appropriate targeting of future investment only on assets that require to be sustained on an ongoing basis. Wherever possible, these opportunities will be investigated jointly with our Community Planning partners.

2.3 Service Legislative Requirements: Statutory implications affecting Services assets include:-

2.3.1 Facility Services is responsible for the provision of all statutory health and safety property inspection, testing and maintenance requirements which are governed by more than 50 pieces of legislation, codes of practice and British and European standards. The following, while not exhaustive, are the main pieces of legislation which drive the statutory maintenance and inspection programme:

- Health & Safety at Work Act
- Electricity at Work Regulations
- Control of substances hazardous to health (COSHH)
- Control of Asbestos Regulations
- Fire Precautions Act/Fire (Scotland) Act
- Gas Safety Regulations
- Lift Operations and lifting Equipment Regulations

- Legionella - Approved Code of Practice and Guidance Document.

Facility Services is governed by the following requirements:

- Local Government (Scotland) Act - requirements to obtain the best consideration reasonably obtainable for the disposal of surplus property assets; and provision of school transport in accordance with policy and legislative requirements.

In addition, the Council's existing Carbon Management targets require to be realigned to national greenhouse gas emission targets (80% by 2050 with interim target of 42% by 2020; 1990 baseline) with reductions in energy and utility consumption etc. delivered through capital and revenue funded Carbon Management Programmes.

2.3.2 Customer and Support Services is affected in a variety of ways, a selection of which are detailed below:-

- i. Council tax collection is a statutory function under the Local Government Finance Act 1992.
- ii. Collection of domestic water and sewerage is also a statutory function under the Water Billing and Collection Orders.
- iii. Collection of non-domestic rates and BID levies is governed by various acts from Local Government (Scotland) Act 1947 onwards.
- iv. Payment of suppliers needs to be made timeously to avoid interest under the Late Payment of Commercial Debts (Interest) Act 1998.
- v. Procurement is regulated by EU Procurement Directives and Procurement Reform (Scotland) Act 2014, Public Contracts (Scotland) Regulations 2015 and Procurement (Scotland) Regulations 2016.
- vi. Administration of housing benefit under benefits legislation on behalf of DWP.
- vii. Administration of Council Tax Reduction Scheme under The Council Tax Reduction (Scotland) Regulations 2012.
- viii. Administration of Scottish Welfare Fund under the Welfare Funds (Scotland) Act 2015.
- ix. Registration under Registration of Births, Deaths and Marriages (Scotland) Act 1965; Marriage (Scotland) Act 1977; Civil Partnership Act 2004; and Local Electoral Administration and Registration Services (Scotland) Act 2006.
- x. Issue of blue badges under The Disabled Persons' Parking Badges (Scotland) Act 2014.

All the above statutory functions are delivered with the support of resilient, highly available and reliable ICT information systems.

2.3.3 Improvement & HR support services are governed by a range of legislative frameworks including:

Health and Safety

- Health and Safety at Work Act (1974) and regulations enabled by that act
- Fire (Scotland) Act (2005)
- The Health Act (2006)
- The Smoking, Health and Social Care Act (Scotland) (2005)
- The Health and Safety (Offences) Act (2008)

Human Resources and Organisational Development (HROD)

- The Local Government Scotland Act 2003 – duty to deliver best value
- Equalities Act 2010
- Gaelic Language (Scotland) Act 2005
- Employment Rights Act 1996
- Local Government Scotland Act 2003 – Recruitment
- Protection of Vulnerable Groups (Scotland) Act 2007
- Immigration, Asylum and Nationality Act 2006
- Equalities Act 2010
- ACAS Guidance
- HMRC Guidance for Employers
- Pension Regulations for Local Government and Teachers

Communications Team

- Local Government Scotland Act (1986) – Code of Recommended Practice on Local Authority Publicity

3 FUTURE PLANNING

3.1 Asset Register/Systems Software: A brief description of the systems and processes in use to record asset, acquisition and disposal, and performance is provided in sections 3.1.1 to 3.1.6.

3.1.1 The Council uses a commercially available and externally supported Property Management System (Concerto) to ensure property asset information is held corporately in one location. The information held includes core data about the asset, Estates information, Statutory Maintenance details, Capital Project information and Property Repairs Information. During 2018/19 there will be continued development in populating/cleansing/updating Concerto to provide consistent and robust property asset information and performance data to permit services to take key decisions regarding the managing of property assets in the future supported by the best quality information on asset performance.

3.1.2 Future developments will include further collaborative working with Development and Infrastructure to secure the mapping of the property data held within Concerto. Additional collaboration with Governance and Law should assist with the ultimate goal of digitally recording all title information.

3.1.3 The Council's vehicle fleet is managed via the Tranman Fleet Management System.

3.1.4 The Council has a detailed process for managing the acquisition of new ICT systems which involves scoring the proposed systems against a matrix of attributes along with consideration of the related business case. The ICT Steering Board will then allocate funds to those proposals which score best provided all exceed a given threshold.

3.1.5 The Council's payroll and HR management information, for all employees and elected Members, is contained within the commercially available Resourcelink HR and Payroll system. Updates, version migration, to accommodate for example, new legislative requirements on tax, NI or pensions, is carried out by the HR team with external

contracted support from Northgate Arinso. HR management reports are developed and run by the HR team. There is a corporate improvement project currently underway (Resourcelink 3) and a further project at business plan stage (Resourcelink 4) to improve the functionality, efficiency and effectiveness of this system, its operation and its performance reporting. A further phase of this improvement project is scheduled and underpins both the Digital First Agenda of the Council and the business efficiencies required to make savings from the service in 2018/19.

- 3.1.6 The Council uses the commercially available QPR software system, commonly known as Pyramid, to collate, analyse and report on all performance information. Updates and new versions are implemented by the IOD team members. QPR is populated with information from a range of other systems across the Council, such as Resourcelink, to ensure accuracy of performance data.
- 3.2 Anticipated developments within next five years:** The key features likely to affect assets and their use in the period, including environmental, obsolescence issues etc. are as follows:
- 3.2.1 The Council faces an extremely challenging financial outlook with reductions in public spending and population decline both having a significant impact on capital funding. Within this context of reduced budgets the department is looking to progress capital projects and water quality risk assessment remediations, on a risk based approach; in response to legislative changes; and maximising efficiency within the Council's estate.
- 3.2.2 Office rationalisation programmes will continue to be developed by Property Services over the next two years and will be carried out in conjunction with asset sustainability and carbon/energy management programmes. The main objective is to reduce the number of buildings that the Council occupies in line with the staff numbers, service needs and any associated outcomes from Service Choices and the Transformation Programme. In particular, the Council will continue to work closely with Community Planning partners, supported by the Scottish Futures Trust, to deliver asset rationalisation using the Smarter Places Review methodology. In addition, we will continue to work closely with the Argyll and Bute Health and Social Care Partnership to identify opportunities for asset sharing in relation to both property and information. This work will be taken forward through the application of the Corporate Challenge approach referred to in section 2.2.7.
- 3.2.3 The Health and Safety Executive Approved Code of Practice (ACOP) L8 'Legionnaires' disease – The control of legionella bacteria in water systems' was revised in 2013. Water quality/Legionnaires is a key consideration in terms of asset management and Property Services has subsequently conducted a robust re-assessment of risks in water systems throughout the Council's entire estate (circa 400no. premises with water systems). Funding has been secured and Customer Services is therefore looking to continue with the necessary risk remediations in the Shared Accommodation in the short term (2-3 years).
- 3.2.4 The Integrated Transport Service will be kept under review to ensure that it is fit for purpose given the changing policy and legislative context. There is proposed review of fleet services by the Council's Transformation Board in 2018/19 and integrated transport services will contribute to this work.

- 3.2.5 The Council's contract for its HR/Payroll software is due for review and renewal. A business case is currently being prepared for assessment and implementation of a new system in 2019/20. This process will look to deliver the most efficient and automated system available to underpin the future needs of workforce management and service development.
- 3.3 Action Plan:** A brief summary on planned replacement and improvement programmes based on existing block allocation together with a note of other areas requiring consideration is indicated in sections 3.3.1 to 3.3.3.
- 3.3.1 Facility Services will continue with its work to ensure that the Council's property estate is kept efficient, fit for purpose and aligned to the ABOIP and Corporate Objectives with investment being targeted on the basis of risk. Facility Services will also continue to support the development of new property assets e.g. the proposed Helensburgh Waterfront Development in collaboration with Development and Infrastructure Services; and the refurbishment of Dunoon Primary School in collaboration with Community Services. Business cases for carbon management projects requiring funding from prudential borrowing will be developed and presented to Council for consideration out with the capital plan programme cycle.
- 3.3.2 The Council's vehicle assets will continue to be monitored in terms of condition, suitability and on-going use and will be subject to replacement/disposal as required by our rolling programme.
- 3.3.3 Reconciliation between the Council's financial management system (AIRS) and property management system (Concerto) will continue to be carried out in accordance with the asset priorities set by the Strategic Asset Management Board (SAMB).
- 3.4 Financial planning for Capital and Revenue needs:** The following brief summary indicates the financial position based on existing plans.
- 3.4.1 The Plan assumes that capital resources will reduce in the coming years resulting in increased risk of building and building component failure and the likelihood of increased interruption to service delivery. There is also limited scope for a programme of planned maintenance of buildings and we will continue to operate with a risk based approach to Health & Safety issues, statutory maintenance and reactive maintenance to maximise the impact of the limited financial resources we have available. Within this context capital projects will be considered through the business case process taking full account of the risk associated with the condition and suitability of assets as highlighted in this Plan. A draft capital allocation has been identified for offices in 2018/19 and this will be used to implement asset sustainability projects that will primarily deal with external fabric upgrades and mechanical and electrical plant replacement. Although the shared office estate is currently recorded at condition B, the following major risks are envisaged over the next 5 years
- roofs
 - wiring
 - fire alarms/fire separation

These risks will increase due to the reduction in maintenance expenditure with a

reduction in planned maintenance and are likely to be added to significantly from the findings of the ongoing programme of statutory/regulatory maintenance and inspection.

3.4.2 While recognising the impact of the UK government triggering Article 50 of the Treaty of Lisbon, the opportunity for projects to be co-financed from European funding programmes up to 2020 will be explored. In particular projects will be checked by the Council's European Team for alignment with the following European (EU2020) Themes:

1. Strengthening research, technological development and innovation.
2. Enhancing accessibility to, and use and quality of information and communication technologies.
3. Enhancing the competitiveness of SMEs innovation.
4. Supporting the shift towards a low-carbon economy in all sectors innovation.
5. Promoting climate change adaptation and risk prevention.
6. Protecting the environment and promoting the sustainable use of resources.
7. Promoting sustainable transport and removing bottlenecks in key network infrastructures.
8. Promoting employment and supporting labour mobility.
9. Promoting social inclusion and combating poverty.
10. Investing in education, skills and life-long learning.
11. Enhancing institutional capacity and an efficient public administration.

3.5 Service Provision Risks

3.5.1 The overall financial context prevents the Council from adopting the required planned maintenance programme for its property assets. This in turn leads to properties deteriorating on an on-going basis. We are therefore highlighting high risk property assets for attention through the Capital Plan Gateway Process. Similarly our vehicle assets are being prioritised for replacement having regard to the risk presented by their condition and suitability.

Appendices – Detailed Service Information

- Appendix 1 Facility Services
- Appendix 2 Customer and Support Services
- Appendix 3 Governance and Law
- Appendix 4 Improvement & HR
- Appendix 5 Asset Performance Data Summary for Customer Services excluding IT Infrastructure (further detail available on request)

APPENDIX 1 Detailed Service Information Facility Services

Head of Service: Malcolm MacFadyen

Included with the service functions listed below are certain service targets seen as significant in the context of Asset Management:-

- a) Provide and manage safe, efficient, fit for purpose public buildings which enhance service delivery through statutory legislation, inspection, testing and maintenance programmes.
- b) Provide catering and cleaning services across Council facilities in a responsive and proficient manner appropriate to the Council's business.
- c) Achieve further reductions in energy consumption, utility consumption and carbon emissions aligned to national targets through Council-wide capital and revenue based energy and carbon management programmes.
- d) To assist in the preparation of business cases for property related programmes in the pursuit of office rationalisation, energy and carbon management, and the achievement of Council development plans such as the Improvement Plan and Capital Plan.
- e) To hold asset records in the Council's property management system (Concerto) and provide general property advice to other Council departments.
- f) Administration of contracts for school and public transport and where appropriate direct provision of school transport together with a fleet management service for light cars, vans and buses across Council services.

APPENDIX 2 Detailed Service Information **Customer and Support Services**

Head of Service: Judy Orr

ICT – provision and maintenance of application servers, voice and data network including unified communications and video conferencing, desktop support to all Council departments except secondary schools, first line support of applications, installation and testing of software upgrades and new releases, interfaces between applications, procurement of new systems and project management of their implementation, ICT strategy and general ICT advice to Council. Provision of a limited range of IT application support services to ACHA under a service level agreement .

Customer Service – access to a wide range of Council services via a network of Customer Service Points, the telephony service point and information and transactional capabilities on the council web site. Responsible for registration of births, deaths and marriages.

Procurement and Commissioning - payment of suppliers and employee travel and subsistence claims, maintenance of Members register of expenses. Procurement of best value contracts in line with legislation. Commissioning of social care services and commissioning in support of the Health & Social Care Partnership. Management of specialist ordering teams for all travel and accommodation, construction and educational supplies. Management of key Council contracts. Management of Council imprest accounts.

Revenues and Benefits - collection of local taxes (including council tax reduction scheme) and sundry debts, collection of domestic water and sewerage charges on behalf of Scottish Water, administration of BID levies for Bid4Oban and PA23, collection of non-domestic water and sewerage charges on behalf of MACC, administration of Scottish Welfare Fund, and administration of housing benefit on behalf of DWP. Liaison with DWP's Single Fraud & Investigation Service. Corporate counter fraud team. Council-wide cash collection processing and control.

Overall co-ordination of Council's response to welfare reform.

APPENDIX 3 Detailed Service Information **Governance and Law**

Head of Service: Charles Reppke

Governance and Law provide legal services as well as offering support to elected members around the democratic processes. Governance and Law manage the operation of the Council's democratic processes, election processes, oversee the governance of the organisation and ensure compliance with all necessary regulations and standing orders including:

- Compliance with the scheme of delegation in regard to the disposal of assets.
- Compliance with the scheme of delegation in relation to voluntary work on Council assets.
- Preparation of formal offers to buy and sell property, take or grant servitude rights, etc., conclusion of relevant bargains, attending to all conveyancing matters, settling transactions and recording/registering titles.
- Preparation of formal offers to lease property or enter into variations or assignments of leases, conclusion of relevant bargains and completing all conveyancing formalities.
- Preparation and negotiation of the terms of contracts.
- Management of the Council's insurances including consulting on requirements, tendering and obtaining quotations, dealing with inquiries and claims made by and against the Council.
- Provision of an in-house debt collection service including writing to, emailing and telephoning debtors and initiating court proceedings as necessary.
- Provision of a rent roll system in relation to the Council's leased properties, issuing rent notices and reminders and pursuing outstanding rents as required.
- Provision of advice and legal services in relation to Planning and Roads law including dealing with sections 69 and 75 Planning Agreements, Tree Preservation Orders and Traffic Orders.
- Provision of advice in relation to and dealing generally with the making and implementation of Compulsory Purchase Orders.
- Provision of all functions in relation to the administration of liquor and civic government licensing.
- Representation of the Council at all courts, tribunals and inquiries as necessary.
- Initiating and defending court proceedings by and against the Council.
- Provision of legal advice on all aspects of Social Work, Education and Employment law.
- Provision of a corporate framework, advice and guidance in relation to Freedom of Information, Data Protection legislation and Civil Contingencies.
- Ensure compliance with Community Safety and Anti-Social Behaviour duties.
- Compliance with the duties placed on the Council by the Civil Contingencies Act.

APPENDIX 4 Detailed Service Information **Improvement and HR**

Head of Service: Jane Fowler

Improvement and HR (I&HR) provides a range of largely, but not exclusively, internal services supporting other Council services and elected Members. The main functions of I&HR are the provision of specialist advice and expertise on health and safety, HR and communications to the Council as a whole and to specific Council Services. The service also provides the payroll service to all employees and elected members. I&HR also supports Council Services to improve performance by developing the people assets employed by the Council through learning and development and the business processes of the Council through improved business and management systems and processes. The service is the custodian of the Council's Planning and Performance Management Framework, is responsible for ensuring that processes are in place to achieve best value and that we are compliant with legislation on equalities and Gaelic. The specific service team activities include:

Health and Safety

- Provide specialist health and safety advisory and support services.
- Provide specialist health and safety training.
- Provide policies, standards and guidance on health and safety issues.
- Provide health and safety contractor assessment.
- Monitor and report on health and safety activities and compliance.

Human Resources and Organisational Development (HROD)

- Provide accurate, legally compliant and timely employee and elected member pay.
- Comply with pensions, tax and national insurance regulatory and legislative requirements.
- Provide professional advice and support to members, employees and management to ensure compliance with employment and other relevant legislation.
- Develop HR policies and procedures to ensure that the Council's duties as an employer are discharged.
- Negotiate and comply with national and local collective agreements with the recognised trades unions, maintaining good employee and industrial relations.
- Deliver corporate policy guidance and advice on people related matters.
- Develop, review and implement the Performance and Improvement Framework, including corporate, service, team planning and PRDs.
- Implement and manage a corporate performance management system.
- Ensure processes are in place to comply with best value.
- Lead on the development and implementation of corporate improvement programmes and projects across the council.
- Provide corporate information and analysis to the organisation.
- Ensure compliance with equalities legislative requirements.
- Ensure compliance with the Gaelic Language Act.

- Deliver corporate and social work learning and development programmes informed by legislation, corporate priorities and PRDs.
- Provide an accredited SVQ centre service.
- Support and deliver change management and workforce planning and development.

Communications

- Protect and enhance the council's reputation through appropriate use of media.
- Support effective internal communication.