

A meeting of the Policy & Resources Committee will be held on Tuesday 15 September 2020 at 3pm.

This meeting is by remote online access only through the videoconferencing facilities which are available to Members and relevant Officers. The joining details will be sent to Members and Officers prior to the meeting.

In the event of connectivity issues, Members are asked to use the *join by phone* number in the Webex invitation.

Please note this meeting will be recorded.

GERARD MALONE
Head of Legal & Property Services

BUSINESS

****Copy to follow**

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PERFORMANCE MANAGEMENT	
2. COVID-19 (Coronavirus): Scrutiny Report ** Report by Chief Executive	
3. 2020/21 General Fund Revenue Budget as at 31 July 2020 Report by Chief Financial Officer	p
4. 2020/23 Capital Programme Report by Chief Financial Officer	p
5. Policy & Resources Committee 2019/20 Revenue Budget Out-turn & 2020/21 Revenue and Capital Budgets – Period 4 to 31 July 2020 Report by Chief Executive, Corporate Director Environment, Regeneration & Resources, Corporate Director Education, Communities & Organisational Development and Chief Financial Officer	p
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10.	Workforce Information and Activity Report (WIAR) 2019/2020 Report by Head of Organisational Development, Policy & Communications	p
11.	Corporate Services CDIP End of Year 1 Progress Report and Corporate Directorate Improvement Plans Annual Refresh Report by Head of Organisational Development, Policy & Communications	p
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NEW BUSINESS		
13.	Support for Aegean Refugees – Request by Councillor McCabe Report by Corporate Director Environment, Regeneration & Resources	p
14.	2021/23 Budget – Current Position and Proposed Approach Report by Chief Financial Officer	p
15.	Recovery Plans – Community and Corporate Report by Corporate Director Environment, Regeneration & Resources	p
16.	Inverclyde Council Community Wealth Building Strategy Report by Corporate Director Environment, Regeneration & Resources	p
17.	Review of Members’ Support Report by Head of Legal & Property Services	p
18.	Updated Policy for the Retention and Disposal of Documents and Records Paper and Electronic Report by Head of Legal & Property Services	p
19.	Investigation by the Investigatory Powers Commissioner’s Office regarding the Regulation of Investigatory Powers (Scotland) Act 2000 Report by Head of Legal & Property Services	p
ITEMS FOR NOTING		
20.	Items for Noting Report by Corporate Director Environment, Regeneration & Resources	p
20(a).	Mission Clyde Report by Corporate Director Environment, Regeneration & Resources	p

<p>NEW BUSINESS</p> <p>The documentation relative to the following item has been treated as exempt information in terms of the Local Government (Scotland) Act 1973 as amended, the nature of the exempt information being that set out in paragraphs 1 and 14 of Part I of Schedule 7(A) of the Act</p>	
<p>21. Appendix 1 relative to Agenda Item 18 comprising Inspection Report from the Investigatory Powers Commissioner</p>	<p>p</p>
<p>REMITTS FROM COMMITTEES</p>	
<p>Please note that because of the current COVID-19 (Coronavirus) emergency, this meeting will not be open to members of the public.</p> <p>The reports are available publicly on the Council's website and the minute of the meeting will be submitted to the next standing meeting of the Inverclyde Council. The agenda for the meeting of the Inverclyde Council will be available publicly on the Council's website.</p> <p>In terms of Section 50A(3A) of the Local Government (Scotland) Act 1973, as introduced by Schedule 6, Paragraph 13 of the Coronavirus (Scotland) Act 2020, it is necessary to exclude the public from the meetings of the Committee on public health grounds. The Council considers that, if members of the public were to be present, this would create a real or substantial risk to public health, specifically relating to infection or contamination by Coronavirus.</p>	

Report To:	Policy & Resources Committee	Date: 15 September 2020
Report By:	Chief Financial Officer	Report No: FIN/80/20/AP/AE
Contact Officer:	Alan Puckrin	Contact No: 01475 712223
Subject:	2020/21 General Fund Revenue Budget as at 31 July 2020	

1.0 PURPOSE

1.1 The purpose of this report is to advise the Committee of the position of the General Fund Revenue Budget as at 31 July 2020 and to update the Committee in respect of the position of the General Fund Reserves and Earmarked Reserves.

2.0 SUMMARY

2.1 The Council approved the 2020/21 Revenue Budget in March 2020.

2.2 It can be seen from Appendix 1 that as at 31 July 2020 the General Fund is projecting a £315,000 underspend (excluding Health & Social Directorate) which represents 0.16% of the net Revenue Budget. This is mainly due to:

- Projected underspend of non-pay inflation (£200,000)
- Projected underspend of pay inflation (£200,000)
- Projected underspend of pressures contingency (£100,000)
- Small net overspends in other Service Committees (£185,000)

2.3 From Appendix 1 it can be seen that the Policy & Resources Committee and Health and Social Care Partnership are currently projecting underspends. Both Education & Communities and the Environment & Regeneration Service Committees are currently projecting overspends excluding any COVID costs. Appendix 1 shows that there is unbudgeted COVID expenditure of £6.094 million and an estimated reduction in Council Tax Income of £0.870m due to COVID, this is detailed within Section 6.

2.4 Appendix 2 shows the latest position in respect of Earmarked Reserves, excluding those relating to Asset Plans and Funding Models, it can be seen that as at 31 July 2020 expenditure totalled £621,000 which equates to 8.62% of the planned spend in 2020/21. It can also be seen from Appendix 2 that at 31 July 2020 actual expenditure is £38,000 more than phased budget.

2.5 Appendix 3 shows the latest position in respect of the General Fund Reserves and shows that the projected balance at 31 July 2020 is £4.115 million which is £315,000 more than the minimum recommended balance of £3.8 million. This position reflects the decisions taken at the Policy & Resources Committee on 11 August 2020 at which the Committee approved £3.285m Write Back of Earmarked Reserves to help fund the COVID related budget shortfall.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the latest position of the 2020/21 Revenue Budget and General Fund Reserves.
- 3.2 It is recommended that the Committee notes the latest costs in relation to COVID-19.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

4.1 The Council approved the 2020/21 Revenue Budget in March 2020.

5.0 POSITION AS AT 31 JULY 2020

5.1 It can be seen from Appendix 1 that as at 31 July 2020 the General Fund is projecting an underspend of £0.315 million which equates to 0.016% of the net General Revenue Fund Budget.

5.2 Appendix 1 shows that the Policy & Resources Committee and Health and Social Care Partnership are currently projecting underspends. Both Education & Communities and the Environment & Regeneration Service Committees are currently projecting overspends.

5.3 The main issues relating to the four Service Committees exclude COVID-19 expenditure as will be funded either from specific Scottish Government grants or from Reserves:-

Policy & Resources Committee – Projected underspend of £500,000 (3.04%) mainly due to underspends with the non-pay and pay inflation contingencies and less need for the 2020/21 Pressures Contingency.

Environment & Regeneration – Projected overspend of £126,000 (0.54%) mainly due to under-recoveries within Parking and Green Waste permit income.

Education & Communities – Projected overspend of £59,000 (0.06%) mainly due to an overspend on ASN transport partly off-set within underspends for Gas and Biomass Fuel.

Health & Social Care – Projected underspend of £73,000 (0.14%) mainly due to an underspend with care home beds offset by increased client commitment costs within Learning Disability Service, and Children and Families Service.

5.4 Appendix 2 shows the latest position in respect of the Earmarked Reserves and provides information on performance against phased budget. The Committee is asked to note that the phasing will not be amended during the year and provides a useful benchmark for Officers and Members to monitor performance against originally envisaged targets. The Earmarked Reserve statement excludes those funds that relate to Assets Plans or Funding Models.

5.5 As at 31 July 2020 the Council has spent £621,000 against a phased budget target of £583,000. This represents 8.62% of the planned spend and equates to 6.52% ahead of phased budget to date. Performance in respect of Earmarked Reserves is reviewed by the Corporate Management Team and reported in detail to each Service Committee.

5.6 Appendix 3 shows the latest position in respect of the General Fund Reserves and shows that the projected unallocated balance at 31 March 2020 is £4.115 million which is £0.315 million more than the minimum recommended balance of £3.8 million. This position reflects the decisions taken to date. At the Policy & Resources Council meeting held in August 2020, funding of £3.285m was approved for COVID related expenditure.

6.0 PROJECTED EXCESS REVENUE COVID COSTS 2020/21

6.1 Due to the COVID pandemic £6.964 million unbudgeted costs are projected. This excludes HSCP which is funded through the IJB and Scottish Government grants.

6.2 The make up of the £6.964 million cost is as follows:

Policy & Resources £855,000, Environment & Regeneration £2.185 million, Education &

Communities £2.652 million and £402,000 Contingency. These costs are funded through additional Government funding, Committee specific underspends and write back of specific Earmarked Reserves.

6.3 The COVID costs will continue to be closely monitored with the intention of managing costs within the approved extra resources.

7.0 CONSULTATION

7.1 This report has been produced utilising the detailed budget reports to each Committee.

8.0 IMPLICATIONS

8.1 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A	N/A	N/A	N/A	N/A	N/A

Annually Recurring Costs

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

8.2 Legal

There are no legal implications arising from this report.

8.3 Human Resources

There are no HR implications arising from this report.

8.4 Equalities

There are no equality implications arising from this report.

Equalities

(a) Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

8.5 Repopulation

There are no repopulation implications arising from this report.

9.0 BACKGROUND PAPERS

9.1 None

Policy & Resources Committee
Revenue Budget Monitoring Report
Position as at 31st July 2020

Committee	Approved Budget 2020/2021	Revised Budget 2020/2021	Projected Out-turn 2020/2021	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	16,405	16,442	15,942	(500)	(3.04%)
Environment & Regeneration	23,547	23,196	23,322	126	0.54%
Education & Communities (Note 1)	95,311	91,031	91,090	59	0.06%
Health & Social Care	52,289	52,352	52,279	(73)	(0.14%)
Committee Sub-Total	187,552	183,021	182,633	(388)	(0.21%)
Loan Charges (Including SEMP) (Note 2)	11,236	15,444	15,444	0	0.00%
Saving Approved yet to be allocated (Note 3)	(90)	(90)	(90)	0	0.00%
Unbudgeted Covid Expenditure (Note 4)	0	0	6,094	6,094	100.00%
Earmarked Reserves	0	930	930	0	0.00%
Total Expenditure	198,698	199,305	205,011	5,706	2.86%
Financed By:					
General Revenue Grant/Non Domestic Rates	(166,076)	(166,683)	(170,773)	(4,090)	2.45%
Contribution from General Reserves	0	0	(2,874)	(2,874)	100.00%
Council Tax (Note 5)	(32,622)	(32,622)	(31,752)	870	(2.67%)
Integration Joint Board - Contribution to Reserves	0	0	73	73	100.00%
Net Expenditure	0	0	(315)	(315)	

Note 1 - Reduction reflects loans charges and earmarked reserves.

Note 2 - Loan Charges account reduced by £400,000 to reflect reduction in Interest rates, off-set by £400,000 reduction in Internal Interest within P&R budget.

Note 3 - Corporate insurance saving yet to be allocated to Service budgets.

Note 4 - Additional COVID unbudgeted expenditure, excludes HSCP and is net of Specific Grant Support;

1. Policy & Resources	855
2. Environment & Regeneration	2,185
3. Education & Communities	2,652
4. Contingency	402
	<u>6,094</u>

Note 5 - Council Tax reflects the estimated impact in collection rates due to COVID

Earmarked Reserves

SEMP	73
DMR	200
Microsoft Licence	300
City Deal	345
VRP	12

Contribution to General Earmarked Reserves 930

Earmarked Reserves Position Statement

Appendix 2

Summary

<u>Committee</u>	<u>Total Funding 2020/21</u>	<u>Phased Budget to</u>	<u>Actual Spend To 31 July 2020</u>	<u>Variance Actual to Phased Budget</u>	<u>Projected Spend 2020/21</u>	<u>Earmarked 2021/22 & Beyond</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
Education & Communities	2,625	85	85	0	2,391	234
Health & Social Care	3,041	262	323	61	2,206	835
Regeneration & Environment	5,838	43	47	4	1,972	3,866
Policy & Resources	2,102	193	166	(27)	634	1,468
	13,606	583	621	38	7,203	6,403

<u>2020/21 %age Spend Against Projected</u>	<u>2020/21 %age Over/(Under) Spend Against Phased Budget</u>
3.55%	0.00%
14.64%	23.28%
2.38%	9.30%
26.18%	(13.99%)
8.62%	6.52%

Actual Spend v Phased Budget Ahead of Phasing = £38k 6.52%

Appendix 3

GENERAL FUND RESERVE POSITION
Position as at 31/07/20

	<u>£000</u>	<u>£000</u>
Unaudited Balance 31/03/20		5305
Projected Surplus/(Deficit) 2020/21	315	
Contribution to/(from) General Fund Reserves Note 1	<u>0</u>	
		315
Earmarked Reserves Write Back - Approved P&R August 2020		3285
Covid Recovery Plan Initial Costs - Still to be Approved		(179)
<i><u>Approved Use of Reserves (August 2020)</u></i>		
Projected Excess Revenue Covid Costs 2020/21		(2874)
Projected Excess CFCR Covid Costs 2020/22		(1737)
Projected Unallocated Balance 31/03/21		<u><u>4115</u></u>

Minimum Reserve required is £3.8 million

Note 1 No contribution from reserves was required when setting 2020/21 Revenue Budget.

Report To:	Policy & Resources Committee	Date:	15 September 2020
Report By:	Chief Financial Officer	Report No:	FIN/79/20/AP/MT
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	2020/23 Capital Programme		

1.0 PURPOSE

- 1.1 The purpose of the report is to provide the Committee with the latest position of the 2020/23 Capital Programme.

2.0 SUMMARY

- 2.1 On March 12 2020 the Council approved the 2020/23 Capital Programme which built on the previously approved 2019/23 Capital Programme.
- 2.2 The Capital Programme reflects the confirmed 2020/21 capital grant and a revised estimate of capital grants for the period 2021/23. The 2020/21 grant was £1.630m less than previously estimated and as such the 2021/22 & 2022/23 estimated grants were also been reduced by £1m to £7.1m per year.
- 2.3 An over provision of projects against estimated resources of up to 5% is considered acceptable to allow for increased resources and/or cost reductions. As a result the Capital Programme is reporting a deficit of £2.306m which represents 3.55% of the 2020/23 resources.
- 2.4 Due to the impact of the Covid pandemic from late March construction work effectively ceased meaning work stopped on existing projects and new projects could not be progressed. In order to allow for meaningful measurement of capital performance during 2020/21 officers reviewed projections in light of the Covid impact and the Policy & Resources Committee on 11 August 2020 approved that these revised projections become the revised budget for 2020/21.
- 2.5 In addition to the impact on the timing of delivery of projects officers also estimated the potential cost pressures resulting from the additional site working requirements, increases in the price of materials and general cost increases generated by Covid. The Policy & Resources Committee on 11 August 2020 approved an additional budget of £2.744m to meet these pressures and this is reflected in this report.
- 2.6 It can be seen from Appendix 2 that as at 30 June 2020 expenditure in 2020/21 was 5.8% of projected spend. Phasing and project spend has been reviewed by the budget holders and the relevant Corporate Director. The position in respect of each individual Committee is reported in Appendix 2 and Section 5 of the report. Overall committees are projecting to outturn on budget.
- 2.7 In the current year net advancement 0.58% is currently being reported. This is due to advancement within the Environment & Regeneration Committee (£0.100m) offset by slippage within Education & Communities Committee (£0.032m).

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the current position of the 2020/23 Capital Programme.

4.0 BACKGROUND

- 4.1 On March 12 2020 the Council approved the 2020/23 Capital Programme which built upon the previously approved 2019/23 Capital Programme.
- 4.2 The Capital Programme reflects the confirmed 2020/21 capital and a revised estimate of capital grants for the period 2021/23. The 2020/21 grant is £1.630m less than previously estimated and as such the 2021/22 & 2022/23 estimated grants have also been reduced by to £7.1m per year.
- 4.3 An over provision of projects against estimated resources of up to 5% is considered acceptable to allow for increased resources and/or cost reductions. As a result the Capital Programme is reporting a deficit of £2.306m which represents 3.55% of the 2020/23 resources.
- 4.4 Due to the impact of the Covid pandemic from late March construction work effectively ceased meaning work stopped on existing projects and new projects could not be progressed. In order to allow for meaningful measurement of capital performance during 2020/21 officers reviewed projections in light of the Covid impact and the Policy & Resources Committee on 11 August 2020 approved these revised projections as the formal budget for 2020/21.
- 4.5 In addition to the impact on the timing of delivery of projects officers also estimated the potential cost pressures resulting from Covid, the Policy & Resources Committee on 11 August 2020 approved additional budget of £2.744m to meet these pressures and these are reflected in this report.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows that over the 2020/23 period the Capital Programme is reporting a £2.306m deficit. This is within an acceptable level of up to 5% over provision.
- 5.2 The position in respect of individual Committees for 2020/21 is as follows:

Health & Social Care

No slippage is being reported with no spend for the year to date.

Environment & Regeneration

Net advancement of £0.100m (0.1.32%) is being reported with spend of £0.509m for the year. Advancement of £0.100m is projected on works to Victoria/Dalrymple Tower.

Education & Communities

No slippage is being reported with spend of £0.161m for the year to date. Slippage of £0.032m is projected on Wemyss Bay Community Centre Refurbishment.

Policy & Resources

Net slippage of £0.032m (0.87%) is being reported with spend of £0.161m for the year to date.

- 5.3 Overall in 2020/21 expenditure is 5.8% of projected spend for the year and that projected net advancement of the programme is £0.068m (0.58%).

6.0 CONSULTATION

- 6.1 This report reflects the detail reported to Service Committees.

7.0 IMPLICATIONS

Finance

- 7.1 Financial Implications

All financial implications are shown in detail within the report and in Appendices 1 & 2.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

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

Legal

7.2 There are no legal implications.

Human Resources

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

7.4 Equalities

(a) Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

(a) Has an Equality Impact Assessment been carried out?

Repopulation

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

8.0 BACKGROUND PAPERS

8.1 None.

Capital Programme - 2020/21 - 2022/23Available Resources

	A	B	C	D	F
	2020/21	2021/22	2022/23	future	Total
	£000	£000	£000	£000	£000
Government Capital Support	6,470	7,100	7,100	-	20,670
Capital Receipts (Note 1)	552	148	95	-	795
Capital Grants (Note 2)	3,020	239	-	-	3,259
Prudential Funded Projects (Note 3)	640	6,949	4,423	230	12,242
Balance B/F From 19/20	15,996	-	-	-	15,996
Capital Funded from Current Revenue	8,777	2,632	893	-	12,302
	<u>35,455</u>	<u>17,068</u>	<u>12,511</u>	<u>230</u>	<u>65,264</u>

Overall Position 2019/23

	<u>£000</u>
Available Resources (Appendix 1, Column G)	65,264
Projection (Appendix 2, Column B-F)	67,570
(Shortfall)/Under Utilisation of Resources	<u>(2,306)</u>

Notes to Appendix 1

Note 1 (Capital Receipts)

	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>future</u>	<u>Total</u>
	£000	£000	£000	£000	£000
Sales	517	148	95	-	760
Contributions/Recoveries	35	-	-	-	35
	<u>552</u>	<u>148</u>	<u>95</u>	<u>-</u>	<u>795</u>

Note 2 (Capital Grants)

	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>future</u>	<u>Total</u>
	£000	£000	£000	£000	£000
Early Years	1,500	-	-	-	1,500
Cycling, Walking & Safer Streets	194	150	-	-	344
SPT	1,300	-	-	-	1,300
HES - Watt Complex	26	-	-	-	26
Electric Vehicles	-	19	-	-	19
Sustrans	-	70	-	-	70
	<u>3,020</u>	<u>239</u>	<u>-</u>	<u>-</u>	<u>3,259</u>

Notes to Appendix 1

Note 3 (Prudentially Funded Projects)

	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>future</u>	<u>Total</u>
	£000	£000	£000	£000	£000
Vehicle Replacement Programme	48	1,632	863	-	2,543
Asset Management Plan - Offices	-	89	-	-	89
Asset Management Plan - Depots	389	584	-	-	973
Capital Works on Former Tied Houses	-	97	60	230	387
Watt Complex Refurbishment	13	-	-	-	13
CCTV	15	-	-	-	15
Clune Park Regeneration	-	378	-	-	378
Neil Street Childrens Home Replacement - CoS	-	23	-	-	23
Crosshill Childrens Home Replacement	100	321	-	-	421
New Learning Disability Facility	75	3,825	3,500	-	7,400
	<u>640</u>	<u>6,949</u>	<u>4,423</u>	<u>230</u>	<u>12,242</u>

Capital Programme - 2020/21 - 2022/23Agreed Projects

Committee	A Prior Years £000	B 2020/21 £000	C 2021/22 £000	D 2022/23 £000	E Future £000	G Total £000	H Approved Budget £000	I (Under)/ Over £000	J 2020/21 Spend To 31/7/2020 £000
Policy & Resources	112	265	513	423	-	1,313	1,313	-	9
Environment & Regeneration	8,621	7,677	19,475	11,535	230	47,538	47,538	-	585
School Estate	9,179	3,231	9,054	3,125	1,001	25,590	25,590	-	124
Education & Communities (Exc School Estate)	255	435	1,432	780	-	2,902	2,902	-	43
HSCP	1,359	175	4,719	3,500	-	9,753	9,753	-	-
Total	19,526	11,783	35,193	19,363	1,231	87,096	87,096	-	761

Report To:	Policy & Resources Committee	Date:	15 September 2020
Report By:	Chief Executive, Corporate Director Environment, Regeneration & Resources, Corporate Director Education, Communities & Organisational Development and Chief Financial Officer	Report No:	FIN/77/20/AP/AE
Contact Officer:	Angela Edmiston	Contact No:	01475 712143
Subject:	Policy & Resources Committee 2019/20 Revenue Budget Outturn & 2020/21 Revenue and Capital Budgets – Period 4 to 31 July 2020		

1.0 PURPOSE

- 1.1 To advise the Committee of the 2019/20 Revenue Budget outturn and the 2020/21 projected outturn for the Policy & Resources Committee as at period 4, 31 July 2020.

2.0 SUMMARY

- 2.1 In 2019/20 there was an underspend of £2,161,000 against a budget of £15,580,000, which was a reduction in expenditure of £78,000 since reported to the period 10 Committee.
- 2.2 The major variances making up this underspend are as follows:
- a) Inflation & Pressures contingencies underspend £1,114,000
 - b) One-off NDR refunds for NDR buildings underspend £280,000
 - c) Internal Resource Interest over-recovery £181,000
 - d) £103,000 additional turnover savings achieved
 - e) Net over recovery of Housing Benefit Debt £88,000
 - f) Over-recovery of Council Tax Prior Years income of £64,000

Most of these matters were adjusted for when setting the 2020/21 Revenue Budget.

- 2.3 The total revised Committee budget for 2020/21 is £16,442,000. This excludes Earmarked Reserves of £2,102,000.
- 2.4 The latest projection, excluding Earmarked Reserves, is an overspend of £355,000, of which £855,000 relates to the COVID-19 pandemic. The projected outturn excluding these costs is an underspend of £500,000 (2.1%).
- 2.5 The main reasons for this underspend are:
- a) £200,000 projected underspend of non-pay inflation contingency
 - b) £200,000 projected underspend of pay inflation contingency
 - c) £100,000 projected underspend of pressures contingency
- 2.6 The Earmarked Reserves for 2020/21 totals £2,102,000 of which £634,000 is projected to be spent in the current financial year. To date expenditure of £166,000 (8.36%) has been incurred which is £27,000 less than the phased budget. The Earmarked Reserves reported in Appendix 4 excludes Earmarked Reserves for Asset Plans and Strategic Funds.

- 2.7 There is a projected underspend in year of £77,950 within the Common Good Fund resulting in a projected surplus fund balance of £95,300 at 31 March 2021. This is largely attributed to a capital receipt received in 2020/21 and the cancellation of 2 events due to lockdown.
- 2.8 The Policy and Resources capital budget is £1,223,000 and the total projected spend is on budget. Expenditure at 31 July 2020 is 3.4% of 2020/21 projected spend. The adjusted approved budget for 2020/21 is £265,000. The Committee is projecting to spend £265,000 with no slippage being reported at this time.

3.0 RECOMMENDATIONS

- 3.1 That the Committee notes the 2019/20 Revenue Budget out-turn and the 2020/21 projected underspend of £500,000 for the Policy and Resources Committee as at Period 4, 31 July 2020.
- 3.2 That the Committee notes the projected 2020/21 surplus of £95,300 for the Common Good Fund.
- 3.3 That the Committee notes the current projected capital position.
- 3.4 That the Committee approves the virement at Section 9 of the report.

Aubrey Fawcett
Chief Executive

Alan Puckrin
Chief Financial Officer

Ruth Binks
Corporate Director
Education, Communities
& Organisational Development

Scott Allan
Corporate Director
Environment, Regeneration &
Resources

4.0 BACKGROUND

4.1 The purpose of this report is to advise the Committee of the current position of the 2020/21 budget as well as the 2019/20 outturn and to highlight the main issues contributing to the underspend of £2,161,000 in 2019/20 and projected underspend of £500,000 in 2020/21.

5.0 2019/20 OUT-TURN

5.1 The main variations from budget in 2019/20 were:

	Revised Budget 2019/20	Out-turn 2019/20	Variance to Budget	Variance to Budget	Movement since P10 Projection
	£000	£000	£000	%	£000
Finance	8,088	7,627	(461)	(5.70)	(91)
Legal Services	1,865	1,804	(61)	(3.27)	(41)
Total Net Expenditure Environment, Regeneration & Resources	9,953	9,431	(522)	(5.24)	(132)
Organisational Development, Human Resources & Communications	2,056	2,000	(56)	(2.72)	(5)
Total Net Expenditure Education, Communities & Organisational Development	2,056	2,000	(56)	(2.72)	(5)
Chief Executive	317	324	7	2.20	(2)
Miscellaneous	3,554	1,964	(1,590)	(44.73)	61
TOTAL NET EXPENDITURE	15,880	13,719	(2,161)	(13.87)	(78)
Earmarked reserves	(300)	(300)	0	0	0
Total Net Expenditure (Excluding Earmarked Reserves)	15,580	13,419	(2,161)	(13.87)	(78)

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

Finance - £461,000 underspend (£91,000 increase in underspend since P10)

Employee Costs: Final outturn is £81,000 underspend due to additional turnover savings being achieved. This is a £14,000 increase in turnover achieved since last reported to the Committee.

Supplies & Services: Final outturn of £40,000 underspend due to one-off reduction in software maintenance costs. This is an increase in underspend of £26,000 since P10.

Other Expenditure: £99,000 final overspend, a decrease in spend of £27,000 from the last Committee. This is mainly due to an increase in Housing Benefit Bad Debt. The total overspend of Housing Benefit Bad Debt is £138,000 which is partially offset by ongoing recoveries, see income below. The remaining balance is made up of various small underspends, none of which are material, totalling £39,000.

Income: Final over-recovery of £414,000, increase in over-recovery of £8,000 from P10. The major variances are as follows: (a) £64,000 over recovery of Council Tax prior years income. (b) An over recovery in recoveries of Housing Benefit overpayments of £226,000. This is largely offset by Housing Benefit bad debt provision, see other expenditure above. These budgets were reviewed as part of the 2020/21 Budget process. (c) Income received to offset additional employee costs incurred due to staff members undertaking Early Years Education courses of £24,000. (d) An over recovery of £40,000 due to additional Government funding for Housing Benefit changes.

Legal & Property - £61,000 underspend (£41,000 increase in underspend since P10)

Income: Final outturn is £58,000 over-recovery. This is an increase in income of £60,000 since last reported to Committee mainly due to £36,000 licensing recharge and £37,000 employee recharge off-set within employee costs.

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

Organisational Development, Policy & Communications - £56,000 underspend (£5,000 increase in underspend since P10)

Various projections all of which are below £10,000.

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

Miscellaneous – £1,590,000 underspend (£61,000 decrease in underspend since P10)

Non-Pay Inflation Contingency: Final underspend of £957,000 based on current estimated calls on inflation contingency. Increase in underspend of £14,000 since last reported to the Committee. Non-Pay Inflation Contingency reduced by £500,000 in 2020/21 budget and to be reviewed as part of the 2021/22 Budget process.

Pay Inflation Contingency: Final underspend of £157,000 due to lower than anticipated requirements, mainly auto-enrolment costs being contained within the Service. No change from the P10 Committee. Pay Inflation Contingency reduced by £1,000,000 in 2020/21 budget and to be reviewed as part of the 2021/22 Budget process.

Internal Resource Interest: Final outturn is £181,000 over-recovery. This is a decrease of £69,000 since reported at Committee. A review of this budget has been undertaken as part of the budget process and the recovery target has been increased by £250,000 for 2020/21.

Other Expenditure: There was a one-off underspend of £280,000 due to a reduction in Schools NDR relating to prior years. No change from the P10 Committee.

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

Chief Executive – £7,000 overspend (£2,000 decrease in overspend since P10)

Various minor projections all of which are below £10,000.

6.0 2020/21 CURRENT POSITION

- 6.1 The current projection for 2020/21 is an overspend of £355,000, of which £855,000 relates to the COVID-19 pandemic. The projected outturn excluding these costs is an underspend of £500,000. The material variances are identified in Appendix 3.

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

Finance - £730,000 overspend

Included in the above overspend are £812,000 of COVID-19 related costs. The net projection excluding these costs being an underspend of £82,000.

Employee Costs: £25,000 projected underspend, £37,000 of these costs relate to COVID-19 costs (net £62,000 underspend). Mainly due to additional turnover savings within Finance and Revenues off-set with unachieved turnover target to date within ICT. COVID-19 costs relate to two additional ICT technicians and Registrars overtime.

Supplies & Services: £89,000 overspend, £113,000 of these costs are COVID-19 related expenses (net £24,000 underspend). Underspend due to one-off contract changes within 2020/21. Additional COVID-19 costs are due to additional licences and equipment to support mobile working.

Administration Costs: Projecting £118,000 underspend. This underspend is mainly due to £70,000 underspend within Legal Expenses which is off-set with an under-recovery within income. In addition, a £24,000 underspend within Line Rental recharges which is off-set with an under-recovery within income.

Payments to Other Bodies: £481,000 projected overspend, £447,000 of these costs are due to COVID-19 related expenses (net £34,000 overspend). Non COVID overspend is mainly due to £36,000 projected overspend for Housing Benefit Bad Debt and £447,000 COVID-19 related costs relate to Scottish Welfare Fund crisis grants that will be funded through an increase in the Scottish Government grant.

Income: An under-recovery of £303,000 is being projected, £215,000 of this under-recovery is due to COVID-19 related reduced income (net £88,000 under-recovery). £88,000 under-recovery mainly due to £24,000 under-recovery for Line Rental recharges and £70,000 under-recovery within Legal Expenses recoveries as mentioned within Administration costs.

The COVID-19 related under recoveries are as follows: (a) £140,000 under-recovery of Council Tax prior year's income. (b) An under-recovery in Statutory Additions income of £50,000. (c) £25,000 under-recovery within Registrars income due to a reduced service due to current COVID restrictions.

Legal & Property - £48,000 overspend

Employee Costs: Projecting £48,000 overall employee overspend due to turnover target yet to be achieved.

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

Organisational Development, Policy & Communications - £63,000 overspend

Included in the £63,000 overspend are £43,000 of COVID-19 related costs. The net projection excluding these costs being an overspend of £20,000.

Employee Costs: £83,000 projected overspend, £43,000 of these costs due to COVID-19 related expenses (net £40,000 underspend). Mainly due to unachieved turnover target to date. COVID-19 costs relate to increased media resources (£11,000) and increased support for the Health & Wellbeing of employees (£32,000).

6.4 The following material variances relate to the Miscellaneous budget.

Miscellaneous – £500,000 underspend

Non-Pay Inflation Contingency: There is a projected underspend of £200,000 based on current estimated calls on inflation contingency.

Pay Inflation: Currently projecting £200,000 underspend due to a reduced call on contingency in 2020/21.

Pressures Contingency: Projecting a £100,000 underspend due to a reduced call on pressures.

Internal Resources Interest: There is a £400,000 reduction in Internal Resources Interest rates projected due to a reduction in Bank Interest Rates. This will lead to an equivalent saving in Loans Charges and a virement is proposed in Section 9 to address this issue.

6.5 The following position relates to the Chief Executive budget:

Chief Executive – £14,000 overspend

Projected variances are all below £20,000.

7.0 2020/21 CURRENT CAPITAL POSITION

7.1 Appendix 6 details the Capital position at 31 July 2020. Expenditure to date is £9,000 (3.4% of the 2020/21 projected spend).

7.2 The current budget for the period to 31 March 2023 is £1,223,000. The current projection is £1,223,000 which means the total projected spend is on budget.

7.3 The approved budget for 2020/21 is £265,000. The Committee is projecting to spend £265,000 with no slippage being reported at this time.

7.4 **PC Refresh Programme** – ICT implements a six year desktop and laptop refresh strategy. £155,000 committed spend in 2020/21 is being reported.

7.5 **Server and Switch Replacement** – To date in 2020/21 £2,000 has been spent.

7.6 **Storage/Backup Devices/Minor Works and Projects** - To date in 2020/21 £7,000 has been spent.

7.7 **Digital Access Fund** – A major upgrade to the CRM system is nearing completion and once in place it will allow the implementation of various “book and pay” tasks on line. £200,000 extra funding was allocated to the Fund as part of the 2020/21 Budget, projects are being considered around supporting new ways of working and delivering services as a result of learning from the Covid pandemic

8.0 EARMARKED RESERVES

8.1 Appendix 4 gives a detailed breakdown of the current earmarked reserves position. Total funding is £2,102,000 of which £634,000 is projected to be spent in 2020/21 and the remaining balance of £1,468,000 to be carried forward to 2021/22 and beyond. It can be seen that expenditure of £166,000 has been achieved which is £27,000 less than the phased budgeted spend to date and represents 26.18% of the annual projected spend.

The above budget is after a £621,000 Write Back from the Equal Pay Reserve which was agreed at the August Policy & Resources Committee for COVID-19 costs.

9.0 VIREMENT

9.1 The Committee is asked to approve the virement of £400,000 within the Policy & Resources Committee and Loans Charges account, as detailed in Appendix 7. Virement has been reflected within this report.

10.0 COMMON GOOD FUND

10.1 The Common Good Fund is projecting a surplus fund balance of £77,950. Which results in projected surplus fund balance of £95,300 at 31 March 2021.

11.0 IMPLICATIONS

11.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

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

11.2 Legal

There are no specific legal implications arising from this report.

11.3 Human Resources

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

11.4 Equalities

(a) Has an Equality Impact Assessment been carried out?

Yes See attached appendix

No This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

11.5 Repopulation

There are no repopulation issues arising from this report.

12.0 CONSULTATIONS

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

13.0 CONCLUSIONS

13.1 The Committee note the 2019/20 Revenue Budget out-turn and the 2020/21 projected underspend of £500,000 for the Policy and Resources Committee as at Period 4, 31 July 2020.

14.0 BACKGROUND PAPERS

14.1 There are no background papers for this report.

Policy & Resources Budget Movement - 2020/21**Period 4: 1st April - 31st July 2020**

Service	Approved Budget	Movements			Revised Budget	
	2020/21 £000	Inflation £000	Virement £000	Supplementary Budgets £000	Transferred to EMR £000	2020/21 £000
Finance	8,016		(3)		(300)	7,713
Legal	1,845	17				1,862
Organisational Development, Policy & Communications	2,087		(1)			2,086
Chief Exec	321					321
Miscellaneous	4,135	(75)	400			4,460
Totals	16,404	(58)	396	0	(300)	16,442

Supplementary Budget Detail

£000

Inflation

Legal - Councillors Salaries Inflation

17

Miscellaneous:

Non Pay Inflation Contingency

(58)

Pay Inflation Contingency

(17)

(58)Virements

Organisational Development, Policy & Communications - Plumber water saving

(1)

Finance/ICT - Plumbed Water Saving

(3)

Miscellaneous - IRI budget vired to Loan Charges (below the line)

400

396**Total Inflation & Virements**

338

REVENUE BUDGET MONITORING REPORT**CURRENT POSITION****PERIOD 4: 1st April 2020- 31st July 2020**

2019/20 Actual £000	SUBJECTIVE ANALYSIS	Approved Budget 2020/21 £000	Revised Budget 2020/21 £000	Projected Out-turn 2021/21 £000	Projected Over/(Under) Spend £000	Percentage Over/(Under)
7,206	Employee Costs	8,746	8,783	8,903	120	1.4%
476	Property Costs	522	521	521	0	-
548	Supplies & Services	971	968	1,057	89	9.2%
2	Transport & Plant	4	4	4	0	-
1,318	Administration Costs	1,317	1,317	1,194	(123)	(9.3%)
31,359	Payments to Other Bodies	33,845	34,186	34,152	(34)	(0.1%)
(29,650)	Income	(29,000)	(29,036)	(28,733)	303	(1.0%)
11,260	TOTAL NET EXPENDITURE	16,404	16,742	17,097	355	2.1%
	Earmarked reserves		(300)	(300)	0	
	Additional Funding Covid-19			(855)	(855)	
11,260	Total Net Expenditure excluding Earmarked Reserves	16,404	16,442	15,942	(500)	

2019/20 Actual £000	OBJECTIVE ANALYSIS	Approved Budget 2020/21 £000	Revised Budget 2020/21 £000	Projected Out-turn 2021/21 £000	Projected Over/(Under) Spend £000	Percentage Over/(Under)
5,380	Finance	8,016	8,013	8,743	730	9.1%
1,754	Legal Services	1,845	1,862	1,910	48	2.6%
7,134	Total Net Expenditure Environment, Regeneration & Resources	9,861	9,875	10,653	778	7.9%
1,996	Organisational Development, Policy & Communications	2,087	2,086	2,149	63	3.0%
1,996	Total Net Expenditure Education, Communities & Organisational Development	2,087	2,086	2,149	63	3.0%
323	Chief Executive	321	321	335	14	4.4%
1,807	Miscellaneous	4,135	4,460	3,960	(500)	(11.2%)
11,260	TOTAL NET EXPENDITURE	16,404	16,742	17,097	355	2.1%
	Earmarked reserves		(300)	(300)	0	
	Additional Funding Covid-19			(855)	(855)	
11,260	Total Net Expenditure excluding Earmarked Reserves	16,404	16,442	15,942	(500)	

	Approved Reserves £000	Revised Reserves £000	20/21 Budget £000	Projected Spend £000	Projected Carry Forward £000
Earmarked Reserves	2,430	2,102	634	634	1,796
Policy & Resources Overall Expenditure	2,430	2,102	634	634	1,796

POLICY & RESOURCES**REVENUE BUDGET MONITORING REPORT****MATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)****PERIOD 4: 1st April 2020 - 31st July 2020**

Outturn 2019/20 £000	Budget Heading	Budget 2020/21 £000	Proportion of Budget £000	Actual to 31/07/20 £000	Projection 2020/2021 £000	Over/(Under) Budget £000
	Non-COVID 19 Material Variances					
	Finance/ICT					
5,220	Overall Employee Costs	5,370	1,662	1,645	5,315	(55)
442	Supplies & Services - Overall Computer software maintenance	753	737	436	732	(21)
289	Admin costs - ICT Line Rental Rechargeable	333	111	125	309	(24)
(320)	Admin Costs - ICT Line Rental Recharges	(333)	(111)	(124)	(309)	24
289	CT - Legal Expenses - Sherriff Officer	272	91	34	202	(70)
(284)	CT - Legal Fee Recoveries	(268)	(89)	(35)	(198)	70
158	HB Bad Debt Provision	(45)	(11)	(1)	(9)	36
	Legal Services					
1,183	Legal Services Employee Costs	1,240	384	424	1,282	42
	Organisational Development, Policy & Communications					
1,746	Overall Employee Costs	1,760	545	541	1,800	40
	Miscellaneous					
	Pay Inflation Contingency	247	17	17	47	(200)
	Non Pay Inflation Contingency	825	58	58	625	(200)
	Pressures Contingency	147	0	0	47	(100)
	Total Non-COVID 19 Material Variances					(458)
	COVID 19 Material Variances					
	Organisational Development, Policy & Communications					
	Employee Costs - COVID				43	43
	Finance/ICT					
	Employee Costs - Covid				37	37
	Supplies & Services - ICT Computer Software/equipment				113	113
	CT Prior Years				140	140
	CT Statutory Additions				50	50
	Registrars Income (Stat & Non-stat)				25	25
	SWF - PTOB				447	447
	Total COVID 19 Material Variances				855	855
8,723	TOTAL MATERIAL VARIANCES	10,301	3,394	3,120	11,553	397

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

C a t e g o r y	Project	Lead Officer/ Responsible Manager	Total Funding	Phased Budget To Period 4	Actual To Period 4	Projected Spend	Amount to be Earmarked for 2021/22 & Beyond	Lead Officer Update
			2020/21	2020/21	2020/21	2020/21		
			£000	£000	£000	£000		
C	Equal Pay	Steven McNab	200	0	0	0	200	Balance for equal pay relates to janitors tied houses and other employee Equal Pay costs and is under review on an annual basis. £621k to be written back to reserves for additional COVID funding.
C	Voluntary Severance Reserve - HR Support	Steven McNab	65	21	20	65	0	Additional support for HR to support Trawls and associated work. Part time HR advisor & Full Time support from 04/11/19 to 31/03/21.
C	Digital Strategy	Alan Puckrin	338	22	28	140	198	KANA upgrade being progressed. Future spend to be linked to increased home/flexible working and development of on line services.
C	Welfare Reform - Operational	Alan Puckrin	186	24	29	71	115	Used for temp enhanced resources in the CSC. £41k uncommitted
C	Revenue Contingency	Alan Puckrin	63	0	0	45	18	Subject to reports to P&R Committee
C	Anti-Poverty Fund	Alan Puckrin	1,090	123	64	201	889	Approximately £600k uncommitted and being considered as part of future anti poverty proposals.
C	Resilience & Insurance Claims - Training	Steven McNab	25	0	0	25	0	Proposals to be developed.
C	GDPR	Gerry Malone	60	3	0	37	23	Specification for information governance system and corporate training being progressed with proposed implementation by December 2020. Education to confirm if spend required for GDPR equipment/system compliance.
C	Promotion and Tourism (ERR)	George Barbour	50	0	0	25	25	Additional resource in PR team, additional marketing, support for events etc. Report to October Committee.
C	Peter Stanton Trust	Alan Puckrin	25	0	25	25	0	Sums paid to the Trust
Total Category C to E			2,102	193	166	634	1,468	

COMMON GOOD FUND**REVENUE BUDGET MONITORING REPORT 2020/21****PERIOD 4 : 1st April 2020 to 31st July 2020**

	Final Outturn 2019/20	Approved Budget 2020/21	Budget to Date 2020/21	Actual to Date 2020/21	Projected Outturn 2020/21
<u>PROPERTY COSTS</u>	32,000	29,000	9,600	0	36,000
Repairs & Maintenance	4,820	9,000	3,000		9,000
Rates 1	26,090	19,000	6,300		26,000
Property Insurance	1,090	1,000	300		1,000
<u>ADMINISTRATION COSTS</u>	17,110	7,700	500	1,600	12,200
Sundries	10,910	1,500	500	1,600	6,000
Commercial Rent Management Recharge	2,200	2,200	0		2,200
Recharge for Accountancy	4,000	4,000	0		4,000
<u>OTHER EXPENDITURE</u>	70,320	61,500	42,700	400	18,800
Christmas Lights Switch On	10,500	10,500	0		10,500
Gourock Highland Games	29,400	29,400	29,400		0
Armistice Service	6,530	8,300	0	400	8,300
Comet Festival	13,300	13,300	13,300		0
Fireworks	12,600	0	0		0
Bad Debt Provision	(2,010)				0
<u>INCOME</u>	(110,250)	(121,430)	(111,400)	(51,760)	(144,950)
Property Rental	(166,250)	(167,850)	(153,900)	(79,120)	(167,850)
Void Rents 2	56,150	46,920	43,000	27,360	58,050
Internal Resources Interest	(150)	(500)	(500)		(150)
Disposal of Land					(35,000)
<u>NET ANNUAL EXPENDITURE</u>	9,180	(23,230)	(58,600)	(49,760)	(77,950)
<u>EARMARKED FUNDS</u>	0	0	0	0	0
<u>TOTAL NET EXPENDITURE</u>	9,180	(23,230)	(58,600)	(49,760)	(77,950)

Fund Balance as at 31st March 2020 **17,350**

Projected Fund Balance as at 31st March 2021

95,300**Notes:****1 Rates (Empty Properties)**

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

2 Current Empty Properties are:Vacant since:

12 Bay St
6 John Wood Street
10 John Wood Street
15 John Wood Street
17 John Wood Street
74 Port Glasgow Road

April 2015, currently being marketed
January 2019
August 2018
June 2017, currently being marketed
March 2014, currently being marketed
September 2012

COMMITTEE: POLICY & RESOURCES

	1	2	3	4	5	6	7	8
<u>Project Name</u>	<u>Est Total Cost</u>	<u>Actual to 31/3/20</u>	<u>Approved Budget 2020/21</u>	<u>Revised Est. 2020/21</u>	<u>Actual to 31/07/20</u>	<u>Est 2021/22</u>	<u>Est 2022/23</u>	<u>Future Years</u>
<u>Environment, Regeneration & Resources</u>								
<u>ICT</u>								
Storage/Backup Devices/Minor Works and Projects	19		19	19	7	0	0	
Rolling Replacement of PC's	155		155	155	0	0	0	
Whiteboard/Projector Refresh	0		0	0	0	0	0	
Server & Switch Replacement Programme	0		2	2	2	0	0	
Annual Allocation	926	0	78	78		423	423	
<u>ICT Total</u>	1,100	0	254	254	9	423	423	0
<u>Finance</u>								
Modernisation Fund	123	112	11	11	0	0	0	
<u>Finance Total</u>	123	112	11	11	0	0	0	0
TOTAL	1,223	112	265	265	9	423	423	0

POLICY AND RESOURCES COMMITTEE

VIREMENT REQUESTS

Budget Heading		Increase Budget	(Decrease) Budget
Miscellaneous - Internal Resource Interest			400,000
Total		-	400,000

Note

Reason for virement:

This virement will be off-set with Loans Charges below the line due to continuing low interest rates

Report To:	Policy & Resources Committee	Date:	15 September 2020
Report By:	Chief Financial Officer	Report No:	FIN/74/20AP/TB
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Debt Recovery Performance 2019/20		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the Council's Debt Recovery performance during 2019/20. The Financial Regulations stipulate that a report on Debt Recovery performance for the preceding financial year be submitted annually to the Policy & Resources Committee.

2.0 SUMMARY

- 2.1 The current contract for recovery of Council Tax and NDR took effect from 1 April 2018 initially for 2 years with the option to extend on a yearly basis up until 31 March 2022. The contract includes the collection of Council Tax, Non Domestic Rates, Sundry Debtors, Housing Benefit overpayments and Parking Charge Notices.
- 2.2 The main focus of the in-house Debt Recovery Team continues to be Council Tax however, in line with last year, more rigorous activity is being applied to the recovery of Non Domestic Rates Sundry Debts (including Commercial rents) and Housing Benefit overpayments.
- 2.3 Collection levels for 2019/20 in respect of Council Tax accounts passed to the Council's Debt Recovery Partner decreased by £65,000 (2.52%). A breakdown of the categories of debt can be seen at Appendix 2.
- 2.4 Following the highest collection year to date in 2018/19, Council Tax in year collection decreased by 0.3% to 95.4% in 2019/20 but the Council moved up 3 places to be ranked 22nd of the 32 Scottish Local Authorities for 'In Year' Council Tax collection. The Council is exceeding the budgeted collection rate of 96.8% on all years prior to 2016/17. This is a significant achievement and can be attributed to the hard work of the Council's Revenues Team with support from Customer Services and the Benefits Teams.
- 2.5 Payment by Direct Debit has remained high with 80% of in year receipts being received by this method of payment. Council Tax Online launched in January 2020 allowing council tax payers to request bills electronically and manage their account online.
- 2.6 The collection level for Non Domestic Rates (NDR) was 96.43%, a decrease of 0.81% from 2018/19. In addition NDR debt recovery for earlier years decreased by £307,000 (Appendix 2). This decrease is partly due to the challenging nature of tracing debtors with assets. It must be recognised that NDR and Council Tax collection will be extremely challenging in 2020/21 due to Covid and the resulting economic downturn.

3.0 RECOMMENDATION

- 3.1 It is recommended that the Committee notes the Council's Debt Recovery performance in 2019/20.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The current Debt Recovery Partner contract took effect from 1 April 2018 initially for 2 years with the option to extend on a yearly basis up until 31 March 2022. Performance from the Debt Recovery Partner is good in a challenging collection environment. An extension to 2021 was agreed and it is fully expected that the extension until 2022 will be utilised. The contract includes Council Tax, Non Domestic Rates, Sundry Debtors, Housing Benefit Overpayments and Parking Charge Notices.
- 4.2 The Revenues Management Team meets regularly with the Debt Recovery Partner as well as communicating regularly by telephone and email to ensure that there are clear lines of responsibility and that income is maximised as far as possible with the best solution being found for each customer. Operational meetings also take place as and when required. The Debt Recovery Partner is also very receptive to looking at fresh initiatives and ways of working which has contributed towards maintaining collection levels for Council Tax. One example of this is a focus on high banded properties and evening home visits to Council Tax debtors with high balances. The contractor continues to operate from an office in Cathcart Street where payments are collected and enquires are handled although remains closed temporarily due to the current health emergency.

5.0 2019/20 PERFORMANCE

- 5.1 Following the highest collection year to date in 2018/19, Council Tax in year collection decreased by 0.3% to 95.4%. The drop in performance will be due to a combination of the continuing difficult economic climate including the final year of a five year freeze on working age benefits and the application of a 100% levy on long term empty property. Despite this, Inverclyde moved up 3 places to be ranked 22nd of the 32 Scottish Local Authorities for 'in year' Council Tax collection. 19 councils report their collections on a "line by line" basis which has the effect of increasing their reported collection performance. Inverclyde does not report "line by line". The budgeted collection rate of 96.8% is being exceeded on all years prior to 2016/17. Considering the continuing difficult economic climate, this is a commendable effort. The Revenues processing team made a considerable contribution to this performance by processing exemptions, discounts effectively and managing the billing process timeously whilst the Debt Recovery team maintained their high level of performance for current and prior year collection.
- 5.2 Prior year debt can be difficult to collect and becomes increasingly difficult with the passage of time. Despite to the concerted efforts of the Debt Recovery Partner and the Council's Debt Recovery Team, prior year collections decreased by £68k (4.85%) during 2019/20 to £1.334m. Collection of all Council Tax billed since 1993 at 31 March 2020 was 96.7%, an improvement of 0.07% since the same point in 2019.
- 5.3 The collection rate for Non Domestic Rates was 96.43%, a decrease of 0.81% from 2018/19; business rates collection level can vary greatly month to month depending on the number and value of bills issued.
- 5.4 The Council uses the Debt Recovery Partner to pursue outstanding parking fines. The collection rate across all Penalty Charge Notices improved from 89% in 2018/19 to 91.83%.
- 5.5 Robust procedures are in place to ensure that revenue to the Council is maximised. This involves employment traces, earnings and bank arrestments being lodged against individuals who fail to agree repayment proposals with the Debt Recovery Partner.
- 5.6 During 2019/20, Inverclyde Council passed 15 cases to the Insolvency Practitioner to undertake background checks to ensure that these customers met all the criteria for Sequestration and that they had sufficient equity/funds to meet their liabilities. Whilst the checks were being performed, a Pre Sequestration letter was issued to those customers and a small batch of future cases. These letters advise the customer of the severity and consequences to an individual's finances of sequestration/bankruptcy and if in any doubt they

should seek independent advice. Payments totalling £16,000 were received against the accounts. However the insolvency practitioner recommended that none of the accounts should progress to Sequestration. This highlights the strict criteria that must be met prior to Inverclyde Council instructing such actions.

- 5.7 Payment by Direct Debit increased to 80% of in year receipts being received by this method of payment, an increase on last year's position of 78.9%. Direct Debit continues to be promoted as the preferred payment method. Council Tax Online was launched in January 2020 allowing council tax payers to manage their account remotely using their own device or from a public building which provides access to equipment. Functions include opting for e.billing; setting up or changing a direct debit; making payments; viewing their Council Tax account balance and recent payments; obtaining a copy of a recent bill; reporting a house move; applying for discounts and exemptions.
- 5.8 Officers are aware of the social and financial inclusion challenges in Inverclyde. The Debt Recovery Team continues to set up arrangements directly with debtors and works closely with HSCP Advice First with the view to facilitate as many arrangements with debtors before debt reaches the stage of diligence being applied, avoiding costs to debtors. Benefit and Council Tax Reduction take up is also encouraged to ensure that entitlement is maximised as far as possible. Furthermore, the Debt Recovery Partner adheres to a vulnerable person's policy to ensure debtors are treated appropriately.
- 5.9 A statement of the Debt Recovery Partner's performance is set out in Appendix 1 and Appendix 2. The Debt Recovery Partner collected £2.517m Council Tax debt in 2019/20, £65,000 (2.5%) less than 2018/19.
- 5.10 The Debt Recovery Team has continued to work closely with the DWP to manage direct deductions from benefits for customers with arrears who are in receipt of certain benefits. This approach ensures that individuals will see a reduction in their debt rather than being caught in a cycle where debt builds up year on year. Automated processes are now in place and the time taken by DWP to respond to requests for new arrangements has improved. It should be noted that the move to Universal Credit has had an adverse impact on the number of arrangements.

6.0 OVERALL POSITION OF COUNCIL DEBT AS AT 31 MARCH 2019

- 6.1 The gross debt as at 31 March 2020 is £24.8 million as shown in Appendix 3. There is a bad debt provision of £18.9 million, leaving a net debt of £5.9 million. It should be noted that as at 31 March 2020, the Council had collected 96.7% of all Council Tax billed, an increase of 0.07% from 2018/19.
- 6.2 Appendix 4 provides more detail, highlighting new debts raised, payments received and debts written off. All Bad Debt provisions have been calculated in accordance with Council policies and reconcile to the 2019/20 Accounts.

7.0 PLANS FOR 2020/21

- 7.1 The impact of Covid-19 restrictions will undoubtedly affect the financial position of many Council Tax payers and the level of Council Tax which will be received "in year". Services are in place to support people who ask for help by way of spreading payment over 12 months instead of 10 and/or help to claim Council Tax Reduction. Officers are currently projecting an in year collection of 90.5%, a reduction of 4.9% on the previous year.
- 7.2 The current public health emergency restrictions prompted an agreement with the Council's Debt Recovery Partner to suspend recovery action from the end of March 2020. Council Tax billing has however continued to ensure Council Tax payers are aware of their liability and to make arrangements to pay or seek help. A communications programme was launched and a "soft" reminder letter was sent to those with arrears at the end of July giving the opportunity to make a payment or seek help before a formal reminder was sent to those

who remained in arrears at the middle of August. Those who do not respond to the reminder and have a clear history of non-payment will be subject to summary warrant by late September when the debt will be passed to the Council's Debt Recovery Partner.

- 7.3 Significant reliefs are provided in 2020/21 for Non Domestic Rates payers by the Scottish Government in response to the impact of Covid-19 on the business sector. 100% non-domestic rates relief for all in the retail, hospitality and leisure sectors and 1.6% rates relief for all properties across Scotland, effectively reversing the uplift in the 2020-21 poundage. The affect this has had is to reduce the annual charge net of all reliefs to Inverclyde businesses from £21.4m in 2019/20 to £12.4m in 2020/21. Businesses were billed in June and reminders will be sent in line with legislation to those with arrears in October 2020.
- 7.4 The Council's Revenues Management and Debt Recovery Team together with the Council's Debt Recovery Partner will continue to pursue special initiatives together with conventional recovery methods ensuring resources are appropriately directed to specific areas of debt to maximise income.
- 7.5 The benefits of payment by Direct Debit and using Council Tax Online will continue to be promoted with council tax payers.
- 7.6 The reinstatement of the arrangement for a Debt Recovery Partner employee to work within the Debt Recovery Team, accessing council systems one day a week to undertake joint recovery initiatives to increase revenue to the Council will be reviewed as public health restrictions ease.

8.0 IMPLICATIONS

8.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

8.2 Legal

There are no legal implications arising from this report.

8.3 Human Resources

There are no HR implications arising from this report.

8.4 Equalities

Equalities

- (a) Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

8.5 Repopulation

There are no repopulation issues arising from this report.

9.0 CONSULTATIONS

9.1 None

10.0 BACKGROUND PAPERS

10.1 None

Council Tax

Non Domestic Rates

Financial Year	Payments Received
	£000's
1993/94	1
1994/95	1
1995/96	2
1996/97	3
1997/98	4
1998/99	7
1999/00	8
2000/01	11
2001/02	12
2002/03	12
2003/04	11
2004/05	12
2005/06	15
2006/07	20
2007/08	27
2008/09	28
2009/10	30
2010/11	29
2011/12	33
2012/13	47
2013/14	54
2014/15	60
2015/16	84
2016/17	131
2017/18	201
2018/19	491
2019/20	1183
Total	2517

Financial Year	Payments Received
	£000's
1993/94	0
1994/95	0
1995/96	0
1996/97	0
1997/98	0
1998/99	0
1999/00	0
2000/01	0
2001/02	0
2002/03	0
2003/04	0
2004/05	0
2005/06	0
2006/07	0
2007/08	0
2008/09	0
2009/10	0
2010/11	0
2011/12	0
2012/13	0
2013/14	3
2014/15	3
2015/16	8
2016/17	5
2017/18	18
2018/19	112
2019/20	92
Total	241

Appendix 2

Debt Recovery Partnership Performance
Comparison 2018/19 & 2019/20

	2018/19 £000's	2019/20 £000's	Difference £000's	%
Council Tax	2582	2517	-65	-2.52%
Non Domestic Rates	548	241	-307	-56.02%
Total	3130	2758	-372	-11.88%

Appendix 3

	Position 31/03/2020 £'000	Position 31/03/2019 £'000	Movement £'000
<u>Council Tax</u>			
Gross Debt	16,657	16,366	291
Less: Bad Debt Provision	15,443	15,392	51
Net Debt	<u>1,214</u>	<u>974</u>	<u>240</u>
<u>Sundry Debt</u>			
Gross Debt	3,269	1,181	2,088
Less: Bad Debt Provision	412	333	79
Net Debt	<u>2,857</u>	<u>848</u>	<u>2,009</u>
<u>Industrial & Commercial Rent</u>			
Gross Debt	156	106	50
Less: Bad Debt Provision	43	39	4
Net Debt	<u>113</u>	<u>67</u>	<u>46</u>
<u>Statutory Additions</u>			
Gross Debt	3,038	2,990	48
Less: Bad Debt Provision	3,038	2,990	48
Net Debt	<u>0</u>	<u>0</u>	<u>0</u>
<u>Long Term Debtors</u>			
Gross Debt	1,717	2,492	(775)
Less: Bad Debt Provision	0	0	0
Net Debt	<u>1,717</u>	<u>2,492</u>	<u>(775)</u>
<u>Overall Totals</u>			
Gross Debt	24,837	23,135	1,702
Less: Bad Debt Provision	18,936	18,754	182
Net Debt	<u>5,901</u>	<u>4,381</u>	<u>1,520</u>

2019/20 Debtor Movements**Appendix 4**

	Opening Position £'000	Additions £'000	Payments/ Reliefs £'000	Net Write-Offs £'000	Closing Position £'000
<u>Council Tax</u>					
Gross Debt	16,366	39,234	(38,610)	(333)	16,657
Less: Bad Debt Provision ²	15,392	384		(333)	15,443
Net Debt	974	38,850	(38,610)	0	1,214
<u>Sundry Debt</u>					
Gross Debt	1,181	11,437	(9,331)	(18)	3,269
Less: Bad Debt Provision	333	97		(18)	412
Net Debt	848	11,340	(9,331)	0	2,857
<u>Industrial & Commercial Rent</u>					
Gross Debt	106	779	(741)	12	156
Less: Bad Debt Provision	39		(8)	12	43
Net Debt	67	779	(733)	0	113
<u>Statutory Additions</u>					
Gross Debt	2,990	353	(305)	0	3,038
Less: Bad Debt Provision	2,990	48			3,038
Net Debt	0	305	(305)	¹ 0	0
<u>Long Term Debtors</u>					
Gross Debt	2,492	0	(775)	0	1,717
Less: Bad Debt Provision	0				0
Net Debt	2,492	0	(775)	0	1,717
<u>Overall Totals</u>					
Gross Debt	23,135	51,803	(49,762)	(339)	24,837
Less: Bad Debt Provision	18,754	529	(8)	(339)	18,936
Net Debt	4,381	51,274	(49,754)	0	5,901

Notes:

¹ Statutory additions are not written off in year but cancelled. Closing position reflects live statutory addition balance as at 31st March 2020.

² Restated opening balance in line with final accounts correction.

Report To:	Policy & Resources Committee	Date:	15 September 2020
Report By:	Chief Financial Officer	Report No:	FIN/73/20/AP/LA
Contact Officer:	Anne Marie Locke	Contact No:	01475 712596
Subject:	Customer Services - Annual Performance Report		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Committee with an update of Customer Service Centre (CSC) performance for 2019/20 and to provide an update on the current Action Plan approved as part of the 2018-21 Customer Services Strategy.

2.0 SUMMARY

- 2.1 Following the opening of the Customer Service Centre (CSC) in the summer of 2012, the Policy & Resources Committee agreed to the development of a 3 yearly Customer Service Strategy. The latest Strategy covers 2018-21. The Committee also agreed that an update of CSC performance would be presented to the Committee annually.
- 2.2 Since last year's performance report, a temporary change has taken place in Revenues and Customer Services due to the Customer Services and Revenues Manager post becoming vacant in February 2020 with the Customer Services Team Leader taking on additional duties during the interim period until a decision is reached on filling the post.
- 2.3 Appendix 1 details progress against the action plan presented to the Committee in September 2018 and Appendix 2 provides performance information for 2019/20 as compared to 2018/19 in terms of volumes and throughput. Overall the level of performance in both Revenues and Benefits and General enquiries has improved and exceeded the targets set whilst overall there has been a reduction in customer contacts. More information relating to performance can be seen at Section 6 of this report whilst Appendix 3 shows the trend over the last 5 years.
- 2.4 Section 7 of the report identifies targets for 2020/21 which are included in the Corporate Directorate Improvement Plan and Inverclyde Performs. This section also outlines the challenges ahead including ongoing work to drive forward channel shift.
- 2.5 The Covid pandemic will have an impact on performance in 2020/21 in terms of both volume and the nature of enquiries. The experience from the pandemic and the different ways of serving customers which evolved throughout this period will feed into a refreshed Customer Services Strategy which is due to be presented to the Committee in September 2021.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the improved performance in terms of call answering for Revenues and Benefits and General enquiries in 2019/20 and welcomes the high level of compliments received.
- 3.2 It is recommended that the Committee notes the positive progress made in continuing to deliver the CSC action plan and that a refreshed Strategy taking on board the experience of the Covid pandemic will be presented to the Committee in September 2021.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Policy & Resources Committee approved its first Customer Services Strategy in November 2012 following the opening of the Customer Service Centre in Clyde Square. This Strategy is refreshed on a triennial basis with the most recent being approved by the Committee in September 2018 for 2018-2021. The Committee also agreed that a report on Customer Service performance be presented to the Policy and Resources Committee on an annual basis after the Summer recess.
- 4.2 Since last year's performance report a temporary change has taken place in Revenues and Customer Services due to the Customer Services and Revenues Manager post becoming vacant in February 2020. Since that time the Customer Services Team Leader has led the service.

5.0 2019/20 PERFORMANCE AGAINST THE ACTION PLAN

- 5.1 Appendix 1 details the updated Action Plan. This Action Plan has been updated to show the current position; Appendix 1 refers and shows:
- 5 x Blue (completed actions)
 - 5 x Green (on-track actions)
 - 1 x Amber (slippage)
- 5.2 The Council's Customer Relationship System (CRM) has been developed during 2019/20 to allow on line applications for Green Waste Permits. The technology developed will now be rolled out to include other services such as Bulky Uplifts, Pest Control and Street Lighting to be reported and where required booked and paid for on line. Promotion of these services through the use of media and encouragement by the Customer Service Representatives during phone calls will be crucial in achieving a shift in the channel of contact by customers.

6.0 2019/20 PERFORMANCE

- 6.1 Appendix 2 contains a comparison of performance for Revenues & Benefits (R&B) enquiries for 2019/20 against the same period for 2018/19 for telephony, customers interviewed and incoming emails. The Management Information (MI) illustrates that call volumes have reduced by 23% with the abandoned call levels improving from 18% in 2018/19 to 6% in 2019/20 which is well within the target of 20%. This is a credible performance given the high turnover in the team during 2019 as it takes a few months of intensive training before new advisors are fully operational.
- 6.2 The average time that customers had to wait for their call to be answered in 2019/20 increased from just over 1 minute in 2018/19 to 1 minute 45 seconds in 2019/20. The number of customers interviewed decreased by 7% in 2019/20 compared to a 3% reduction in 2018/19. Introduction of Citizen Access Revenues (CA-R) in January 2020 allowed the public to manage their council tax online and although there is only a small uptake to date, it has reduced a portion of contact normally absorbed at the CSC. The housing benefit caseload has also continued to drop year on year with a reduction of 8% for 2019/20. There has also been increased access to DWP data and increased automated updates for housing benefit and council tax reduction claim maintenance, reducing the need for customer contact.
- 6.3 Appendix 2 also contains a comparison of performance for Other Council Services from 1 April 2019 to 31 March 2020. This shows:
- The abandoned call level has reduced significantly from 6% in 2018/19 to 3% in 2019/20 with performance being within the target of 7%. This is a credible performance given that two full time posts were taking as savings throughout the year.
 - The number of overall calls presented has dropped slightly by 8%.
 - General enquiry emails increased by 39%. This is an encouraging move; customers can make contact at a time that suits their lifestyle rather than being restricted to

opening hours of the CSC.

- The total contact for general enquires reduced by 4% and whilst the use of the mobile app and website has reduced, a new channel via the upgraded CRM saw over 6000 transactions/enquiries relating to Garden Waste Permits. This 24/7 access to transact with the Council will continue to be developed during 2020/21.

- 6.4 Appendix 3 shows the changes in the key metrics in the period since 2015/16. From this it can be seen that there has been a significant reduction in calls received partly offset by an increase in digital contacts. This is in line with the Customer Services and Digital Strategies.
- 6.5 Targets are set for the CSC in respect of volumes of complaints and compliments; the target for 2019/20 was based on the outturn for 2018/19. The target for last year was that the CSC was to receive no more than 20 complaints and to receive in excess of 70 compliments. The outturn for 2019/20 was that 17 complaints and 82 compliments were received. The nature of the complaints varies with no emerging theme; the high number of compliments received is testament to the knowledge and professionalism of the CSC staff.
- 6.6 It was reported to the Committee in September 2019 that the Quality Monitoring System was being used to assess the accuracy of telephone calls and broken down in to 4 main areas: Revenue and Benefits, Environmental and Public Protection, Taking a Payment and Switchboard. The process involved a Senior CSR listening to a percentage of calls and applying a scoring matrix.
- 6.7 Previously quality monitoring focused mainly on the quality and accuracy of information provided during a call, CSC staff excelled at this and the logical next step has been to focus on the finer aspects of call handling.
- 6.8 The new forms concentrated more on quality details such as, updating databases 100% of the time; how calls were transferred and whether call handle times were appropriate to the specific enquiry. It was anticipated that through appropriate training, performance levels will assist in achieving with the overall aim of attaining excellence and uniformity in how the team delivers all aspects of the service.
- 6.9 During 2019/20 a more robust process was implemented for recording individual call performance and using a more targeted approach to coaching or training, potentially resulting in escalation if the individual continues to fall below the required standard of performance. The quality performance in 2019/20 was:
- Revenue & Benefits – 76% (89% in 2018/19)
 - Environmental & Public Protection - 84% (87% in 2018/19)
 - Taking a Payment - 93% (94% in 2018/19)
 - Switchboard - 93% (93% in 2018/19)
 - Birth Registration - 72%

7.0 FUTURE PLANS AND TARGETS

7.1 The Covid pandemic will have an impact on performance in 2020/21 in terms of both volume and the nature of enquiries and this explains why a number of targets are lower than the 2019/20 performance.

7.2 Customer Services targets for 2020/21 have been set as:

- To have fewer than 26% abandoned R&B telephone calls – 20% target last year
- To have fewer than 10% abandoned general calls – 7% target last year.
- To receive no more than 20 complaints – 17 were received in 2019/20 compared to 20 received in 2018/19
- To receive in excess of 80 compliments – 82 were received in 2019/20 compared to 96 in 2018/19
- To have 10% of interactions with the Council without intervention at the CSC by utilising the upgraded CRM, web or mobile app for self-service in respect of general enquiries and service requests.

7.3 Channel Shift continues to be a key priority for the Service and the following actions will help facilitate this:

- Work with suppliers to fully enable the functionality for customers to book and pay for bookable and transactional services such as bulky uplifts.
- Enhance the range of services available via Web Self-service, including integration of MyAccount authentication which would allow one secure sign in.
- Review and revise the range of services available via mobile devices to provide a wider choice as we transition from the Inverclyde Online smartphone app and continue to improve back end processes and more widely promote this channel of contact.
- Work with suppliers to enable Council Tax account administration such as reporting changes in circumstances via the Council website.

7.4 Progress on the above channel shift actions are tracked through the Digital Strategy Action Plan, progress on which is reported to the Committee 3 times per year.

7.5 The CSC has continued to enjoy successful outcomes through the placement of Modern Apprentices (MA). Working in the CSC gives young adults a wealth of experience as well as confidence through dealing with different types of customers on the telephone and face to face. The CSC has proven history of developing MAs enhancing their employment opportunities within and external to the Council. In 2019/20 one MA secured a position as a Customer Service Representative (CSR) in the CSC with the other MA moving to a role within HSCP. As well as it being of great benefit for the individuals receiving training and mentoring throughout the MA process enhancing their chances of employment, the CSRs and senior CSRs are delighted to see results of their investment. The Service was fortunate to be allocated another MA this year.

7.6 Welfare Reform continues to have an impact on the volume and nature of contacts with the Customer Service Centre. The pace of this change will increase over coming years as Universal Credit begins its migration of the current Housing Benefit case load to UC albeit the pace of change has slowed down with full migration now not expected to be complete until 2024. The effect of UC will continue to be closely monitored.

7.7 It was reported to the Committee last year that Customer Service staff have been taking telephone calls in relation to the registration of births since June 2019 which has been a success. Upgrades to the booking system remain outstanding and is being progressed through the Digital Access Agenda. Once implemented further training in a modular basis will result in a transfer of the telephone calls regarding marriages and then death appointments. It is critical that this training is thorough due to the sensitivities and legislative requirements of registering births, deaths and marriages.

7.8 The SSSA now has a team of up to 4 members of staff co-located in the CSC; the team has been in place since the end of 2019. Once the team has completed its training the co-location in the CSC will allow customers to access Council and SSSA services in the one location with Health and Social Care Services also being available in nearby Hector McNeil House. Progress in this area will be monitored through the CSC Action Plan and by means of regular meetings with the SSSA and internal services in the Council.

8.0 CUSTOMER CONSULTATION

8.1 No customer consultation was carried out in 2019/20 however there are biannual citizens panel surveys which include customer service questions with the next one due in 2020; it is planned that questions will be included around the area of website self-service in order to gauge awareness of these channels and collect information about how customers have found the experience of utilising on line services.

9.0 IMPLICATIONS

9.1 Finance

Financial Implications: There are no financial implications arising from this report

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

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

9.2 Legal

There are no legal implications arising from this report.

9.3 Human Resources

There are no direct HR implications arising from this report.

9.4 Equalities

There was a full equalities impact assessment carried out with the initial Customer Services Strategy which was updated as part of the refreshed CS Strategy presented to the Committee in 2018 and will be further refreshed when the Strategy is next refreshed in 2021.

Has an Equality Impact Assessment been carried out?

<input type="checkbox"/>	Yes	See attached appendix
<input checked="" type="checkbox"/>	No	This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

<input type="checkbox"/>	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
<input checked="" type="checkbox"/>	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

X

YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

NO

9.5 Repopulation

The provision of quality Customer Services to existing residents and potential residents plays a part in the retention and attraction of people to Inverclyde.

10.0 CONSULTATIONS

10.1 None

11.0 LIST OF BACKGROUND PAPERS

11.1 None

2018/21 Customer Services Strategy - Action Plan

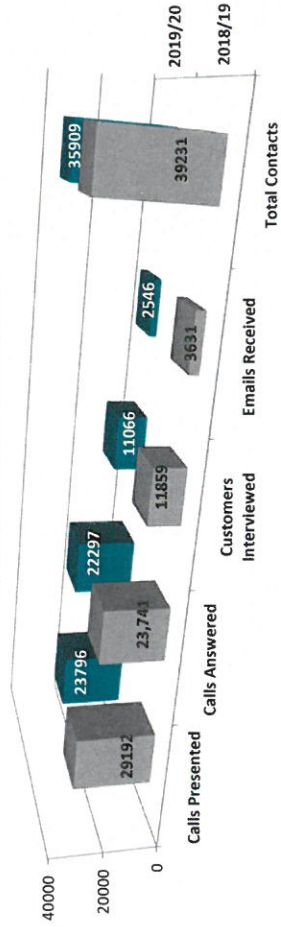
Appendix 1

Action	Action	Success Criteria	Target Date	Responsibility	August '20 Position	Status
PEOPLE	Training needs will be identified from quality checking and appraisals	<ul style="list-style-type: none"> *Training programme in place *Better trained and confident staff. *Better customer satisfaction *Completion of CSPQ *Staff understand expectations allowing resources to be correctly targeted. *Service delivery meets management expectations *Customer Service visions and outcomes are agreed 	Ongoing	CS Team Leader/CS Supervisor	<ul style="list-style-type: none"> * 15 CSC staff have completed the CSPQ * Previous funding now ceased. HR are reviewing the funding position to see if the qualification can continue. 	
	British Sign Language plan 2018 - 2023. Support Corporate Policy with the implementation	<ul style="list-style-type: none"> Meeting objectives in plan Better customer satisfaction Trained staff 	Ongoing	Corporate Policy Team/CS Team Leader	<ul style="list-style-type: none"> * Consultation complete * HR will pilot Contact Scotland software before rolling out to customer services * Six CSC team members attended West College Scotland for full day BSL course * Five BSL courses that were scheduled for 2020 have been cancelled due to COVID 19 - Await confirmation from West College Scotland for the sessions to be rescheduled 	
	Keep abreast of developments in relation to the Scottish Social Security Agency (SSSA)	<ul style="list-style-type: none"> Joint working with the SSSA and internal services such as HSCP in order to implement co-location. 	Ongoing	Revenues and Customers Services Manager/CFO	<ul style="list-style-type: none"> * Four SSSA staff members now located in the CSC 	
CUSTOMER ENGAGEMENT	Use the website to communicate meaningful information to our citizens. Feed issues into the Corporate Web Group	<ul style="list-style-type: none"> Customer satisfaction improvements - customer expectations are managed better when targets are understood. 	Ongoing	Revenues & Customer Service Manager	On Going	
	<ul style="list-style-type: none"> *Develop Kana system *Implementation of web self service *Mapping integration for location based fault reporting with corporate GIS system *Develop further online payments *Revise the range of services available via the council website 	<ul style="list-style-type: none"> *Increased range of services available via Web Self Service *Customers are able to book and pay for services online *Customers are able to conduct council tax administrative requests via the council website *Customers can access multiple services via a single sign on (MyAccount) *Reduces workload for customer services *Streamlines processes *Quicker service notification of new/updates to cases 	From Oct '19	Revenues & Customer Services Manager & ICT	Green waste Permits moved on-line January 2020. Project back on track and next Services to be identified.	
SERVICE DEVELOPMENT						

	CSR's to take appointment calls for marriages and followed by deaths	Calls handled by CSR's	Mar '20	Customer Services Team Leader & Registrar	*Birth Registration calls handled by CSR from June 19 *Await upgrade of Opti Time booking scheduler rather than using Outlook - this ties in with the Kana upgrade	SLIPPAGE
	Agree escalation process where individuals repeatedly fail to meet required standards.	*Improved customer service delivery *Improvement in scoring of individual's quality managed calls	On-going	Customer Services Supervisor/Support Officer	Procedure developed and implemented	COMPLETE
	Transfer of Registration Services to Customer Services	JD/SP for CS Supervisor to be developed and sent to job evaluation	End Aug '18	Revenues & Customer Services Manager	Complete	COMPLETE
	Transfer of Registration Services to Customer Services	Knowledge transfer of operational processes and legislation	Apr '19	CS Supervisor/Principal Benefits and Customer Services Officer	Ongoing	COMPLETE
	Development of citizen access for council tax	Reduces workload for customer services	Oct '19	Revenues & Customer Services Manager & ICT	* CA - R: Initial implementation complete - QA testing by service identified issues that prevented implementation. Upgrade from supplier is expected in October '19 to resolve these issues. Milestone chart currently being devised to identify launch date.	COMPLETE

	2018/19	2019/20
Calls Presented	29192	23796
Calls Answered	23741	22297
Customers Interviewed	11859	11066
Emails Received	3631	2546
Total Contacts	39231	35909

Revenue's & Benefits MI

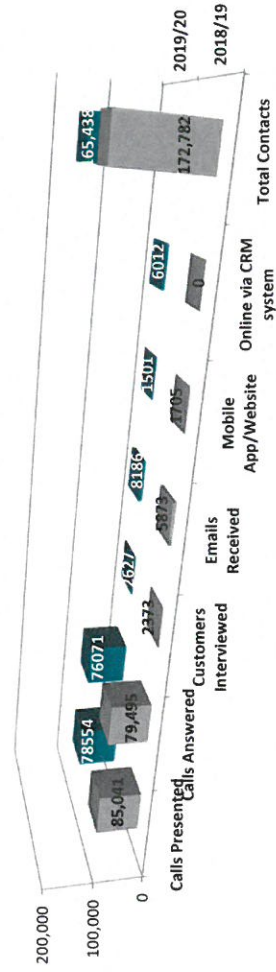


What does the MI show (annual)?

- * Calls presented has decreased by 23%. This is largely contributed to by a 31% decrease in Housing Benefit calls
- * Calls handed has increased this year achieving 94% handled calls.
- * Customers interviewed has decreased by 7%
- * Abandoned call level has decreased to 6% this year
- * Housing Benefit emails received has decreased by 43%
- * Total contacts have decreased by 9%

	2018/19	2019/20
Calls Presented	85,041	78,554
Calls Answered	79,495	76,071
Customers Interviewed	2,373	2,627
Emails Received	5,873	8,186
Mobile App/Website	1,705	1,501
Online via CRM system	0	6,012
Total Contacts	172,782	165,438

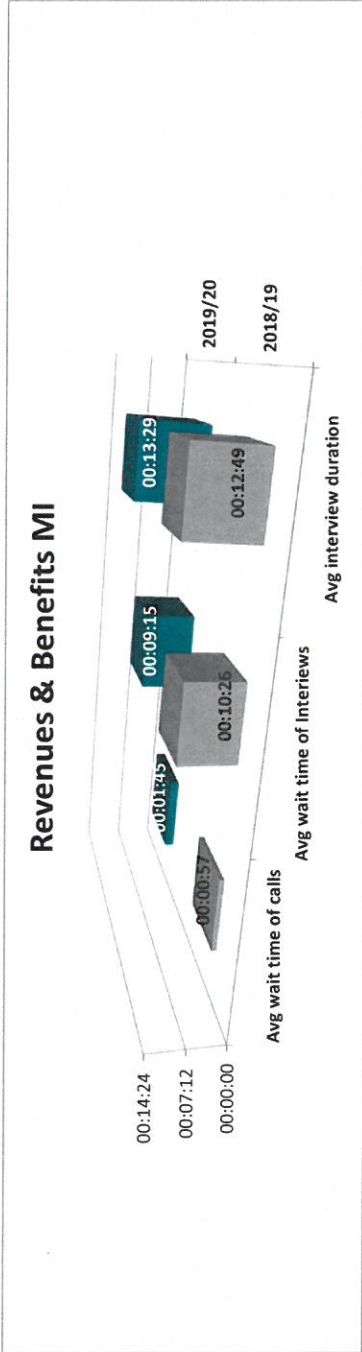
Other Services MI



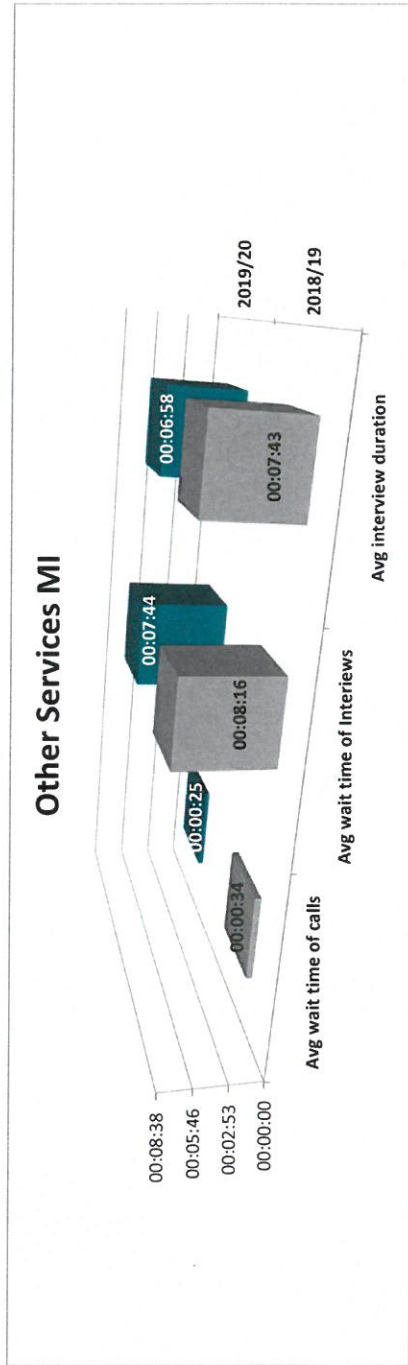
What does the MI show?

- * Calls presented for all other non R&B services has decreased by 8%
- * Calls handled for all other non R&B services has increased to 97%
- * 3% of calls remain unanswered - this is an improvement to last year
- * Interviews has increased by 11%. This is mainly the submission of free school meals and clothing grant applications.
- * Emails have increased by 39%
- * Total contacts has decreased by 4%. However a new channel via the use of on line services has opened up.

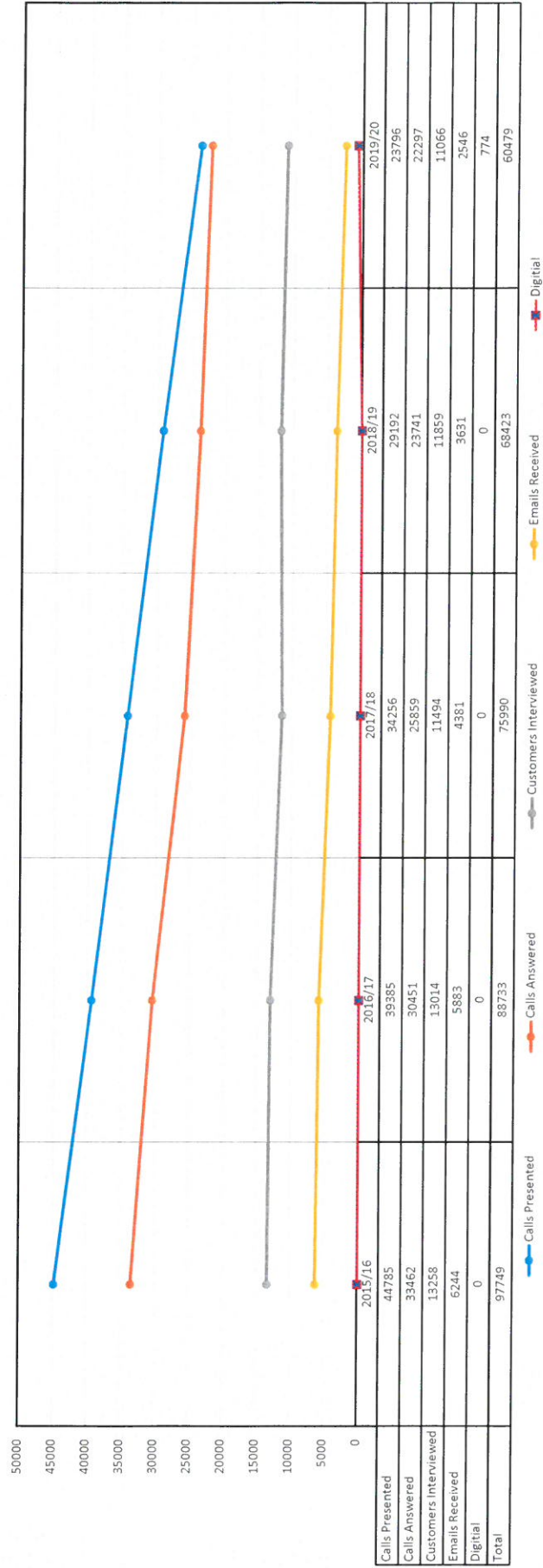
	Avg wait time of calls	Avg wait time of Interviews	Avg interview duration
2018/19	00:00:57	00:10:26	00:12:49
2019/20	00:01:45	00:09:15	00:13:29



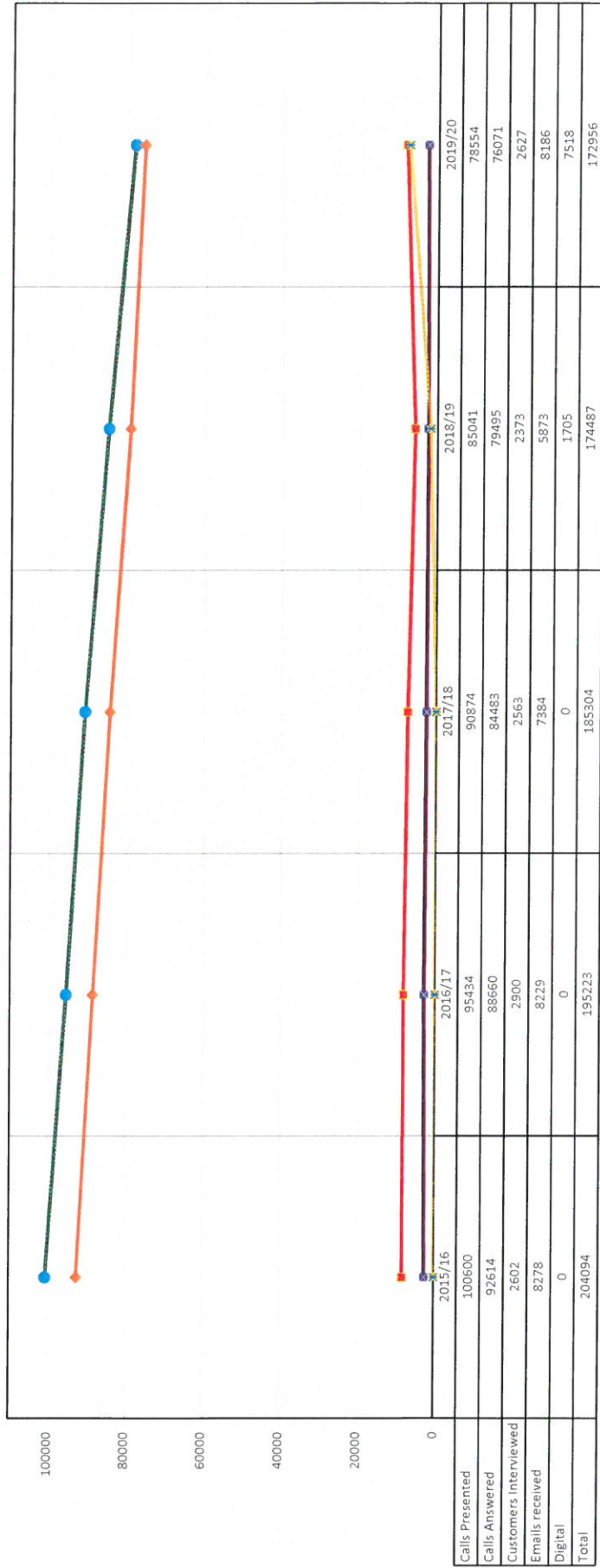
	Avg wait time of calls	Avg wait time of Interviews	Avg interview duration
2018/19	00:00:34	00:08:16	00:07:43
2019/20	00:00:25	00:07:44	00:06:58



Revenue & Benefits MI



Other Services MI



Report To:	Policy & Resources Committee	Date:	15 September 2020
Report By:	Chief Financial Officer	Report No:	FIN/76/20/AP/LA
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Welfare Reform Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Committee with an update on recent developments regarding Welfare Reform.

2.0 SUMMARY

- 2.1 The DWP's latest published UC caseload data reports that 8,685 people in Inverclyde claim Universal Credit, an increase of 2,293 (36%) since February 2020. The number people who receive help with their Council Tax through the Council Tax Reduction (CTR) scheme who claim UC has increased from 3,491 in February 2020 to 4,015 in August 2020 an increase of 15%.
- 2.2 An adjustment to the DHP policy agreed in August 2020 will support those renting in the private rented sector affected financially by the impact of COVID-19. The expansion of the SWF criteria agreed in August 2020 to meet not only high priority cases but also medium priority in addition to continuing the 20% uplift in grant levels will help more households facing exceptional pressure and will also help people set up home as house moves resume.
- 2.3 Updates in respect of the SSSA and Advice Services are included in the report including grant payments made within Inverclyde for a number of the SSSA schemes.
- 2.4 As part of the consideration by the Committee of the use of the £1million recurring Anti Poverty initiatives, £72,000 of the earmarked reserve was used to supplement spend on the approved projects. Proposals for the use of the balance of the Anti Poverty Fund will be developed as part of the Covid Recovery Plans and the 2021/23 Budget.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the updates contained in the report.

4.0 BACKGROUND

- 4.1 The UK Government Welfare Reforms have been progressing for many years and the impact on the Council and community are the subject of reports to each Policy & Resources Committee.
- 4.2 The Scottish Government launched the Social Security Scotland Agency (SSSA) in 2016 and updates on developments are also included in the report.
- 4.3 The Council has an Anti-Poverty Fund earmarked reserve which is overseen by the Committee. Decisions in respect of that Fund are generally included in this report.

5.0 UNIVERSAL CREDIT

- 5.1 The DWP's latest published UC caseload data reports that 8,685 people in Inverclyde claim Universal Credit, an increase of 2,293 (36%) since February 2020. Greenock Jobcentre Plus (JCP) remained open for the most vulnerable throughout COVID-19 restrictions and although digital by default will continue, plans are in place to increase customer capacity. Jobcentre Plus continues to support new UC applicants and is ready to respond should the termination of the government job retention scheme result in a surge of new claims from those currently furloughed.
- 5.2 DWP announced additional funding to help more people move closer to the job market. As well as grant funding for voluntary organisations and charities a strand of funding can be used for innovative community partnership projects funded jointly with councils. Officers will explore opportunities with DWP when the detail of the funding is released.
- 5.3 The number people who receive help with their Council Tax through the Council Tax Reduction (CTR) scheme who claim UC has increased from 3,491 in February 2020 to 4,015 in August 2020 an increase of 15%. The increase is less than the level of increase in UC claimants because not all UC claimants are Council Tax payers. The total number of households who receive Council Tax Reduction has risen from 9,356 in February 2020 to 9,618 in August 2020, an increase of 3%. Almost one in 4 council tax payers receives help through Council Tax Reduction.

6.0 DISCRETIONARY HOUSING PAYMENTS/SCOTTISH WELFARE FUND

- 6.1 The Council received increased DHP funding of £82,000 as part of a £5million Scotland wide package of support linked to COVID-19. An adjustment to the DHP policy agreed in August 2020 will support those renting in the private rented sector affected financially by the impact of COVID-19. Appendix 2 shows a projected under-spend of £182k at 31 July 2020 before promotion of the policy was launched. Officers will closely monitor expenditure ensuring spend stays within the agreed cap of £150k.
- 6.2 Appendix 3 shows expenditure through the Scottish Welfare Fund of £241k by 31 July 2020, an increase of £34k in crisis grants and reduction of £21k in community care grants compared with the same period in 2019. The expansion of the scheme agreed in August 2020 to meet not only high priority cases but also medium priority in addition to continuing the 20% uplift in grant levels will help more households facing exceptional pressure and will also help people set up home as house moves resume. Additional expenditure will be met by one-off Scottish Government Funding of £437,000 announced as part of the response to COVID-19.

7.0 SCOTTISH SOCIAL SECURITY AGENCY

- 7.1 The Scottish Social Security Agency Client Support team in Inverclyde comprises 2 advisors and their team leader. The advisors provide one-to-one support and help clients understand what devolved benefits they are entitled to, help them complete applications, support people through the process and any follow up actions relating to their case. The team is based in the Customer Service Centre and is in the process of planning a return to the workplace. The Scottish Government officers are reviewing SIMD data to decide locations for the outreach service. Further vacancies in Inverclyde are to be filled in line with the roll out of the remaining devolved benefits.

- 7.2 The Job Start Payment (JSP) launched on 17 August 2020, the latest in a series of new benefits. JSP is a £250 payment for people aged between 16 to 24 who have a job offer after a period of six months or more on certain benefits to help with the costs of starting a new job, be that clothing, help meeting travel costs or paying for childcare. The qualifying benefit time period requirement does not apply to care leavers.
- 7.3 By 31 May 2020, 2,665 applications had been made for Best Start Grant and Best Start Foods, an increase of 530 applications since 31 December 2019. 69% of applications to date have been authorised for payment. Inverclyde families represent 2% of the caseload.

<u>Best Start Grant and Best Start Foods</u>	Payment from 31.12.2019 until 31.05.2020	Total to 31.05.20
Pregnancy and Baby Payment £600 or £300 per child	£46,200	£202,800
Early Learning Payment £250 per child	£25,500	£153,250
School Age Payment £250 per child	£4,250	£83,500
Best Start Foods £17 or £34 per child/ 4 weekly	£63,393	£95,693

- 7.4 Planning for the delivery of the Scottish Child Payment continues with an announcement on 20 August that applications will open in November and payments will take place from February, 2021. The Child Winter Heating Assistance is a new £200 annual lump sum payment designed to support with winter fuel costs for children and young people who are in receipt of the highest rate of DLA care. Legislation scheduled to be in place by November 2020 is making its way through the parliamentary process.
- 7.5 The latest Carer's Allowance Supplement statistics have been published. At April 2020, 1,585 Carers received the supplement, a twice yearly payment of £230.10. The supplement has been in place since April 2018 and the number who received the payment has ranged from 1,505 when it was first introduced and peaked at 1,630 in October 2019.

8.0 ADVICE SERVICES UPDATE

- 8.1 The financial impact of COVID-19 restrictions has affected groups of people differently. The Resolution Foundation reports that for the lowest income households, the temporary uplift in benefit rates for those who were not working before the crisis has cushioned the financial impacts of coronavirus and pensioner incomes have remained protected. The crisis has however disproportionately affected working adults. The hardest hit sectors of the economy are those associated with low-earnings, over half are estimated to be affected. Typical incomes overall were 4.5%–8% lower in May 2020 than they were in 2019-20 and evidence points to a growing use of high cost consumer credit.
- 8.2 The number of people in Inverclyde claiming welfare benefits and searching for work in May 2020 was 3,190 compared with 2,204 in May 2019. The rate of unemployment was 6.5%. Rising unemployment is certain, with government and think tanks forecasting varying increases.
- 8.3 Benefit conditionality and sanctions were reintroduced in July 2020. The UK Government relaxed the rules relating to conditionality requirements in the claimant commitment at the start of COVID-19 restrictions. For most claimants, failing to carry out tasks associated with the conditions of their commitment could result in their Universal Credit being reduced, removed altogether or sanctioned. Work coaches and jobcentre managers are empowered however to act proactively with claimants to meet their commitments.
- 8.4 The House of Lords Economic Affairs Committee continues to scrutinise Universal Credit and makes proposals for reform. Recommendations are around the provision of non-repayable financial assistance at the start of a claim, removing a degree of the fluctuation in payments and reducing the taper or withdrawn rate. They also recommend that the DWP publish its evaluation of the efficacy of sanctions and that the government should devise a fund for supporting advice to claimants and work alongside local authorities to identify best practice for ongoing and accessible advice.

- 8.5 A range of organisations and individuals, including the Children and Young People's Commissioner for Scotland, have raised the concern that there is an immediate need for emergency financial support to be provided to all low income families to tackle the severe financial hardship being experienced now and to support the Scottish Government's commitment to ending child poverty.
- 8.6 The Scottish Human Rights Commission highlights that households are struggling to stay 'afloat' and that more has to be done by the Scottish Government. Recommendations include expediting provision of the Scottish Child Payment. The Scottish Government has indicated that it will prioritise the delivery of the Scottish Child Payment.

9.0 ANTI POVERTY FUND

- 9.1 At 31 March the balance on the Anti Poverty earmarked reserve was £1.144million of which £450,000 is committed. As part of the consideration by the Committee of the use of the £1million recurring Anti-Poverty initiatives, £72,000 of the earmarked reserve was used to supplement spend on the approved projects.
- 9.2 Proposals for the use of the balance of the Anti-Poverty Fund will be developed as part of the Covid Recovery Plans and the 2021/23 Budget.

10.0 IMPLICATIONS

10.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

10.2 Legal

There are no legal implications arising from this report.

10.3 Human Resources

There are no HR implications arising from this report.

10.4 Equalities

Equalities

- (a) Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required
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(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

10.5 Repopulation

Supporting communities and individuals through initiatives and advice will assist retain people within Inverclyde.

11.0 CONSULTATIONS

11.1 No consultations were required.

12.0 BACKGROUND PAPERS

12.1 None

Appendix 1

Universal Credit - Inverclyde Council

	No. of UC claimants	% of UC claimants with earnings	No. of UC claimants with Council Tax Reduction	No. of UC claimants awarded SWF Crisis Grants
Jun-18	5240	32%	2408	135
Jul-18	5397	32%	2526	125
Aug-18	5527	32%	2607	176
Sep-18	5640	33%	2647	156
Oct-18	5718	33%	2657	127
Nov-18	5804	34%	2690	172
Dec-18	5753	35%	2725	118
Jan-19	5768	34%	2800	198
Feb-19	5597	29%	2823	151
Mar-19	5611	28%	2969	148
Apr-19	5680	28%	3098	142
May-19	5707	28%	3155	153
Jun-19	5749	27%	3134	130
Jul-19	5888	28%	3206	134
Aug-19	6021	25%	3316	169
Sep-19	6039	29%	3441	131
Oct-19	n/a	n/a	3491	145
Nov-19	6154	29%	3438	128
Dec-19	6188	29%	3464	142
Jan-20	6179	28%	3456	208
Feb-20	6392	28%	3491	175
Mar-20	6455	27%	3553	263
Apr-20	7829	30%	3748	300
May-20	8492	30%	3748	162
Jun-20	8685	31%	3978	167

Notes

1. No. of UC claimants is the number of individuals in receipt of Universal Credit either individually or as part of a couple

Discretionary Housing Payments
Position 31.07.20

<u>1/ SSSC (Bedroom Tax)</u>		
Applications Approved	1507	94.54%
Applications Not Eligible/Refused	80	5.02%
Applications Being Assessed	7	0.44%
	1594	
	£	
Paid to Date	1145543	Note 1
2020/21 Budget	1168167	Note 2
(Under)/Overspend	(22624)	
<u>2/ Other DHP Cases</u>		
	£	
2020/21 Budget	307695	Note 3
less : Payments to 31/07/20	125575	
(Under)/Overspend	(182120)	

Notes

- 1/ Represents 98.66% of those households known to be affected by SSSC.
- 2/ Estimate of liability; Scottish Government will meet expenditure in full.
- 3/ Includes £72k Covid-19 allocation and up to £80k Anti-Poverty funding.

Finance Services
31/07/2020

Scottish Welfare Fund
31st July 2020

Calls Answered	3855		
Applications	1957		
Applications Granted	1302	66.53%	
Applications Refused	276	14.10%	Note 3
Applications Withdrawn	317	16.20%	
In Progress	62	3.17%	
Referrals to DWP	76		Note 2
	<u>Spend</u>	<u>Budget</u>	<u>Spend</u>
	<u>£000</u>	<u>£000</u>	<u>%</u>
Crisis Grant paid (1021)	103	584	17.64%
Community Care Grants paid (312) (includes 31 applications paying both CCG & CG)	138	584	23.63%
	<hr/> 241 <hr/>	<hr/> 1168 <hr/>	20.63%

Note 1 1st Tier Reviews awaiting decision = 2
1st Tier Review decisions = 15 (0.95%)
1st Tier Reviews upheld in customer favour = 12 (80.00%)
2nd Tier Reviews = 0 (as % of 1st tier decisions: (0%))
2nd Tier Reviews upheld in customers favour by SPSO = 0 (0%)

Note 2 Referrals to DWP are the number of customers who are awaiting payment of a new claim for Universal Credit from DWP. In these circumstances an application can be made for a UC advance, which is repayable to the DWP.

Note 3 The most common reasons for refusal of claims are, applicants not meeting the eligibility criteria, not being in receipt of a low income or incomplete evidence provided.

Note 4 Core Budget is £1,168,658 of which £447,000 is Covid-19 funding

Report To:	Policy & Resources Committee	Date:	15 September 2020
Report By:	Chief Financial Officer	Report No:	FIN/75/20/AP/LA
Contact Officer:	Allan McDonald	Contact No:	01475 712098
Subject:	ICT Services Performance Update		

1.0 PURPOSE

- 1.1 This report details ICT Services response to the COVID-19 lockdown and provides updates the performance and Channel Shift statistics.

2.0 SUMMARY

- 2.1 In response to the COVID-19 Pandemic lockdown ICT undertook a range of actions detailed in Section 5 of the report and worked with services to enable key workers to work from home or provide flexibility to enable new ways of delivering services.
- 2.2 Due to the nature of the services to be delivered it was a requirement to have the majority of Servicedesk personnel on-site for the duration of the lockdown periods. All other staff worked remotely, some on a rota between home and the office. The performance and dedication of the team over this unprecedented period has been of the highest standard.
- 2.3 Extra equipment and software has been procured and the costs met from the Covid budget allowance however it is likely that further one off and recurring costs will be requested as the new ICT Strategy is developed.
- 2.4 The ICT team is continuing to provide considerable support to schools in terms of replacing kit, the provision of 1,200 new laptops for pupils and to implement investment in Wi-Fi and connectivity approved by the Policy & Resources Executive Sub-Committee.
- 2.5 It can be seen from Appendix 1 that there has been a noticeable shift in aspects of customer interaction with the Council during the Covid period. Face to face contacts have reduced considerably whilst phone and email contacts have increased. Allied to the launch of new on line services covered in the Customer Services report elsewhere in the agenda, it will be interesting to see the extent of any permanent channel shift over coming months.
- 2.6 Based on an assessment of the number of employees who work in this manner and the likelihood that this will continue into 2021 then it is requested that a further £100,000 is allocated to the £80,000 previously approved by Members. This will ensure that all employees carry out DSE assessments in their main places of work and are supplied with appropriate equipment.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee recognises the dedication and achievements of the ICT team throughout the Covid pandemic period to support Council Services.
- 3.2 It is recommended that the Committee notes the performance and updates provided in the report.
- 3.3 It is recommended that the Committee approves the allocation of £100,000 to support flexible and homeworking over coming months whilst offices carry out a review of the current approach to home/flexible working and future office requirements.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The ICT service provides support across ICT hardware, software and security in the Council's Offices, Schools and Libraries. The parameters for this support and how users operate the system are supported by a number of ICT policies which are considered and approved by the Policy & Resources Committee.
- 4.2 ICT Services provides 6 main functions as part of its overall service:
- Servicedesk – Incident Response and Service request
 - Server and System Support
 - Network and Telecommunications
 - Application Support and Development
 - Project Management
 - Cyber Security & Incident Response
- 4.3 In response to the COVID-19 Pandemic lockdown ICT implemented a number of steps detailed below and worked with services to enable key workers to work from home or provide flexibility to enable new ways of delivering services.
- 4.4 Due to the nature of the services to be delivered it was a requirement to have the majority of Servicedesk personnel on-site for the duration of the lockdown periods. All other staff worked remotely, some on a rota between home and the office.

5.0 ICT RESPONSE TO COVID-19

- 5.1 Across both Schools and Offices the majority of ICT equipment is desktop based, typically with a configuration of PC, monitor, keyboard and mouse. Most employees also have a fixed VOIP telephone handset. A number of staff in mainly customer facing roles or roles which require manipulation of large spreadsheets have a two monitor set-up.
- 5.2 On the corporate network there are a good number of staff issued with a laptop/docking station instead of a desktop PC. These tend to be officers who attend meetings at multiple locations or who are required to hot desk – such as a number of HSCP staff in Hector McNeil House.
- 5.3 In response to the announcements around moving to home working and ultimately following full lockdown, ICT began the process of enabling key staff to work from home. Services identified and prioritised staff and submitted lists to ICT via the ECRMT for the issuing of laptops and tablets for remote working. As the pandemic in China had already caused disruption to supply chains, ICT had to utilise a range of equipment ranging from new equipment in stock for the standard refresh, older equipment that had been returned for disposal following replacement and equipment borrowed from schools which had closed at that point.
- 5.4 Across Corporate and Education employees, 485 additional devices were allocated for home working, this included 161 for teaching and school support staff who required access from home. The remaining 324 were provided for home working for Corporate office based staff. This was in addition to the existing devices already configured for remote use. Additionally 29 staff who required specialist equipment and software were authorised to take desktop devices for home use.
- 5.5 As demand for home working grew the number of VPN (SonicWall/Aventail) licences quickly became insufficient for the number of staff home working. The Council had 250 VPN licences and had comfortably worked within that limit for several years. ICT immediately ordered an additional 250 licences however that quickly became insufficient and orders for 200 additional licences quickly followed. A system upgrade was also required prior to this significant increase in capacity.

- 5.6 As staff became accustomed to home working, the lack of telephony and the reliance on email as the only means of communication became an issue. The Council had existing Cisco Jabber desktop telephony licences available and ICT began the deployment of this across the Council to allow staff access to telephony at home. Meet-Me teleconferencing facilities were rolled out across the authority and a number of room based voice conference devices were procured to enable hybrid teleconferencing and meetings to be held.
- 5.7 Further requirement to participate in video conferencing was becoming evident. As the Council already used CISCO telephony products it had an opportunity to make use of a free licence for the WebEx Videoconferencing platform. Since formal implementation on 1 May there have now been over 3,000 meetings held, with 13,000 participants totalling almost 83 full days of meetings on the platform. In support of the Jabber and WebEx roll outs, ICT supplied over 500 headsets for use.
- 5.8 Although sufficient to allow staff to work from home and provide support during the initial lockdown period. It was identified that the older laptops initially deployed would need replaced and that the laptops on loan from the schools would have to be returned as the schools planned for reopening. An order for 355 laptops was placed and a programme to replace the school based laptops in time for schools reopening is almost complete. The backlog of orders outstanding since before lockdown is now being addressed and the replacement of older devices is being assessed in conjunction with services to plan a replacement programme.
- 5.9 Across all platforms the Council has seen significant increases in the tools required for home and remote working, including repurposed meeting room and pool laptops.

Active Devices	Pre-Covid	Post Covid	Cost
Laptops	808	1172	£144k
Tablets	106	126	£18.5k
Desktops	834	627	Stored for refresh

- 5.10 Existing projects are being re-evaluated to ensure that they will support new and flexible ways of working. Increasing online access to Council Services, implementing tools such as expanding electronic document management to allow remote access and improved workflow for teams working remotely.
- 5.11 Section 2 of Appendix 1 shows that calls to the servicedesk remained at similar or higher levels before, during and after lockdown. This was in addition to the work detailed above. Attainment levels remained at a similar level as prior to lockdown.

6.0 SUPPORT TO EDUCATION SERVICES

- 6.1 In order to support schools for the return of pupils, ICT technicians were located in schools to refresh 305 desktops PCs in Technical departments and replace the 108 school based devices issued to corporate users to allow them to work from home.
- 6.2 Laptops issued to teachers and other school based staff will be returned to schools and reimaged for classroom use by the end of August.
- 6.3 As reported previously 1,200 laptops (350 with 4G capability built-in) have been ordered and received for the use of pupils in support of the Connect Scotland programme to mitigate digital exclusion. More detail regarding this was reported to the Education & Communities Committee.

7.0 ICT AND DIGITAL STRATEGIES

- 7.1 It can be seen from Appendix 1 that there has been a noticeable shift in aspects of customer interaction with the Council during the Covid period. Face to face contacts have reduced considerably whilst phone and email contacts have increased. Allied to the launch of new on line services covered in the Customer Services report elsewhere in the agenda it will be interesting to see the extent of any permanent channel shift over coming months.

- 7.2 It can also be seen from the appendix that there has been a major reduction in face to face payments which includes payments received through the mail. This has understandably been driven by the closure of the cashier facility in the CSC and officers are closely monitoring any impact on Council Tax and Sundry Debt Collection levels.
- 7.3 As covered in the Debt Recovery report elsewhere in the agenda, there has been an increase in Direct Debits which now make up 80% of all Council Tax payments.
- 7.4 The Committee is due to consider refreshed ICT and Digital Strategies over the next 6 months. The experience of service delivery to employees and the public over the Covid pandemic will be a significant factor when developing the refreshed strategies. The ICT Strategy in particular will be prepared in conjunction with a review of the experience of remote/home working during the pandemic and a review of the Council's future office requirements. This is a major piece of work and will be reported to Members as part of the consideration of the 2021/23 Budget.
- 7.5 In advance of consideration of the revised ICT Strategy there is a need to ensure that those employees who work at home or spend a reasonable proportion of their week working at home have the requisite equipment/furniture. Based on an assessment of the number of employees who work in this manner and the likelihood that this will continue into 2021 then it is requested that a further £100,000 is allocated to the £80,000 previously approved by Members. This will ensure that all employees carry out DSE assessments in their main places of work and are supplied with appropriate equipment.

8.0 IMPLICATIONS

8.1 Finance

Financial Implications:

One Off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
ICT	Equipment	20/21	100		Fund from the Covid budget allowance
ICT	Software	Aug20 – Aug21	40	Travel & Subsistence	For webex host licences for 12 months. Services to fund from savings in travel budgets

Annually Recurring Costs/ (Savings)

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

8.2 Legal

There are no legal implications arising from this report.

8.3 Human Resources

All employee implications are detailed in the report..

8.4 Equalities

There was a full equalities impact assessment carried out when the initial ICT/Digital Strategies were prepared and as such an equalities impact assessment is not required at this time.

(a) Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

8.5 Repopulation

The provision of modern and responsive services will help promote the area and contribute towards stabilising the areas population.

9.0 CONSULTATIONS

9.1 The CMT support the spend proposals in this report.

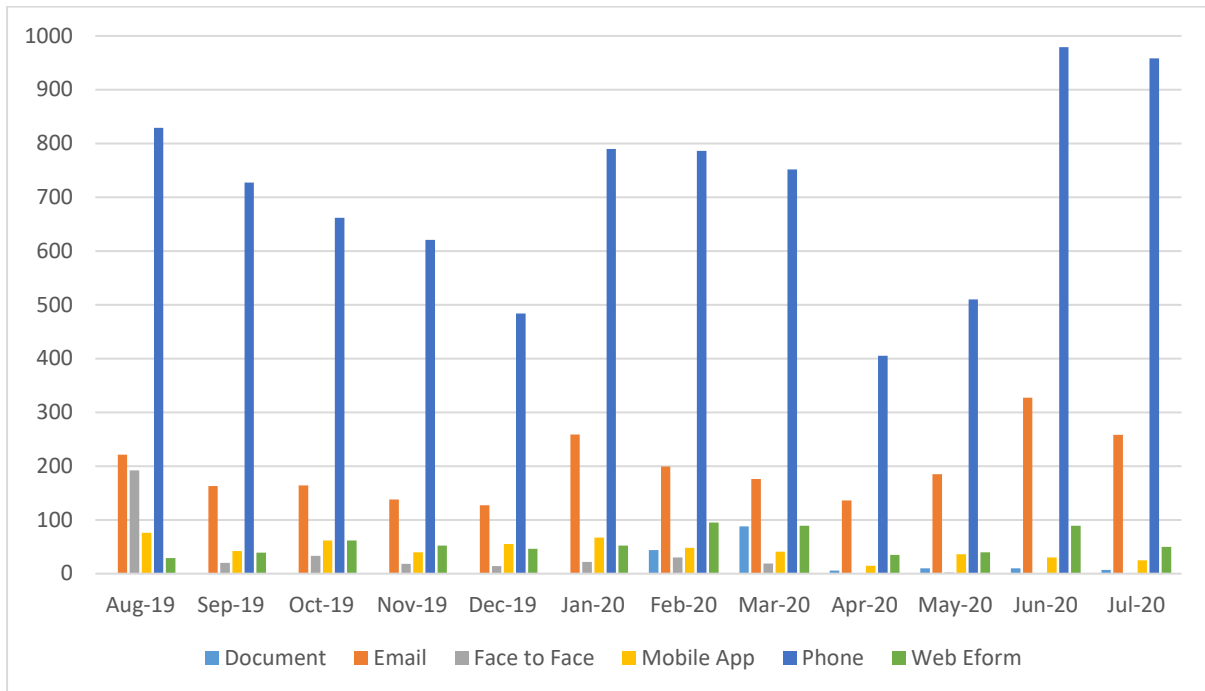
10.0 BACKGROUND PAPERS

10.1 Digital Strategy 2017 – 2020 and ICT Strategy 2017 - 2020

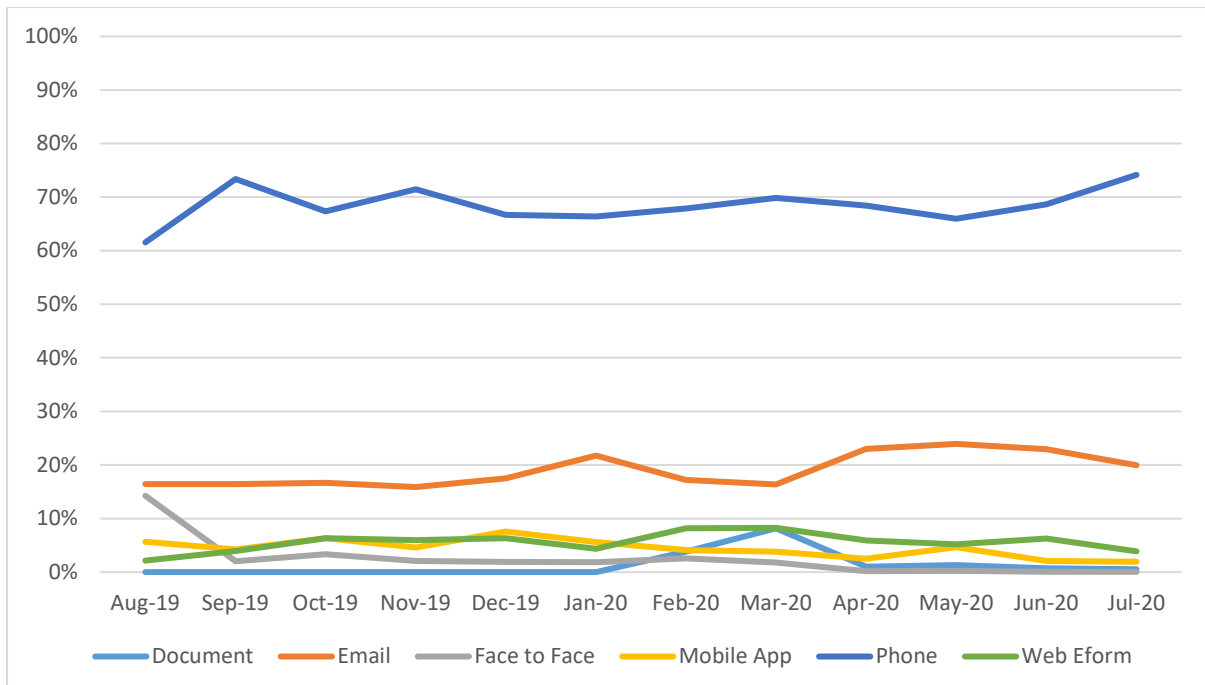
Appendix 1 – Performance Statistics – 31st July 2020

Section 1 – Channel Shift

1.1 Total Number of Requests by Channel



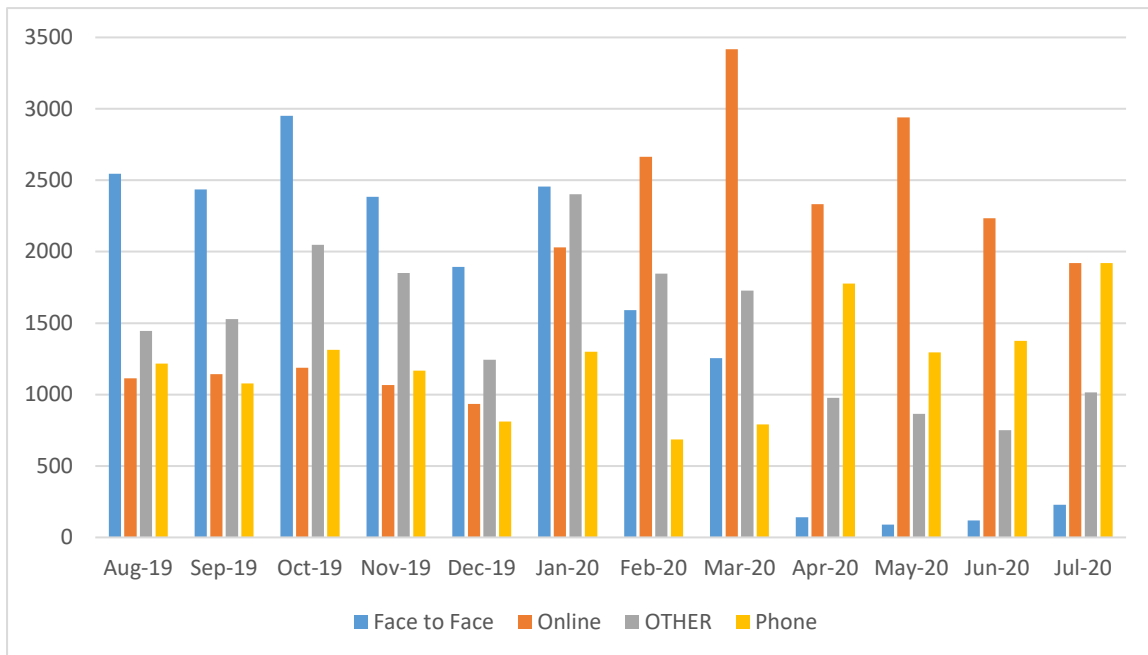
1.2 Percentage of Requests by Channel – Trend



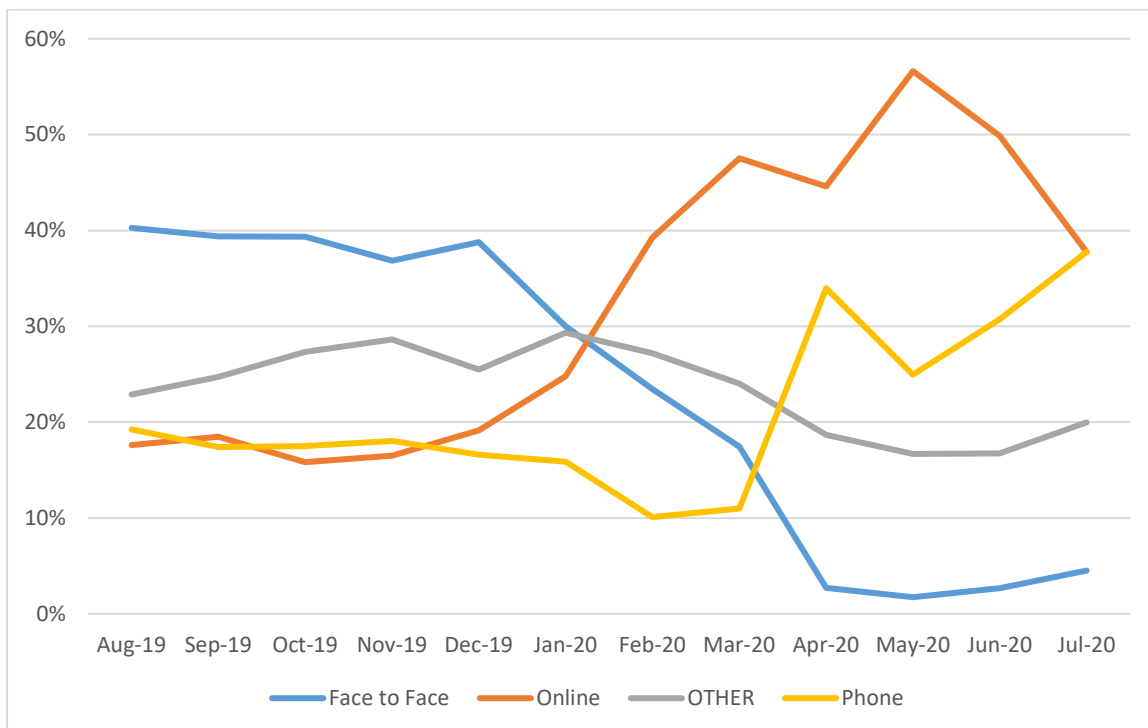
Service report data : Abandoned Vehicles, Bins and Bags, Dog Fouling, Graffiti, Grounds Maintenance, Illegal Dumping & Fly Tipping, Potholes, Refuse Collection & Litter, Roads and Footpaths, Stair, lighting, Street & Traffic Lights, Street Cleaning, Uplifts, Winter Planning, Winter Planning Grit Bin, Winter Planning Pavements

Inbound emails only. New Category recorded from Feb 20 – Document. Web eform does not include Waste Permit requests.

1.3 Total Number of Payments by Channel



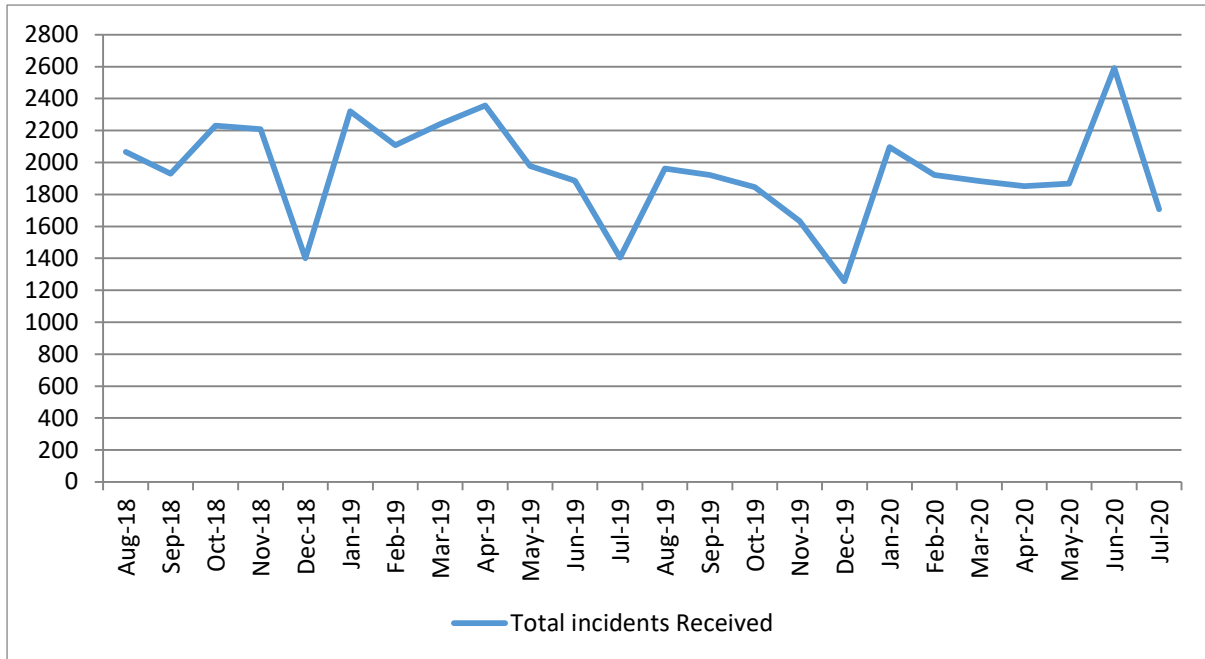
1.4 Percentage of Payments by Channel – Trend



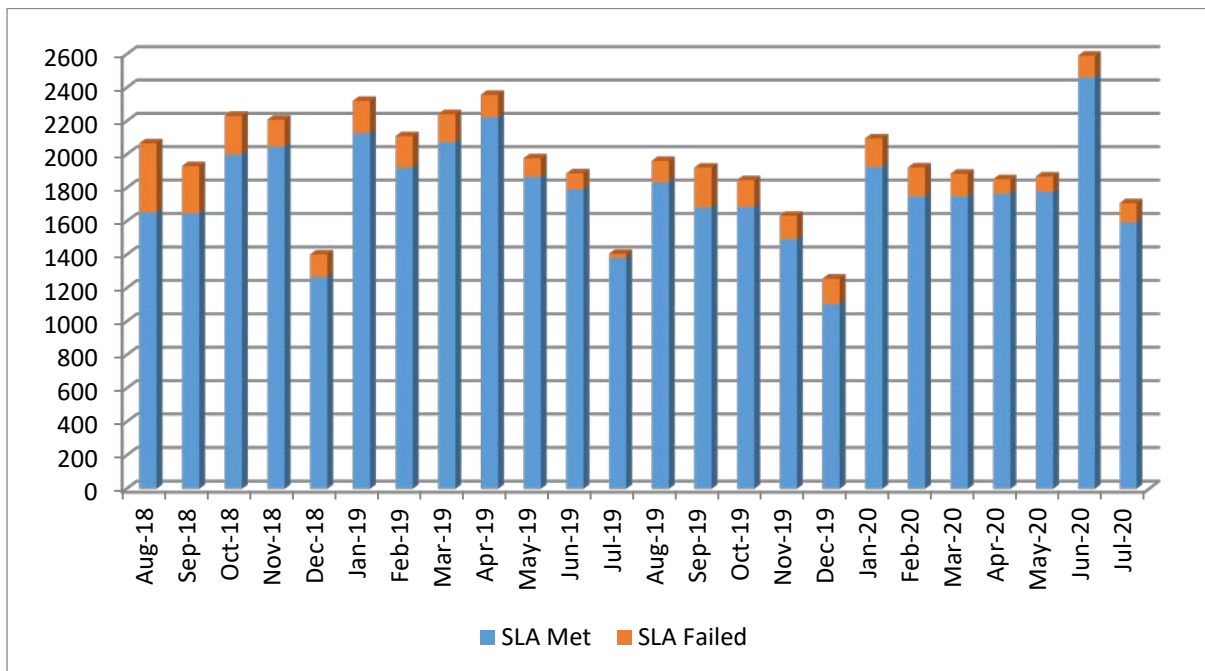
Section 2 - Servicedesk

2.1 Incidents

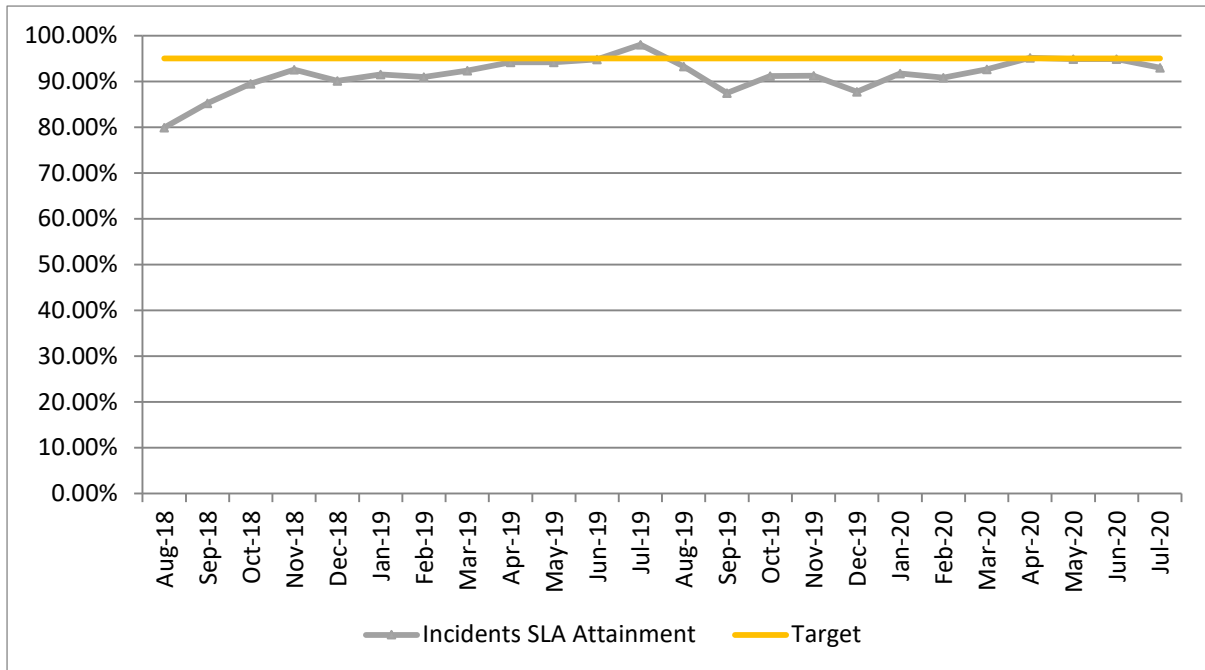
Incidents Received



2.1.1 - Incidents Met/Failed within SLA



2.1.2 - Monthly Service Level Attainment - Incidents



SLA Details

VIP Users

Priority	Target Resolution Time
Critical	3 hours
High	4 hours
Normal	7 hours
Low	21 hours
Long Term	No target

Standard Users

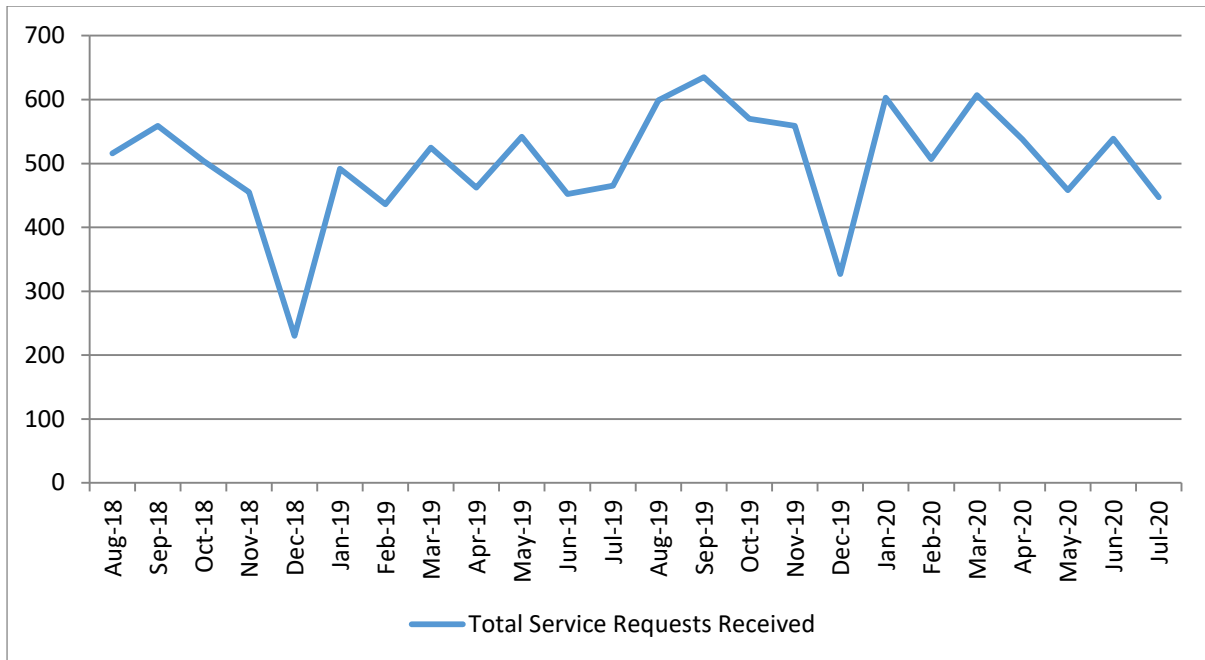
Priority	Target Resolution Time
Critical	4 hours
High	7 hours
Normal	21 hours
Low	35 hours
Long Term	No target

SLA Attainment is 95% of incidents resolved within Target Resolution Time (90% until July 2017)

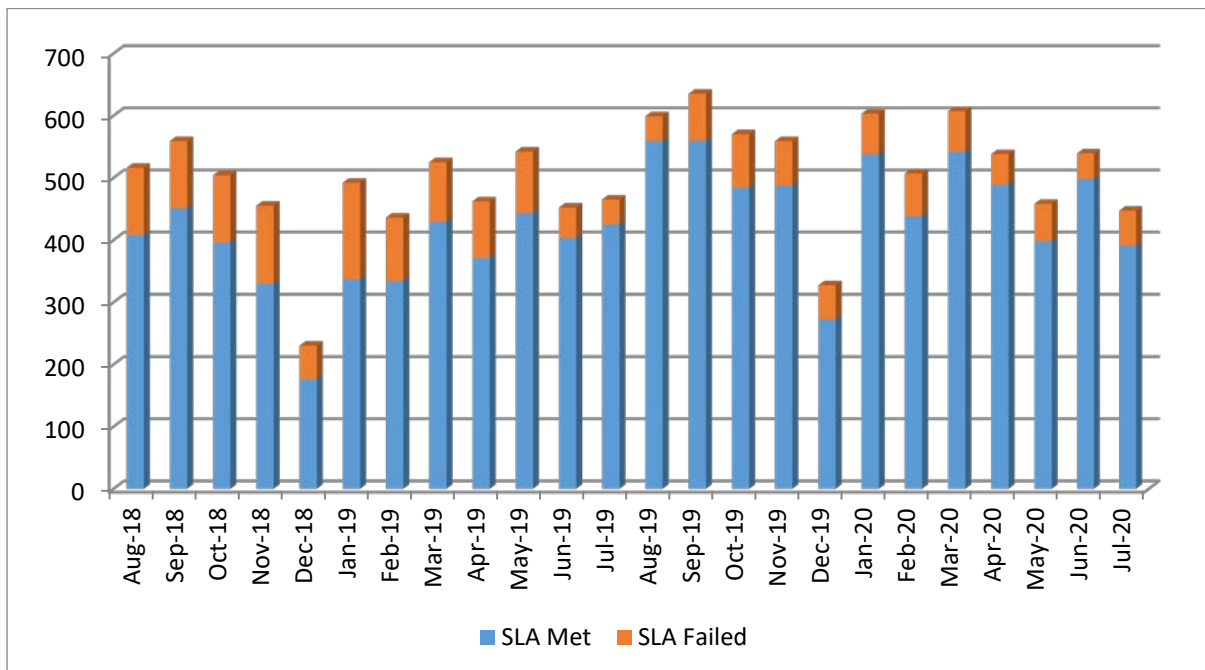
A typical Service request is unlocking a user account or password, software errors, PC faults, PDA, whiteboard and projector issues.

2.2 - Service Requests

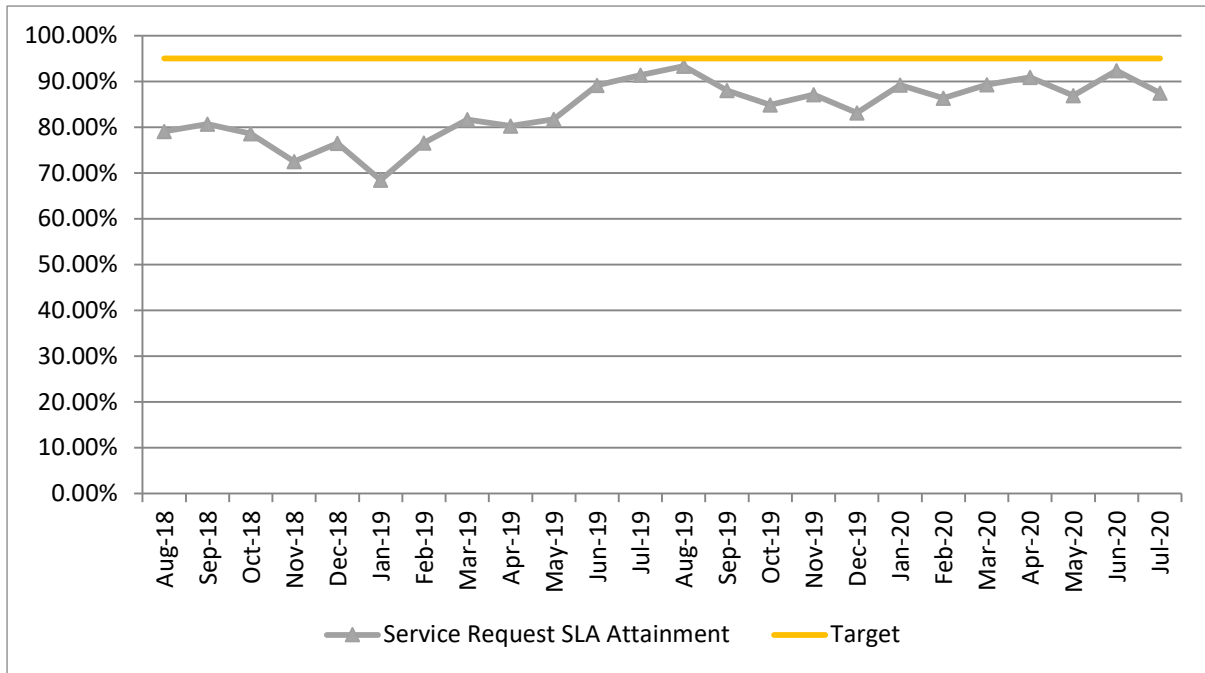
2.2.1 - Service Requests Received



2.2.2 - Service Requests Met/Failed within SLA



2.2.3 - Service Level Attainment – Service Requests



SLA Attainment is 95% of incidents resolved within Target Resolution Time (90% until July 2017)

A typical Service request is provision of a new user account, a new PC or Laptop, relocation of existing services.

Report To:	Policy and Resources Committee	Date:	15 September 2020
Report By:	Head of Organisational Development, Policy & Communications	Report No:	HR/13/20/SMcN
Contact Officer:	Steven McNab	Contact No:	01475 712015
Subject:	Workforce Information and Activity Report (WIAR) 2019/2020		

1.0 PURPOSE

1.1 The purpose of this report is to advise the Policy and Resources Committee of key workforce information and activity for the year 1 April 2019 to 31 March 2020. This annual report has been provided to the Corporate Management Team in recent years to support workforce planning and has been submitted to the Policy and Resources Committee the past two years to provide Members with a useful overview of workforce activity and analysis.

2.0 SUMMARY

2.1 The Workforce Information and Activity Report is designed to be informative and to encourage participation in organisational development and workforce planning Activity. The content includes key information on attendance, performance and workforce demographics.

2.2 Workforce Information and Activity Reports are published quarterly for the full Council and by Directorate too. A yearly WIAR (Full Council) is also produced at the end of each (financial) year which includes comparison with other years in the interests of showing trends and other developments.

2.3 At the Policy & Resources Committee in August 2017 it was agreed that the Workforce Information and Activity Report would be submitted here on an annual basis.

2.4 The latest yearly Workforce Information and Activity Report for the year 1 April 2019 to 31 March 2020 is attached as Appendix 1 which includes a comparison with the previous two years in some key areas.

3.0 RECOMMENDATION

3.1 It is recommended that the Policy and Resources Committee:

- Notes the content of the Workforce Information and Activity Report for 2019/2020 outlined in Appendix 1.

Steven McNab
Head of Organisational Development,
Policy and Communications

4.0 BACKGROUND

- 4.1 Workforce Information and Activity Reports (WIAR) were first produced in 2013 to help inform workforce planning decisions by the Extended Corporate Management Team and also to inform management of key performance information in relation to the workforce. The content of the reports has been expanded in recent years to encourage organisational development and workforce planning activity across a range of workforce analytics. It's recognised that the continued success of Organisation Development (OD) across the Council very much depends on good workforce data which helps to identify needs in key areas.
- 4.2 Workforce Information and Activity Reports are developed quarterly for the full Council and by Directorate too. A Yearly WIAR (Full Council) is also produced at the end of each (financial) year which includes comparison with other years in the interests of showing trends and other developments. Reports are distributed widely via senior officers and come with a separate 'to do' activity check list. The Health and Social Care Partnership quarterly WIAR also includes NHS side information and is presented to the Staff Partnership Forum.
- 4.3 Over time the report content has become standard and includes attendance, performance and workforce demographics which assist in focusing on and analysing trends across the workforce. The content of these WIAR reports is considered by the Corporate Workforce Planning and Development Group to help inform key workforce planning actions and HR policy decisions. The content of these reports is also shared and discussed with the trade unions at regular liaison meetings.

5.0 KEY WORKFORCE INFORMATION AND ACTIVITY SUMMARY

- 5.1 Attendance is reported annually alongside many other measures via the Local Government Benchmarking Framework (LGBF), each measure is commonly referred to as a Statutory Performance Indicator (SPI). It should be noted that there has been a slight increase in attendance levels reported for 2019/2020 with 9.2 workdays lost per employee compared to 9.0 days in 2018/19. It should be noted that around 45% of employees had no days of sick leave for the period 2018/2019.
- 5.2 Performance Appraisal is reported annually as a Key Performance Indicator (KPI) that is, for our own internal purposes and the target for completed appraisals is 90%. The 2019/20 analysis shows that 48% of performance appraisals have been received however due to the current global pandemic managers have until September 2020 to submit these. The appraisal process is supported by 7 core competencies which are applicable to all employees, with senior managers subject to additional 3 competencies.
- 5.3 Employee Demographics and Workforce Planning – provides factual information concerning the composition of our workforce:
 - Number of employees has increased in the past year from 4087 in 2018/19 to 4109 in 2019/20; also the number of FTE employees has increased slightly from 3347.51 FTE in 2018/19 to 3367.99 FTE in 2019/20
 - 50% of our employees are full time and 50% are part time. This is a slight change to last year were 49% were part time and 51% were full time.
 - 81% of our employees have permanent employee status and 19% of our employees have temporary employee status. In 2018/19 83% of our employees had a permanent status an 17% were temporary
 - Employee turnover sits at just above 9.42% which is typical across the sector. In 2018/19 the turnover rate 8.22%

- 29% of our employees are aged over 56 years old compared to 5% aged under 25 years old – this is typical of the sector but we have seen a 2% increase in employees aged over 56 years.
- 75% of our employees are female and 25% are male. This is the same as last year.

5.4 Other HR/OD Support Activity –

- The number of disciplinary hearings have increased slightly from 49 in 2018/19 to 51 in 2019/20.
- There were 33 Grievances/Dignity and Respect at Work Forms submitted in 2019/20 which is the same as 2018/19.
- Approximately 40% of our workforce pay trade union subscriptions via the payroll system. It is estimated that approximately 53% of our work force are trade union members, similar to last year.
- Worklife balance requests show an upward trend sitting at 95 received for 2019/2020. 87 requests were made in 2018/19.
- 224 employees have utilised the buy and bank leave scheme which is also indicative of an upward trend. In 2018/19 190 employees utilised this scheme
- 64 employees have taken advantage of our cycle to work scheme, which is a decrease from last year – 75 in 2018/19
- 87 employees participated in our child care voucher scheme which is a decrease from last year's total of 106.

Further detail on the above areas is covered in the full Workforce Information and Activity Report attached at Appendix 1.

6.0 PROPOSALS

- 6.1 It is proposed that the Policy and Resources Committee notes the content of the Workforce Information and Activity Report for 2019/2020 outlined in Appendix 1.

7.0 IMPLICATIONS

7.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

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

7.2 **Legal**

N/A

7.3 **Human Resources**

The content of the Workforce Information and Activity Report will assist to inform organisational development actions and HR Policy.

7.4 **Equalities**

(a) Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

NO - This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

X

YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.

NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

X

YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

NO

8.0 CONSULTATIONS

8.1 WIAR reports are widely distributed:

- Chief Executive/Corporate Directors/Heads of Service
- Service Managers/Team Leaders (+ pass on to all employees)
- Trade Union Liaison Group
- HSCP – Staff Partnership Forum

9.0 LIST OF BACKGROUND PAPERS

9.1 Yearly Workforce Information and Activity Report Full council version 2019/2020 (Appendix 1).

Yearly Workforce Information and Activity Report (WIAR) Full Council



April 2019 to March 2020

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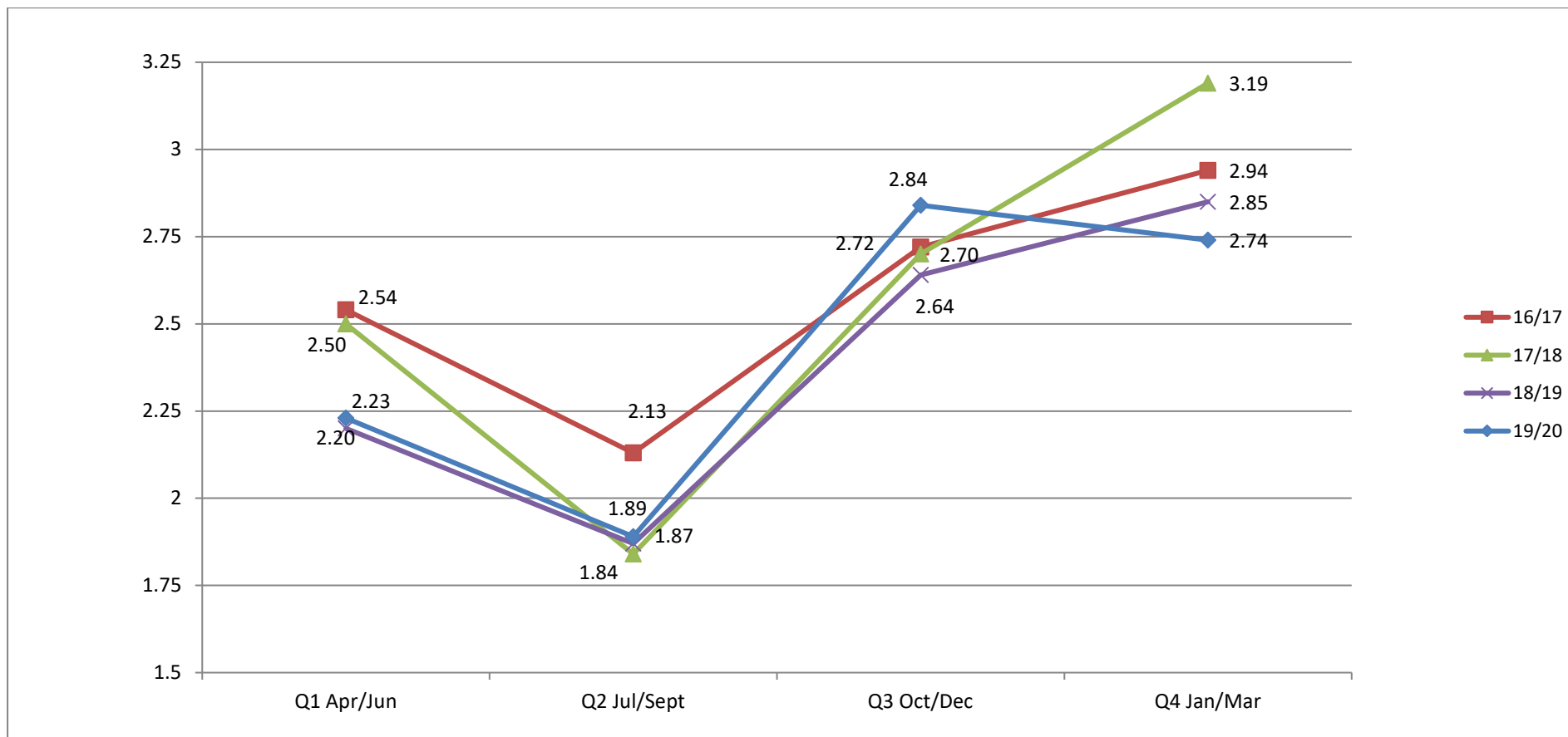
This Yearly WIAR includes 2019/2020 information and also a comparison against 2016/2017, 2017/18 and 2018/19 (where possible).

Please note that figures contained within this document may not reflect Q1 to Q4 of the quarterly full council report due to reporting measures which had to be undertaken due to covid-19.

1. Attendance and Performance Appraisal Information

a. Absence Chart & Breakdown

This shows the 4 quarters in 16/17, 17/18, 18/19 and 19/20 for comparison.



	19/20	18/19	17/18	16/17
Work Days Lost per FTE Employee (Inverclyde Council target: 9 days)	9.18	9.04	9.22	9.45

b. Absence Rates by Directorate Breakdown

Directorate	Workdays lost per FTE employee in 19/20	Workdays lost per FTE employee in 18/19	Workdays lost per FTE employee in 17/18	Workdays lost per FTE employee in 16/17
HSCP	12.96	12.44	14.57	11.96
ECOD	7.69	7.26	6.58	7.72
ERR	8.70	10.12	9.84	10.59
CE	0.59	2.31	3.96	1.77
Full Council	9.18	9.04	9.22	9.45

c. Absence Rate Breakdown by Reason for Absence

Reason for Absence	% of Workdays lost per FTE employee in 19/20	% of Workdays lost per FTE employee in 18/19	% of Workdays lost per FTE employee in 17/18	% of Workdays lost per FTE employee in 16/17
Accidents	0.89	1.34	1.88	0.67
Major Medical/Surgery	15.98	18.02	20.61	21.08
Maternity Related Illness	1.56	1.55	1.38	0.63
Mental Health	31.66	26.18	26.40	25.23
Musculoskeletal	20.34	19.76	19.70	23.34
Virus/Short Term	29.57	33.15	30.03	29.05

d. Employees Days Absence

Number of days off sick	Number of Employees 19/20	Number of Employees 18/19	Number of Employees 17/18
9 days or less	1371 (33%)	1485 (36.5%)	1451 (35%)
10 days or more	898 (21.5%)	991 (24%)	1007 (25%)
Zero Days absence	1876 (45.5%)	1611 (39.5%)	1644 (40%)

e. Performance Appraisals

The target for 19/20 was 90%; the position at the moment for 19/20 is 34%; however due to the pandemic the deadline has been extended to September 2020.

Directorate	% Received 19/20	% Received 18/19	% Received 17/18	% Received 16/17
HSCP	52%	98%	96%	81%
ECOD	35%	97%	90%	97%
ERR	71%	97%	96%	99%
CE	100%	100%	100%	100%
Total	48%	97%	94%	93%

2. Employee Demographics

a. Employee Numbers & Variances

Table includes actual number of employees (full time, part time, temporary & permanent).

Directorate	Mar 2020 - No. of employees	Mar 2019 - No. of employees	Mar 2018 - No. of employees	Mar 2017 - No. of employees	Full Time Equivalent (FTE*) 2020	Full Time Equivalent (FTE*) 2019	Full Time Equivalent (FTE*) 2018	Full Time Equivalent (FTE*) 2017
HSCP	1101	1036	1044	1038	877.95	831.92	840.1	834.69
ECOD	2350	2414	2064	1963	1864.50	1906.92	1686.4	1616.38
ERR	651	630	986	986	618.74	601.87	810.37	808.40
CE	7	7	8	9	6.8	6.8	7.8	9.81
TOTAL	4109	4087	4102	3996	3367.99	3347.51	3344.67	3269.28

*Full Time Equivalent is number of full time posts

b. Part Time v Full Time Employees

	March 2020	% of total workforce 2020	March 2019	% of total workforce 2019	March 2018	% of total workforce 2018	March 2017	% of total workforce 2017
Part Time Employees	2037	50	2033	49	2022	49	1936	48
Full time Employees	2072	50	2054	51	2080	51	2060	52

c. Perm v Temp Employees

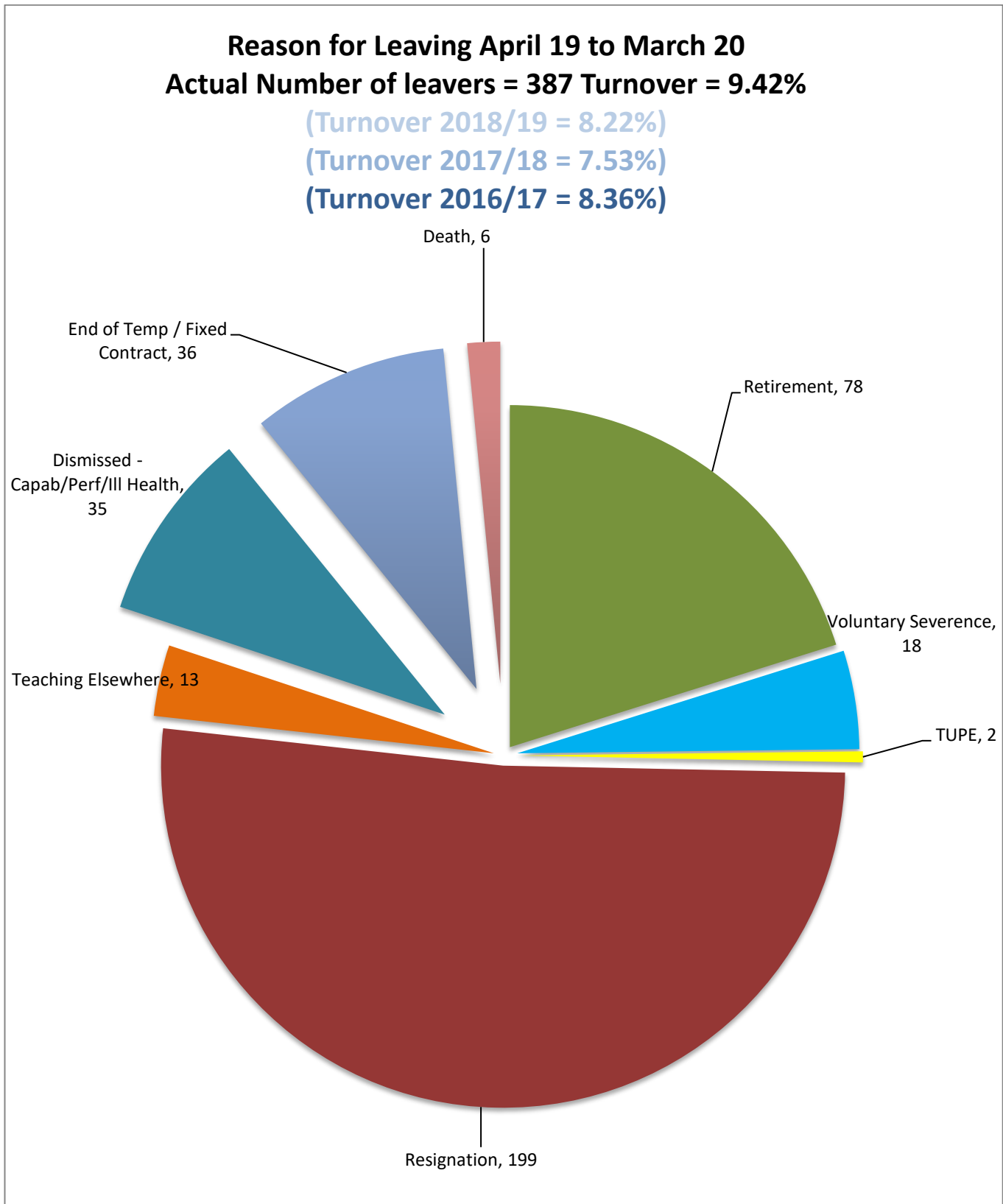
	March 2020	% of total workforce 2020	March 2019	% of total workforce 2019	March 2018	% of total workforce 2018	March 2017	% of total workforce 2017
Permanent Employees (includes Temp Occupied by Perm)	3347	81	3401	83	3494	85	3528	88
Temporary Employees	762	19	686	17	608	15	468	12

d. Modern Apprentice Breakdown

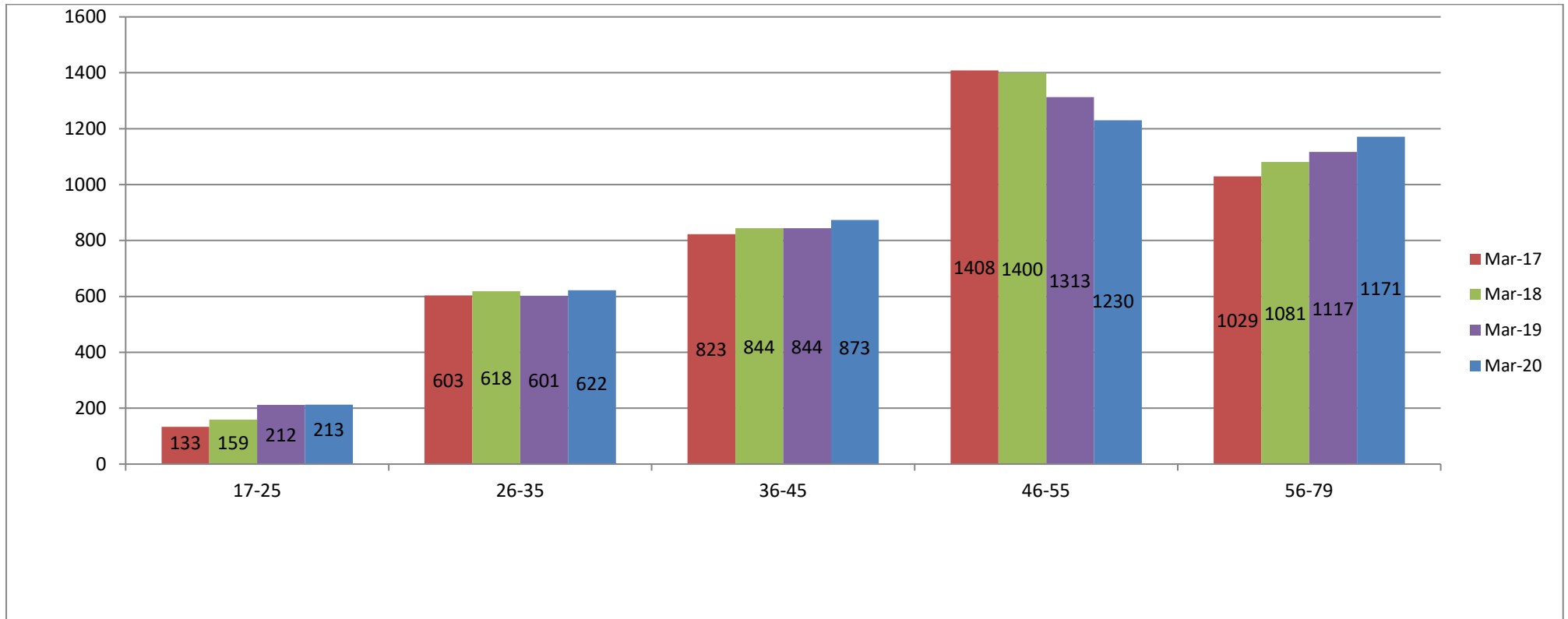
Directorate	No. of Modern Apprentices 19/20	<i>No. of Modern Apprentices 18/19</i>	<i>No. of Modern Apprentices 17/18</i>	<i>No. of Modern Apprentices 16/17</i>
HSCP	3	3	4	4
ECOD	24	17	7	7
ERR	9	13	13	11
CE	0	0	1	1
TOTAL	36	33	25	23

e. Reason for Leaving – Turnover

The pie chart below displays the number of leavers for 19/20 and reasons for leaving.



f. Age Profile



	% 17-25	% 26-35	% 36-45	% 46-55	% 56-79
March 2020	5	15	21	30	29
March 2019	5	15	21	32	27
March 2018	4	15	21	34	26
March 2017	3	15	21	35	26

g. Grade Breakdown

Grade Range	Employees in Range March 20	Employees in Range March 19	Employees in Range March 18	Employees in Range March 17	% of Workforce March 20	% of Workforce March 19	% of Workforce March 18	% of Workforce March 17
1-6 (A – G)	2715	2677	2711	2622	66	65	65	65
7-9 (H – J)	358	354	359	358	9	9	9	9
10 & above (K & Above)	150	152	145	142	3.5	4	4	4
Basic Teacher	629	633	607	629	15	14	15	15
Principal Teacher	150	168	171	147	3.5	5	4	4
Head Teacher/Depute Head Teachers	79	72	78	69	2	2	2	2
Psychologists	9	10	10	9	0.3	0.3	0.3	0.3
QIO	4	6	6	6	0.2	0.2	0.2	0.2
Chief Officers	15	15	15	14	0.5	0.5	0.5	0.5

h. Employees Covered by the Living Wage

Note: includes SJC employees only. New pay and grading model was introduced in April 2019.

Directorate	Number of Employees 19/20	% of Total Employees in Directorate 19/20	Number of Employees 18/19	% of Total Employees in Directorate 18/19	Number of Employees 17/18	% of Total Employees in Directorate 17/18
HSCP	0	0	122	12	137	13
ECOD	0	0	864	57	482	23
ERR	0	0	65	10	399	40
CE	0	0	0	0	0	0
TOTAL	0	0	1,051	33	1,018	25

i. Employees in Pension Scheme

Directorate	Number of Employees 19/20	% of Total Employees in Directorate 19/20	Number of Employees 18/19	% of Total Employees in Directorate 18/19	Number of Employees 17/18	% of Total Employees in Directorate 17/18
HSCP	966	88	918	88	912	87
ECOD	2146	90	2072	86	1873	91
ERR	588	93	580	92	772	73
CE	7	100	7	100	8	100
TOTAL	3707	89	3577	88	3565	87

j. Salary Protection/Responsibility Allowance

Within 19/20 there was **0** employees paid responsibility allowances, **2** employees' paid conserved salaries and **12** employees were paid salary protection. Please note that the figures in brackets are those that are still live and ongoing.

Directorate	2019/20			2018/19			2017/18			2016/17		
	Resp Allowance	Conservation (teachers only)	Salary Protection (SJC only)	Resp Allowance	Conservation (teachers only)	Salary Protection (SJC only)	Resp Allowance	Conservation (teachers only)	Salary Protection (SJC only)	Resp Allowance	Conservation (teachers only)	Salary Protection (SJC only)
HSCP	0	0	1	0	0	3	0	0	1	0	0	3
ECOD	0	2	7 (3)	9	6	7 (4)	14	34	2	16	13	1
ERR	0	0	4	0	0	5 (2)	0	0	3	1	0	2
CE	0	0	0	0	0	1	0	0	0	0	0	0
TOTAL	0	2	12	9	6	16	14	34	6	17	13	6

k. Contractual Overtime

Over 18/19 there were **25** paid contractual overtime. Please note that the figures in brackets are those that are still live and ongoing.

Directorate	No. of Employees 19/20	No. of Employees 18/19	No. of Employees 17/18	No. of Employees 16/17
HSCP	0	0	0	0
ECOD	10 (10)	10 (10)	10	10
ERR	14 (14)	14 (14)	15	20
CE	0	0	0	0
TOTAL	24	24	25	30

l. Night Work (Atypical Night Payments)

Please note that the figures in brackets are those that are still live and ongoing.

Directorate	Paid in 19/20		Paid in 18/19		Paid in 17/18	
	No. of employees working nights as normal work pattern	No. of employees occasionally undertaking night	No. of employees working nights as normal work pattern	No. of employees occasionally undertaking night	No. of employees working nights as normal work pattern	No. of employees occasionally undertaking night work
HSCP	28 (28)	18 (12)	31 (29)	18 (10)	33 (31)	25
ECOD	0	1	0	2 (2)	4 (3)	2
ERR	0	18 (4)	4 (4)	10	0	11
CE	0	0	0	0	0	0
TOTAL	28	37	35	30	37 (34)	38

m. Contractual Atypical Allowances

Contractual Allowance – not paid by timesheet.

Directorate	Number of Employees 19/20	Amount Paid 19/20 £	Number of Employees 18/19	Amount Paid 18/19 £	Number of Employees 17/18	Amount Paid 17/18 £
HSCP	417	227,564.99	446	219,707.01	337	179,948.43
ECOD	14	5,073.92	16	5,765.17	45	40,458.53
ERR	39	39,774.99	38	39,098.66	10	4,126.26
CE	0	0	0	0	0	0
TOTAL	470	272,413.90	500	264,570.84	392	224,533.22

n. Gender Breakdown

Gender	No. Of Employees March 20	No. Of Employees March 19	No. Of Employees March 18	No. Of Employees March 17	% of Workforce March 20	% of Workforce March 19	% of Workforce March 18	% of Workforce March 17
Female	3110	3088	3089	3002	75.69	75.56	75.30	75.12
Male	999	999	1013	994	24.31	24.44	24.70	24.88

3. Sessional Worker Activity – Workforce Planning

Directorate	No of Sessional Workers March 20	No of Sessional Workers March 19	No of Sessional Workers March 18	No of Sessional Workers March 17
HSCP	99	80	98	108
ECOD	347	366	354	246
(Supply Teachers)	212	189	205	214
ERR	2	3	1	2
TOTAL	660	638	658	570

Quarterly reports are sent out to all services on sessional usage and supply stats are done at the end of every term.

4. Human Resources Support Activity

a. Vacancies Handled

There were **650** posts advertised:

Posts Status	Total 19/20	%	Total 18/19	%	Total 17/18	%	Total 16/17	% 16/17
Open	170	26.46	52	9.31	79	15.58	124	18.96
Closed / Filled	413	63.53	412	73.84	367	72.38	429	65.60
Unfilled / Held	15	2.32	26	4.66	8	1.58	24	3.66
Withdrawn	50	7.69	68	12.19	53	10.46	77	11.78
TOTAL	650	100	558	100	507	100	654	100

Of the 413 closed adverts in 19/20; 10 of them were filled by internal applicants

b. HR Admin & Payroll Activity

	2019/20	2018/19	2017/18	2016/17
Change Forms, New Starts & Leavers Processed	1907	1879	1852	1497

Timesheets Processed In:	2019/20	2018/19	2017/18	2016/17
Paper	7,764	8,364	8,251	8,347
Electronic Timesheets	80,407	85,027	86,695	82,612
TOTAL	88,171	93,391	94,946	90,959

c. Overtime Hours Worked

Directorate	Overtime At 1.5		OT Pub Hols At 2.0		Grand Total 19/20		Grand Total 18/19		Grand Total 17/18	
	£	Hours	£	Hours	£	Hours	£	Hours	£	Hours
HSCP	405,243.40	19,869.75	18,806.35	717.94	424,049.75	20,587.69	329,821.10	17,196.59	253,449.89	12,676.24
ECOD	150,144.22	10,239.10	0.00	0	150,144.22	10,239.10	115,926.73	9,029.80	43,880.53	2,622.57
ERR	546,345.86	30,133.80	4,574.82	205.5	550,920.68	30,339.30	438,661.16	26,015.77	554,527.06	35,021.82
CE	0	0	0	0	0	0	0	0	0	0
TOTAL	1,101,733.48	60,242.65	23,381.17	923.44	1,125,114.65	61,166.09	884,408.99	52,242.16	850,857.48	50,320.63

Note: the above figures do not include the additional 8.3% holiday pay

Additional Basic

Directorate	Additional Basic At Plain Time 19/20		Additional Basic At Plain Time 18/19		Additional Basic At Plain Time 17/18	
	£	Hours	£	Hours	£	Hours
HSCP	620,939.16	55,912.11	538,701.67	52,438.65	528,858.37	52,052.57
ECOD	366,099.71	38,805.49	294,254.99	35,707.61	185,818.02	19,341.95
ERR	52,943.49	5,164.36	52,890.38	5,549.29	213,444.89	27,773.56
CE	0	0	0	0	0	0
TOTAL	1,039,982.36	99,881.96	£885,847.04	93,695.55	928,121.28	99,168.08

d. Employee Relations Activity

	2019/20		2018/19		2017/18		2016/17	
Investigations (relating to Disc, Grievance & D&R)	57		56		58		52	
Disciplinary	51		49		43		50	
Grievance & Dignity and Respect Submissions	33		33		14		19	
Absence Cases Supported (AM forms received - not all cases require HR involvement)	281		281		295		426	
Letters of Concern Issued	119		106		113		129	
Union Members (figures collected from check off only (excluding EIS members)*)	1581 (38.48%)		1631 (39.90%)		1638 (39.93%)		1631 (40.81%)	
Trade Union Activity (hours)	4,221.98		4,159.68		3,942.56		3768.10	
Work Life Balance Request	Received	95	<i>Received</i>	87	<i>Received</i>	83	<i>Received</i>	70
	Approved	91	<i>Approved</i>	78	<i>Approved</i>	73	<i>Approved</i>	62
Grades of those approved for Work Life Balance	1-6 (A-G)	59	<i>A-G</i>	47	<i>A-G</i>	42	<i>A-G</i>	37
	7 (H) & Above/Teacher	32	<i>H & Above/Teacher</i>	31	<i>H & Above/Teacher</i>	31	<i>H & Above/Teacher</i>	25
TOIL Request for Approval	114		193		114		120	
TOIL Taken (days)	71		92		64.5		49	

Note: EIS numbers not available as not paid by payroll deduction, also some members moved to check off.

e. New Start and Leavers Survey

Number of New Starts and Leavers Surveys sent and completed

Directorate	Leaver Survey 19/20		New Employee Survey 19/20		Leaver Survey 18/19		New Employee Survey 18/19		Leaver Survey 17/18		New Employee Survey 17/18	
	Sent	Completed	Sent	Completed	Sent	Completed	Sent	Completed	Sent	Completed	Sent	Completed
CE	0	0	0	0	0	0	0	0	1	0	2	1
HSCP	70	23	75	21	66	23	90	28	42	11	70	23
ECOD	134	39	156	51	198	49	89	30	117	44	159	44
ERR	37	15	42	6	45	15	42	19	31	7	54	12
Not Known	0	26	0	5	0	32	0	7	0	25	0	10
Total	241	103	23	83	309	119	221	84	191	87	285	90

New Start and Leaver Job Satisfaction Responses

Overall, how would you rate your employment experience to date?

Answer Choices	Responses 19/20		Responses 18/19		Responses 17/18	
	Leavers	New Starts	Leavers	New Starts	Leavers	New Starts
Excellent	22	43	30	41	13	34
Good	65	30	55	33	59	42
Average	11	1	27	2	6	3
Poor	5	6	7	1	9	2
Not Answered	0	3	0	7	0	9
Total	103	83	119	84	87	90

5. Organisational Development Support Activity

a. Training Activity

	19/20	18/19	17/18	16/17
Port Glasgow Training Suite Open (Days)	255	251	249	253
Computer Room Booked (Days)	213	212	206	200
Room 1 Booked (Days)	215	195	204	188
Room 2 Booked (Days)	195	211	223	208.5
Corporate Training Course Attended	499	947	730	261
E-Learning Courses Completed	7181	9431	4502	5747

c. Employee Participation & Job Evaluation Activity

Employees Registered as First Aiders	105
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Employees in Buy & Bank Leave Scheme 2020	224	Amount:	£106,308.43
<i>Employees in Buy & Bank Leave Scheme 2019</i>	<i>190</i>	<i>Amount:</i>	<i>£85,842.72</i>
<i>Employees in Buy & Bank Leave Scheme 2018</i>	<i>169</i>	<i>Amount:</i>	<i>£80,771.11</i>
<i>Employees in Buy & Bank Leave Scheme 2017</i>	<i>127</i>	<i>Amount:</i>	<i>£62,969.41</i>

Employees in Cycle to Work Scheme	19/20	64	18/19	75	17/18	76	16/17	58
Employees in Childcare Voucher Scheme	19/20	87	18/19	106	17/18	117	16/17	93

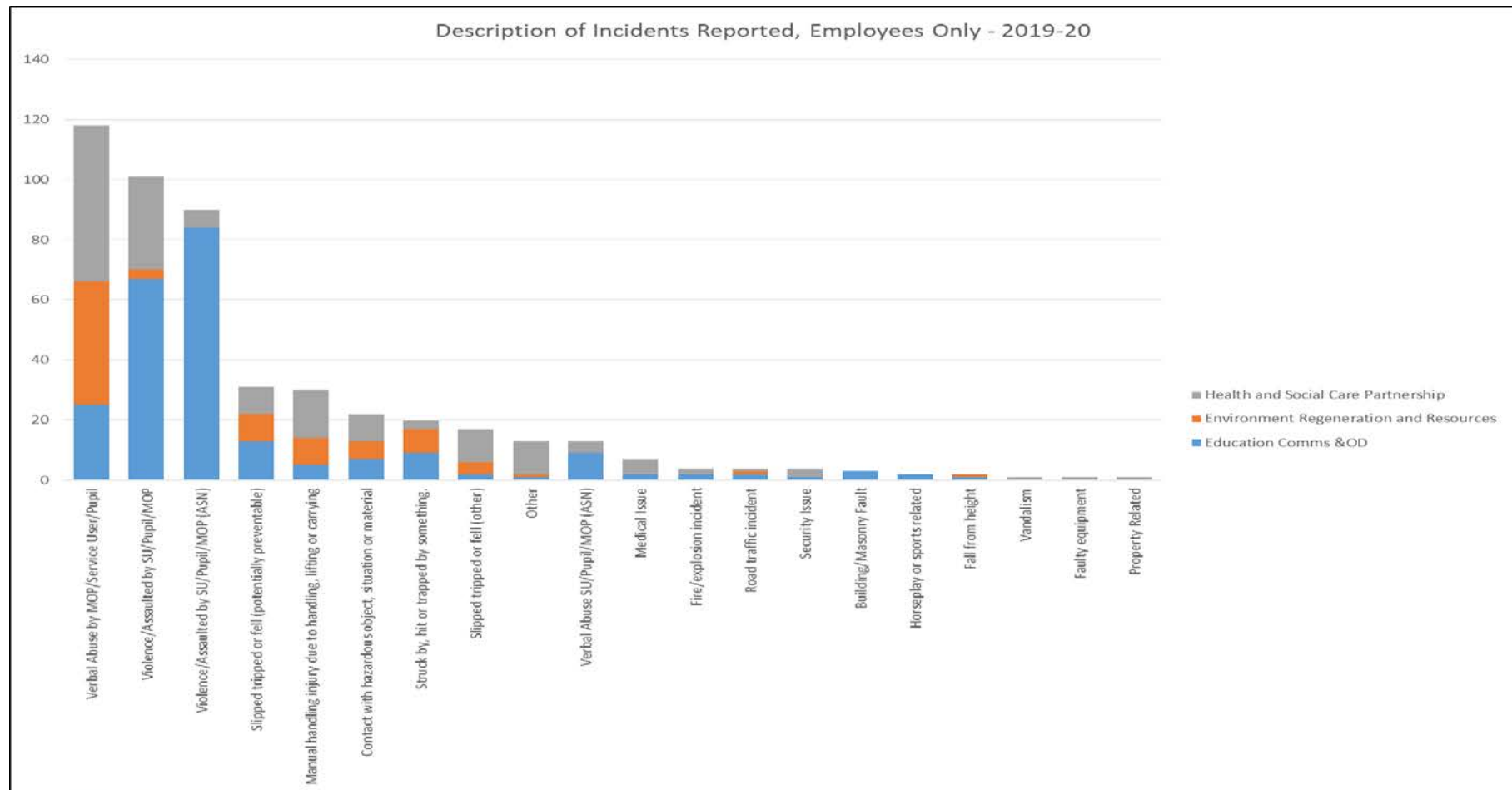
Job Evaluation Requests Received	19/20	60	18/19	76	17/18	55	16/17	43
Job Evaluation Appeals Received	19/20	0	18/19	1	17/18	1	16/17	2

6. Health and Safety Activity

Guidance: consider training needs and ensuring employees have the appropriate training and that it is recorded. Ensure risk assessments are carried out and are reviewed after accidents and incidents and that employees have been briefed on the contents.

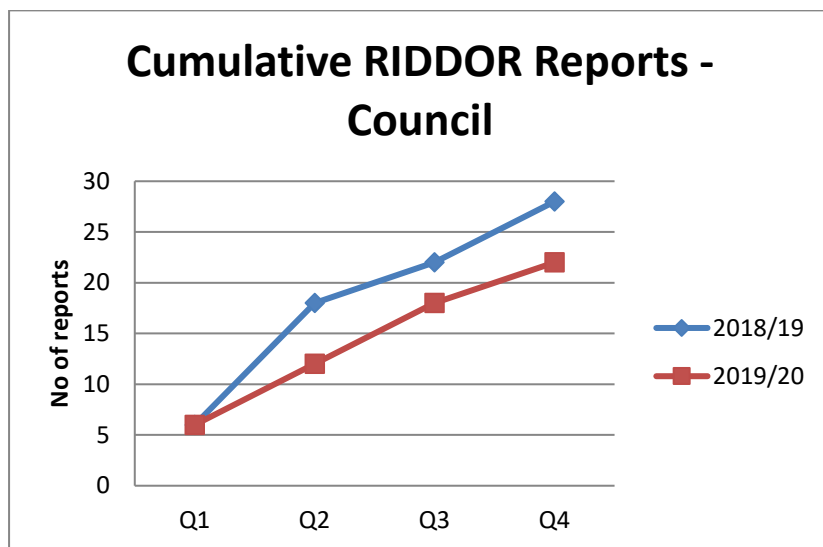
a. Causes of Accidents

The graph below shows the causes of accidents to employees by Directorate.



b RIDDOR 2013

The Graph shows the cumulative number of incidents which have been reported to the Health and Safety Executive under the requirements of the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013



The table below shows the cumulative number of RIDDOR incidents reported by directorate.

Directorate	2019/20	2018/19	2017/18	2016/17
HSCP	9	4	8	3
ECOD	2	11	4	2
ERR	11	13	9	13
TOTAL	22	28	21	18

Report To:	Policy and Resources Committee	Date:	15 September 2020
Report By:	Steven McNab Head of Organisational Development, Policy & Communications	Report No:	PR/35/20/KM
Contact Officer:	Louise McVey, Corporate Policy, Performance and Partnership Manager	Contact No:	01475 712042
Subject:	Corporate Services CDIP End of Year 1 Progress Report and Corporate Directorate Improvement Plans Annual Refresh		

1.0 PURPOSE

1.1 The purpose of this report is to present the Committee with (i) an end of year progress report on the delivery of the CDIP improvement actions that are the responsibility of the Council's Corporate Services, as detailed in their respective Corporate Directorate Improvement Plans (CDIPs) and (ii) refreshed CDIP Improvement Plans for the Education, Communities and Organisational Development and Environment, Regeneration and Resources Directorates, with attention drawn to the Corporate Services elements of these plans.

2.0 SUMMARY

- 2.1 The Council's CDIPs are rolling three year plans. The current plans (2019/22) were approved by this Committee on 21 May 2019. The central element of the CDIP is the Improvement Plan, which has been informed by service self-evaluation as well as ongoing service development.
- 2.2 Progress in the delivery of the Council's CDIPs is reported to every second meeting of the relevant service Committee. Additionally, because the CDIPs include improvement actions that are corporate in nature, a separate Corporate Services Performance Report, focusing on the improvement actions that are the responsibility of Finance and ICT; Legal and Property; Procurement; Organisational Development and Policy and Communications is submitted to every second meeting of the Policy and Resources Committee.
- 2.3 The CDIP Improvement Plans are reviewed annually to ensure that the actions remain relevant and reflect any new challenges or legislation that will impact on the Directorate during the remaining term of the Plan.
- 2.4 A report on the progress made in the delivery of the Corporate Services improvement actions in year one and the refreshed Improvement Plans were both due to be considered by this Committee in May 2020, however due to COVID-19 it was necessary to roll the Plans forward by several months until the Committee reconvened. The final year one progress report is attached as Appendix 1 and an overall summary of the status of the actions is provided below:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
July 2020	7	2	5	7

- 2.5 An unusually high number of improvement actions have ‘slippage’ status in this reporting period. This is due to the exceptional circumstances arising from the COVID-19 pandemic which significantly impacted on the day to day business of some services and required a shift in focus towards supporting and safeguarding the vulnerable residents and families of Inverclyde, as well as supporting and assisting employees in adapting to new working arrangements during this extremely difficult time.
- 2.6 The refreshed ERR and ECOD Improvement Plans have been submitted for the approval of their respective Committee and are now both presented in Appendix 2 for this Committee’s approval of the Corporate Services elements of the plans. Details of performance in relation to the key performance indicators 2019/20 is also provided. The Improvement Plans have been refreshed taking full cognisance of the challenges of COVID-19 and the associated recovery plans. It should be noted that COVID-19 and the associated future implications for delivering services combined with its effects on aspects of communities and learning, may result in the need for ongoing changes to the CDIPs. As a Council, we will need to be responsive to the ongoing changes resulting from COVID-19 and CDIPs will reflect this in the coming months and years.
- 2.7 In line with the established reporting cycle, performance reports on the refreshed improvement actions relating to the Corporate Services elements of the CDIPs will be presented to every second meeting of this Committee.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy and Resources Committee:
- a. Notes the progress made by the Council’s Corporate Services in delivering the year one improvement actions, as detailed in their respective CDIPs 2019/22.
 - b. Approves the Corporate Services improvement actions within the refreshed Environment, Regeneration and Resources and the Education, Communities and Organisational Development Corporate Directorate Improvement Plans.

Ruth Binks
Corporate Director
Education, Communities and
Organisational Development

Scott Allan
Corporate Director
Environment, Regeneration and
Resources

4.0 BACKGROUND

- 4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is regularly given to key stakeholders to allow them to evaluate and make informed judgements about performance and the delivery of strategic priorities.
- 4.2 CDIPs are a key component of the Council's Strategic Planning and Performance Management Framework. They are the principal vehicle for the delivery of the organisational priorities in the Corporate Plan 2018/22, as well as the wellbeing outcomes, which are: Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).
- 4.3 The Environment, Regeneration and Resources CDIP 2019/22 was approved by the Environment and Regeneration Committee on 2 May 2019, whilst the Education, Communities and Organisational Development CDIP 2019/22 was approved by the Education and Communities Committee on 7 May 2019. Both CDIPs were thereafter approved by the Policy and Resources Committee on 21 May 2019.
- 4.4 Progress in the delivery of these two CDIPs is reported to every second meeting of the relevant service Committee. Additionally, because the CDIPs include improvement actions that are corporate in nature, a separate Corporate Services Performance Report is submitted to every second meeting of the Policy and Resources Committee. The aim of this is to provide Members with a summary of progress and to give the Committee and officers the opportunity to make appropriate judgements on where performance across the Council is improving, good or where performance has declined.
- 4.5 This report focuses on improvement actions that sit within the following Services: Finance and ICT; Legal and Property; Procurement; Organisational Development, Policy and Communications.
- 4.6 As shown in Appendix 1, improvement actions have been allocated a 'BRAG' status:
blue - complete; red - significant slippage; amber - slight slippage; green - on track.

5.0 CORPORATE SERVICES YEAR 1 IMPROVEMENT PLAN PROGRESS

- 5.1 Progress reports on the delivery of the improvement actions that sit within Finance and ICT; Legal and Property; Procurement; Organisational Development and Policy and Communications are considered at every second meeting of this Committee.
- 5.2 This is the final report that will focus on the delivery of the improvement actions in the first year of the CDIPs. Due to COVID-19, it was necessary to roll forward both the ERR and ECOD Improvement Plans by several months until the refreshed Plans could be brought to this Committee for approval. The status of the improvement actions as at July 2020 is summarised below:

Status	blue - complete	red – significant slippage	amber - slight slippage	green - on track
July 2020	7	2	5	7

- 5.3 A higher number of improvement actions are reporting 'slippage' status in this reporting period than is usual. This is due to the exceptional circumstances arising from the COVID-19 pandemic which significantly impacted on the day to day business of some services and required a shift in focus towards supporting and safeguarding the vulnerable residents, families and businesses of Inverclyde, as well as supporting and

assisting employees in adapting to new working arrangements during this extremely difficult time.

- 5.4 Appendix 1 details the present status of all the improvement actions, together with a commentary from the appropriate Service.

6.0 CDIP ANNUAL REFRESH

- 6.1 The Council's CDIPs are subject to annual review to ensure that the improvement actions remain relevant and reflect any emerging challenges or legislation that will impact on the Directorate during the remaining term of the Plan. The refreshed ERR and ECOD Improvement Plans have also been submitted for the approval of their respective Committee and are now both presented in Appendix 2 for this Committee's approval of the Corporate Services elements of the plans.
- 6.2 The refreshed Improvement Plan takes full cognisance of the challenges of COVID-19 and the associated recovery plans.
- 6.3 The Improvement Plans also contain key performance indicators, comprising statutory performance indicators and local performance indicators and data for 2019/20 is provided where it is available.
- 6.4 In line with the established reporting cycle, performance reports on the refreshed improvement actions relating to the Corporate Services elements of the CDIPs will be presented to every second meeting of this Committee.

7.0 IMPLICATIONS

7.1 Finance

Financial implications

One-off costs:

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

Annually recurring costs/(savings):

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

7.2 Legal

There are no direct legal implications arising from this report.

7.3 Human Resources

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

7.4 Equalities

Equalities

- (a) Has an Equality Impact Assessment been carried out?

YES

X

NO - This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

--

YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.

X

NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

--

YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

X

NO

7.5 **Repopulation:** The provision of services that are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde supports the Council's priority of retaining and enhancing the local population.

8.0 CONSULTATIONS

8.1 Updates on progress with the Corporate Services improvement actions included in the CDIPs have been provided by the nominated officer with lead responsibility for that action.

9.0 BACKGROUND PAPERS

9.1 None.

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions

These improvement actions have implications for the whole council or more than one Directorate

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
1.	<p><u>The Community Empowerment Act</u></p> <p>The council and its partners can demonstrate that it is effectively delivering on the statutory requirements of the Community Empowerment (S) Act 2015</p> <p>All Inverclyde Alliance Partners are investing in building the capacity of communities so that they feel confident about exercising their rights, as set out in the Community Empowerment (S) Act.</p> <p>Locality Plans are used by Services and CPP partners and communities to plan service delivery, target inequalities and work together to reduce them.</p> <p>Communities feel supported and empowered.</p>	<p>Respond to Scottish Government guidance.</p> <p>Continue to gather data from partners around the three localities.</p> <p>Facilitate improved community engagement in the implementation of the Locality Plans and the development of more robust community engagement methods.</p> <p>Hold an annual event for the three localities, aimed at engaging with communities to ensure plans continue to reflect local priorities.</p> <p>Create a Community Food Growing Strategy. Develop appropriate structures to respond to the council's decision to allocate</p>	<p>●</p>	<p>Amber – slight slippage</p>	<p>All six Locality Action Plans are now available on the council's website.</p> <p>A draft Food Growing Strategy has been developed and is available on the Community Planning pages of the council's website. The draft strategy explains how Inverclyde Council and the Community Planning Partnership will support community growing across Inverclyde.</p> <p>On 4 February 2020 a report was considered by the Policy and Resources Committee on participatory budgeting in Inverclyde. The report included an evaluation of Phase 1 and proposals to mainstream participatory budgeting in Inverclyde. The Committee agreed to implement the revised approach as set out in the report by March 2021.</p>	<p>OP1, OP2, OP3, OP4, OP5, OP6, OP7, OP8</p>

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
		a significant budget to Participatory Budgeting (PB) in 2018/19. Review the success of this.			Due to the impact of Covid 19 the locality planning model has been changed slightly and there has been delays establishing the Locality Planning Groups. However, each of the Communications and Engagement groups are establishing their own closed Facebook sites to enable continued discussions and will have had at least one virtual meeting by 31 October 2020.	
2.	<u>Child Poverty</u> The projects and initiatives within the Inverclyde LAR 2018/19 are implemented and impact monitored.	All partner (CPAG) activity and data linked to child poverty is held centrally to enable partners to measure progress against the national child poverty targets.	●	Green – on track	The 2019/20 Local Child Poverty Action Report is being finalised and will be presented to the October meeting of the Alliance Board. The report focuses on selected actions being undertaken locally to reduce child poverty in Inverclyde and / or support those living in the grips of poverty. The report will outline progress made from last year's Local Child Poverty Action Report, progress made over the year 2019/20 and plans for 2020/21 highlighting priorities for improvement.	OP1, OP4, OP5 OP6

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
3.	<p><u>Change Management</u></p> <p>ECOD and ERR services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customer’s needs and are efficient.</p>	<p>Continue to meet regularly and progress specific projects.</p> <p>Detailed projects are established.</p> <p>Ongoing work with the Policy and Resources Committee and Members’ Budget Working Group.</p>	●	Blue - complete	As was reported to the Policy and Resources Committee on 24 March 2020, all projects are now embedded and this action is complete.	OP9, OP10
4.	<p><u>Measuring impact on outcomes</u></p> <p>Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.</p> <p>Performance reporting is linked to measuring impact on outcomes at an individual, community and population level.</p>	<p>Continue to work with experts and other performance management specialists, to identify processes to better measure impact on outcomes.</p> <p>Publish an Annual Report on the Corporate Plan that sets out progress on the delivery of the council's priorities for the residents of Inverclyde.</p> <p>Review our public performance reporting to deliver a more streamlined,</p>	●	Green – on track	<p>The Corporate Plan Annual Report 2020/21 is due to be considered by the Policy and Resources Committee on 11 August 2020.</p> <p>An Inverclyde Outcomes Improvement Plan Annual Report has been produced and approved by both the Programme and Alliance Boards and is published on the council's website.</p> <p>KPIs were reviewed in early 2019 and the first SPI / KPI report on the new indicator set</p>	OP1, OP2 OP3, OP4 OP5, OP6 OP7, OP8

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
		<p>robust set of KPIs, linked to organisational priorities.</p> <p>Identify desired outcomes with key milestones / timescales for the Inverclyde Alliance Partnership Action Plans.</p> <p>Continue to learn from good practice elsewhere.</p>			<p>was considered by this Committee in November 2019.</p> <p>The Inverclyde Council Management Report 2019/20 produced by Audit Scotland reported that a clear link is in place between the desired outcomes and the PIs in place at both a local and national level. Performance arrangements and reporting arrangements were found to be good with clear links in place between corporate priorities, PIs and desired outcomes and accessible reporting.</p>	
5.	<p><u>Workforce Planning</u></p> <p>Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and associated plans to address the key workforce challenges over the next 3 years and into the longer term.</p>	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions.</p> <p>Assessing future workforce requirements via service workforce plans.</p> <p>Delivery of plans to be monitored by the Workforce</p>	●	Green – on track	<p>Feedback from the key stakeholders around workforce planning has been incorporated into the People and Organisational Development Strategy for 2020/23 and has now been agreed by the Policy and Resources Committee.</p> <p>Service workforce plans which identify future workforce planning requirements continue to be</p>	OP1, OP3, OP9, OP10

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
	Continue to ensure Service Workforce Plans are actioned and reviewed.	Planning & Development Group (ongoing).			updated and monitored through the Workforce Planning and Development Group.	
6.	<u>People and Organisational Development Strategy</u> A new Strategy is developed for 2020/23 which builds on the work of the 2017/20 Strategy	Workshops to be arranged with relevant stakeholders to determine key priorities and objectives of the strategy March 2020	●	Blue - complete	The People and Organisational Development Strategy 2020-2023 was approved by the Policy and Resources Committee on 4 February 2020.	OP9,OP10
7.	<u>Fairer Scotland Duty</u> Ensure we are compliant with the Duty, as appropriate, by actively considering how we can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.	By taking advantage of the support offered by the Improvement Service to develop and share best practice on the Duty. When making strategic decisions, actively consider, with an open mind, whether there are opportunities to reduce socio-economic disadvantage.	●	Amber – slight slippage	Discussions have taken place with the Improvement Service regarding training sessions to be delivered to council employees on the Fairer Scotland Duty. Arrangements for this had to be put on hold due to the national lockdown but will be progressed as soon as it is possible to do so.	OP2, OP4, OP9
8.	<u>FMS Review / Replacement</u> Conduct a review to determine whether to further extend the FMS contract or have a transition plan in place	Supplier engagement and discussions with other local authorities by the end of 2019/20.	●	Blue - complete	An extension to the SLA has been agreed meaning the council is now in contract until 2022. In September 2019 Totalmobile confirmed that they are confident of product life /	OP9

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
					support for a “minimum of 5 years”, i.e. at least until 2024.	
9.	<p><u>2020/23 Budget</u></p> <p>To develop a balanced three year budget that has been approved by Council.</p>	<p>Initial three year budget developed by March 2020.</p> <p>Calculate funding gap by December 2019.</p>	●	Green – on track	<p>One element of this action is complete and the other ongoing and on track.</p> <p>Following receipt of a one year funding announcement in February, 2020 the Council approved its 2020/21 Budget on 12 March 2020.</p> <p>Work to commence on a planned 2 year budget in the summer. One off and on-going financial impacts of Covid-19 are to be factored in.</p>	OP9
10.	<p><u>Asset Management Strategy</u></p> <p>The capital asset management plan is updated to fully reflect current position and links to supporting plans which have been developed.</p>	<p>A co-ordinated approach will be implemented to update the current plan by November 2019.</p>	●	Red – significant slippage	<p>The majority of updates and strategy content has been received from lead officers and an updated, draft strategy has been produced. The revised target is to present this to Corporate Management Team by the end of the third quarter 2020.</p>	OP9

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
11.	<p><u>Information Governance</u></p> <p>The council's Freedom of Information Policy and associated guidance to officers is updated.</p>	<p>Freedom of Information Policy and procedures are updated to reflect current practice.</p> <p>Information Management System to manage FOI requests is implemented.</p> <p>A corporate training programme is established.</p> <p>March 2020.</p>	●	Red – significant slippage	<p>There was initially slight slippage in this workstream which has been exacerbated by Covid-19. A revised timescale of December 2020 has been set. A review and prioritisation of workstreams and actions will be carried out to bring on track to meet the new timescale.</p>	OP9

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Cross Directorate Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
1.	<p><u>Channel Shift</u></p> <p>Move customers away from traditional channels of communication to digital channels such as self-serve and online services.</p>	<p>Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes. Initial projects operational by summer 2019.</p>	●	Amber – slippage	<p>The first tranche of services was delayed to allow the development of new Garden Waste Permit Scheme that has been delivered and is now fully operational.</p> <p>Completion of bulky uplift process and street light fault reporting and management are completed however testing by services has been delayed due to the COVID-19 emergency.</p> <p>Testing is to be completed in July 2020, with proposed implementation August 2020.</p>	OP9

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Service Improvement Actions 2019/20

These improvement actions will be implemented by individual Council Services

Service Improvement Actions Finance and ICT						
	Where do we want to be?	How will we get there?	Status July 2020	Commentary July 2020	Corporate Plan priority	
1.	<p><u>Welfare Reform – Employees</u></p> <p>There is an adequately resourced Benefit and Customer Service Team in place.</p> <p>The service has effectively joined up working with Social Security Scotland Agency and other key partners.</p>	<p>Communication with employees and Trades Unions.</p> <p>Regular updates to the Policy and Resources Committee.</p> <p>Effective communication with partners will be achieved through the forum of the Welfare Reform Project Board and Financial Inclusion Partnership.</p> <p>Proposals as part of the 2020/23 Budget.</p>	<p>●</p>	<p>Blue - complete</p>	<p>Up to 4 Social Security Scotland Agency employees are located on the mezzanine in the Customer Service Centre.</p> <p>2020/21 Budget included further reductions in the Revenues & Benefits Team.</p>	<p>OP4, OP9, OP10</p>
2.	<p><u>Collaboration – Non-domestic rates</u></p> <p>Improved resilience and improved customer service for NDR delivery.</p>	<p>NDR collaboration operational by 2020.</p>	<p>●</p>	<p>Blue - complete</p>	<p>Following a cost benefit exercise non-domestic rates is being kept in-house and a new post has been filled to increase resilience</p>	<p>OP9</p>

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Service Improvement Actions Finance and ICT						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
3.	<p><u>Cloud Migration Strategy</u></p> <p>The review is complete and the recommendations arising from it have been implemented.</p>	<p>Engagement with suppliers and other local authorities.</p>	<p>●</p>	<p>Amber – slight slippage</p>	<p>The ICT service has engaged with the council’s suppliers of Office automation. Networks Storage and Telephony Systems to identify opportunities and costs for migrating systems to Cloud platforms. A report with recommendations was scheduled to be submitted to the CMT and subsequently to the appropriate committee in March 2020 but delayed by concentration on Covid matters. The report is now due in November,2020.</p>	<p>OP9</p>

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Service Improvement Actions Legal and Property Services						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
1.	<u>Partnership Working</u> Partnership working is planned and roles and expectations are clear.	Develop SLAs with the relevant services	●	Green – on track	This action is being progressed by the service.	OP10
2.	<u>Elections</u> An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022.	Develop succession planning to ensure that an Election Team is in place to deliver the required actions.	●	Green – on track	Key members of the Election Team are in place and there is an awareness of the need to prioritise the identification of staff resource in the event of a loss of any key team members. The team successfully planned and put in place the necessary arrangements for the General Election held in December 2019.	OP10

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

<p align="center">Service Improvement Actions Organisational Development, Policy and Communications</p>						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
1.	<p><u>Pay and Grading Model</u></p> <p>A revised Pay and Grading model is fully implemented.</p>	<p>Finalise the Implementation Plan, including the creation of a new structure and the migration of employees to this.</p> <p>Appropriate testing and employee communication to be carried out.</p> <p>October 2019</p>	●	Blue - complete	The revised pay model has now been fully implemented.	OP9, OP10
2.	<p><u>Health and Safety Monitoring System</u></p> <p>To record and monitor key action points and control measures which require to be implemented at Service level.</p> <p>To monitor and record that implementation has taken place.</p> <p>To integrate the accident reporting function with Finance’s Insurance section, allowing a more streamlined investigation and recording process to ensure that all</p>	<p>Develop and test the relevant modules in the Figtree system.</p> <p>Change over the current incident reporting system to the Figtree system.</p> <p>Bring online the audit and assessment modules and pilot them in selected areas (Fire Risk Assessment, Education and Environmental and Commercial Services).</p>	●	Green – on track	External audits are being placed on the system and hazard and action modules are continuing to be utilised.	OP9, OP10

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

<p align="center">Service Improvement Actions Organisational Development, Policy and Communications</p>						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
	documentation is readily available for use in the event of a claim.	Develop the reporting function to bring statistical information to the Corporate Health and Safety Committee as required. December 2019				
3.	<p><u>Payroll System</u></p> <p>A 'Version 8' upgrade is fully implemented and rolled out across the whole council.</p>	<p>Carry out staff training and stakeholder engagement</p> <p>Conduct a review of processes</p> <p>Significant testing</p> <p>October 2019</p>	●	Blue - complete	The 'version 8' upgrade is now fully implemented.	OP9, OP10
4.	<p><u>Repopulation and tourism 'place' marketing linked to branding</u></p> <p>A planned and coordinated place marketing campaign, involving a range of partners, linked to the work of Tourism Inverclyde and using a redevelopment of the 'discover Inverclyde' brand to promote Inverclyde as a place to encourage more visitors, more businesses and more new residents</p>	<p>A new web resource will be created as a new 'discover Inverclyde' website under the support to Inverclyde tourism, the local area tourism partnership in the first half of 2019 supported by a place marketing campaign throughout 2019 and 2020 focused on promoting</p>	●	Amber – slight slippage	In partnership with the local area tourism partnership group 'Tourism Inverclyde' the Discover Inverclyde website has been developed which promotes Inverclyde as a place to visit, live and do business and support events. The website was ready to be launched on 27 March 2020 but this had to	OP1, OP9

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Service Improvement Actions Organisational Development, Policy and Communications						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
		Inverclyde as a place to visit, live and work.			be postpone due to the Covid-19 crisis.	

APPENDIX 2: CDIP REFRESHED IMPROVEMENT PLANS

The Environment, Regeneration and Resources (ERR) and the Education, Communities and Organisational Development (ECOD) CDIPs have a further two years left in their current planning cycle. The Improvement Plans are reviewed annually to ensure that the actions within them remain relevant, that they reflects the current position locally and nationally and also any new challenges that have emerged in the previous year.

This section sets out the refreshed improvement actions for both the ERR and ECOD Directorate. The full CDIPs which includes details of achievements in year 1, the Directorate structure and budget can be found on the council's website.

ENVIRONMENT, REGENERATION AND RESOURCES IMPROVEMENT PLAN OVERVIEW

Environment & Public Protection	Corporate Plan Priority
Clune Park Regeneration	OP7 , OP9
Contracts – Residual Waste	OP7, OP9
Home Energy Efficient Programmes for Scotland (HEEPS)	OP4, OP6, OP9
Strategic Housing Investment Plan	OP4, OP6, OP7
Capital Projects	OP9
Finance	
Welfare Reform – Employees	OP4, OP9, OP10
2021/23 Budget	OP9
Collaboration – Non domestic rates	OP9, OP10
Channel Shift	OP9
Cloud Migration Strategy	OP9
Legal and Property Services	
Asset Management Strategy	OP7, OP9
Information Governance	OP9
Partnership Working	OP9, OP10

APPENDIX 2: CDIP REFRESHED IMPROVEMENT PLANS

Elections	OP10
Regeneration and Planning	Corporate Plan Priority
City Deal	OP1, OP3, OP7
Small and Medium Sized Enterprises (SME) Activity	OP3
Local Development Plan 2	OP1, OP7, OP8
Planning (Scotland) Act 2019	OP2, OP7
Town Centre Regeneration	OP1, OP3, OP7
Collaboration (Roads & Transportation)	
Collaboration and shared strategic management of Roads & Transportation services	OP7, OP9, OP10
Sustainable Travel	OP6, OP7
Roads Network / Transport Infrastructure	OP3, OP7, OP9
Roads	OP7, OP9
All Services	
Measuring impact on outcomes	OP9

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Corporate Improvement Actions

These actions have implications for the whole Council, or more than one Directorate, not just the Environment, Regeneration and Resources Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
CA1	2021/23 Budget	No figures for 2021/23 from the Government and therefore council approved a single year budget in 2020/21	To develop a balanced two year budget that has been approved by Council.	Two year budget developed by March 2021. Calculate funding gap by December 2020. Regular meetings of the MBWG and Joint Budget Group	Detailed approved plans setting out how the budget will be balanced. Regular reports to Policy & Resources Committee	Chief Financial Officer	Within existing resources	OP9
CA2	Asset Management Strategy	The Inverclyde Council Corporate Asset Management Strategy 2016/18 requires to be refreshed to reflect the current position. A new strategy has been developed and is currently at the draft stage and requiring formal approval.	The capital asset management plan is updated to fully reflect current position and links to supporting plans which have been developed.	New plan approved by the CMT end September 2020 and submitted for Committee approval thereafter.	Approval of Corporate Asset Management Strategy at Committee. Implementation of Strategy.	Head of Legal and Property Services	Contained within existing budget.	OP7 OP9

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
CA3	Information Governance	The council's Freedom of Information Policy was last formally reviewed in 2011 and, along with procedural guidance, requires to be reviewed and updated to reflect current practice and guidance from the Scottish Information Commissioner in order to improve the quality and response times of FOI responses. A training programme for officers is also needed.	The council's Freedom of Information Policy and associated guidance to officers is updated.	Freedom of Information Policy and procedures are updated to reflect current practice. Information Management System to manage FOI requests is implemented. A corporate training programme is established. December 2020.	Finalised Freedom of Information Policy and associated guidance and procedures are agreed. Improvement in response times and quality of FOI responses.	Head of Legal and Property Services	Contained within existing budgets.	OP9
CA4	Measuring Impact on Outcomes	The Audit Scotland Best Value Assurance Report (2017) contained a recommendation that the council and partners need to better identify the extent of the impact services/partners expect to make to the overall strategic outcomes. Public performance reporting has been	Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes. Performance reporting is linked to measuring impact on outcomes at an individual, community and population level.	Continue to work with experts and other performance management specialists, to identify processes to better measure impact on outcomes and learn from good practice elsewhere. Build on additional performance reporting	Audit Scotland is assured that Inverclyde Council is able to demonstrate impact on outcomes for all its children, citizens and communities.	Corporate Policy, Performance and Partnership Manager	Contained within existing resources	OP1 OP2 OP3 OP4 OP5 OP6 OP7 OP8

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		<p>strengthened across a range of areas, including:</p> <ul style="list-style-type: none"> • A Corporate Plan Annual Report shows progress in the delivery of our organisational and partnership priorities. • A redesign of the performance webpages to present performance information that shows the progress that is being made in the delivery of priorities and outcomes. • A LOIP Annual Report is also produced by the Inverclyde Alliance. 		<p>arrangements that have been put in place in the last 2 years. Identify desired outcomes with key milestones / timescales for the Inverclyde Alliance Partnership Action Plans.</p> <p>Ongoing</p>				

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Cross-Directorate Improvement Actions

The delivery of these actions will involve more than one service in the Environment, Regeneration and Resources Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Link to Corporate Plan priority
CD1	Collaboration and shared strategic management of Roads & Transportation services	Inverclyde and West Dunbartonshire Councils now share a Head of Service across Roads, Waste, Fleet, Street cleaning and Ground Maintenance. A strategic manager is also shared in respect of Waste, Fleet Street cleaning and Ground Maintenance. A strategy has been presented to the Joint committee in terms of collaboration achievements and improved resilience to date.	Further explore opportunities for collaboration	Development of strategic across service areas. Fully agreed with Tus and Members in each Council. 31 March 2021	Delivery of service changes approved at Joint Committee and within Councils and implemented.	Head of Roads & Transportation	Within existing budget	OP7 OP9 OP10

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Link to Corporate Plan priority
CD2	Channel Shift	Many customer transactions still take place through traditional channels, which are more costly.	Move customers away from traditional channels of communication to digital channels such as self-serve and online services.	Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes. Council Tax on line launched January, 2020 Next projects identified and progressed.	Monitoring of channel statistics. Reduced contact from customers through traditional methods such as face to face and telephone and a shift to using electronic forms, reporting and mobile applications.	ICT Manager/ Revenues and Customer Services Manager	Within existing resources supported by £200k reserve agreed March 2020	OP9
CD3	City Deal	The floating pontoon work is complete. The contractor has gone into administration and a high level options appraisal on potential solutions is being examined. Terminal building had commenced onsite but was suspended due to COVID. A final business case for Inverkip is due by early 2021. The design element	Implementation of projects in respect of: <ul style="list-style-type: none"> Inverkip road infrastructure Expansion of the quayside and delivery of a new visitor centre at Greenock Ocean Terminal having concluded the Options Appraisal Inchgreen project 	Delivery of business cases for all projects. Completion of options appraisal and where necessary resubmission of business cases reflecting current situations	Monitor progress towards the achievement of project milestones Reports on progress will be delivered to the City Deal Project Board and the Environment & Regeneration Committee.	City Deal Programme Board	Contained within existing resources	OP1, OP3, OP6

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Link to Corporate Plan priority
		<p>has been delayed due to Covid-19.</p> <p>Inchgreen - The District Valuer is negotiating with interested parties on the council's behalf regarding their acquisition. The joint venture with Peel Ports is being progressed.</p>						
CA4	Clune Park regeneration	The Clune Park Masterplan is currently being supplemented by the development of a strategy for the wider Eastern Gateway.	<p>Continue progress towards demolition in the area.</p> <p>Publication of the Eastern Gateway Strategy.</p>	Delivery of the key elements of the masterplan.	<p>Completion of the actions contained within the Masterplan.</p> <p>Monitoring and reporting of progress to Committee.</p>	Head of Service Environment and Public Protection Services	<p>Included in Capital Allocation</p> <p>Earmarked reserves identified</p>	OP7 OP9
CD5	Contracts – Residual Waste	Engagement is ongoing with other councils and Zero Waste Scotland. Procurement options are being explored to jointly procure solutions with other local authorities or alternatively	<p>To have an agreed Memorandum of Agreement in place.</p> <p>A waste management supplier has been identified.</p>	<p>Regular meetings between 3 authorities and Zero Waste Scotland to achieve agreement</p> <p>Agreed route to market</p> <p>October 2021</p>	Successful bids delivered through procurement exercise	Head of Service Environment and Public Protection	Subject to approval and outcome of bid	OP9

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Link to Corporate Plan priority
		procure a solution for Inverclyde separately.						

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Service Improvement Actions

These actions will be carried out by specific Services in the Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
Environment and Public Protection								
EPP1	HEEPS (Home Energy Efficiency Programmes for Scotland)	<p>IC successfully sourced funds from Scottish Government (SG) – Home Energy Efficiency Programme Scotland – Area Based Schemes (HEEPS ABS)</p> <p>In 2017/18, £1,225,259 funding was received from the Scottish Government.</p> <p>In 2019/20, £1,144,634 funding was received from the Scottish Government.</p> <p>In 2020/21 £1,255,975 has been awarded.</p>	<p>Increase energy efficiency in homes across Inverclyde through the continued delivery of HEEPS.</p> <p>Achieve successful bids in future years.</p> <p>Have in place an agreed plan with RSLs.</p>	<p>Delivery of the key areas of the HEEPS plan</p> <p>Collaborative working</p> <p>Full spend of allocated funding</p> <p>Year 2 - 31 March 2021</p>	<p>There is an overall increase in home energy efficiency across all tenures.</p> <p>Programme is annually funded. Regular programme / progress meetings with the Council's delivery partner the Wise group and RSLs. Delivery of energy efficiency measures to homes is monitored.</p>	Head of Service	Dependant on external SG funding allocation.	OP4 OP6 OP9

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
EPP2	Strategic Housing Investment Plan (SHIP)	The Council has an approved Strategic Housing Investment Plan for the period 2019/20 – 2023/24.	RSLs are supported to increase new housing provision in the area.	Regular programme meetings with RSLs and Scottish Government 31 March 2021	Increase in the number of good quality, affordable homes that meet the needs of our residents	Head of Service	Funding of the SHIP programme is direct from Scottish Government to RSLs.	OP4 OP6 OP7
EPP3	Environmental Capital Projects	Capital projects have been identified and are progressing for the following: - Crematorium - Cemeteries - Vehicle Replacement Programme - Kirn Drive	Environmental capital projects have been delivered on time and on budget.	Effective project management. Project management meetings to review progress. Ongoing over years 1 and 2.	Capital update reports to Committee. Capital projects are delivered on time and within budget.	Head of Service	Included in Capital Allocation	OP9
Shared Services – Roads								
SSR1	Sustainable Travel	An Active Travel Strategy is in place. Additional funding has been secured to promote Active Travel from SPT and Sustrans and a programme of improvements for cycling and walking delivered. A new programme of	There is increased access to active and sustainable travel. Identify external funding opportunities e.g. Sustrans	Implementation of the actions in the Active Travel Strategy. Timescale for delivery is dependent on individual projects and initiatives	Regular reports to Committee on active travel.	Head of Service	Within existing budget Maximising funding opportunities	OP6 OP7

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		investment and associated bids will be made on an annual basis.						
SSR2	Roads Network / Transport infrastructure	<p>Roads resurfacing programme has been delivered in full. Some footway works have been delayed into 2020/21 in view of Covid-19. The improved road condition is reflected in annual road condition benchmarking.</p> <p>The National Strategy is not yet complete.</p> <p>A number of transport schemes have been successfully submitted for funding to SPT and Sustrans.</p>	<p>Improvement in the road network safety and condition in line with RAMP.</p> <p>Support economic growth by rolling forward the Local Transport Strategy across Inverclyde and West Dunbartonshire Councils.</p>	<p>Structured collaboration with West Dunbartonshire Council combined with appropriate project management.</p> <p>31 March 2021</p>	<p>Growth targets supported and delivered.</p> <p>Regular reports to Committee.</p>	Head of Service	<p>Within existing budget</p> <p>Maximising funding opportunities where possible</p>	<p>OP3</p> <p>OP7</p> <p>OP9</p>
SSR3	Roads	Roads capital programme has been identified and approved by Committee	Delivery of programme within existing budget and timescale	<p>Regular team meetings and updates</p> <p>Regular budget monitoring against projects</p> <p>Year 2</p>	<p>Capital update reports to Committee</p> <p>Projects delivered on time and within budget</p>	Head of Service	Within existing budget	<p>OP7</p> <p>OP9</p>

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
Regeneration and Planning								
RP1	SME Activity a) Development b) Supplier development	<p>The Business Gateway contract is in place to provide advice and guidance to new and existing businesses in Inverclyde.</p> <p>Meet the Buyer Programmes Events are held.</p> <p>Quarterly construction forum meetings are held involving 50 companies</p> <p>One to one procurement advice is offered by the service.</p> <p>Inverclyde ranks in 12th place nationally for spend on local SMEs</p>	<p>Maintain or grow the existing company base.</p> <p>Increase level of local government participation for local businesses.</p>	Support local businesses through contract and direct intervention	<p>Business base is maintained at existing levels or has grown.</p> <p>Monitoring of performance through reporting to Committee.</p>	Head of Regeneration and Planning	Within existing resources	OP3
RP2	Local Development Plan 2	The Local Development Plan was adopted last year, however following the decision by the Court of Session to quash the Community and Housing chapters	To have in place a Housing Policy which reflects the council's requirements	<p>Following legal advice</p> <p>Promotion of a new Policy / Plan</p>	Monitor progress towards the achievement of project milestones.	Head of Regeneration and Planning	Contained within existing resources	OP1 OP7 OP8

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		this will require to be addressed and a solution implemented.						
RP3	Planning (Scotland) Act 2019	The Planning (Scotland) Act 2019 introduces new responsibilities for planning services and requires a more strategic focus	Implementation of the individual regulations of the Act in line with Scottish Government's guidance.	Partnership working with applicants and developers	Monitor progress towards the achievement of project milestones	Head of Regeneration and Planning	Contained within existing resources	OP7
RP4	Town Centres	A number of significant challenges are faced by our town centres in Inverclyde which threatens their future viability. The difficulties facing town centres have been exacerbated by Covid-19.	Working in partnership with the business community to implement a Recovery Plan	Resource allocation	Reduced level of void rates	Head of Regeneration and Planning	Contained within existing resources	OP3
Finance								
FIN1	Welfare Reform – Employees	Universal Credit Service has resulted in a reducing Housing Benefit caseload. Managed migration is on hold.	There is an adequately resourced Benefit and Customer Service Team in place. Clarity on timescales for managed migration and employee implications	Communication with employees and Trades Unions. Regular updates to the Policy and Resources Committee. Effective communication with	Performance targets are met and a stable workforce is retained.	Revenues and Customer Services Manager	Within existing resources 2.8 FTE reduction in resources agreed March, 2020	OP4 OP9 OP10

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
				partners will be achieved through the forum of the Welfare Reform Project Board and Financial Inclusion Partnership.				
FIN2	Non-domestic rates Policy- Unoccupied Premises	Responsibility to be delegated to Councils to set NDR Policy for Unoccupied properties from March,2022	Policy set by the Council and communicated to Rate Payers	Policy approved by March, 2021 Letters issued April, 2021	Policy approved	Chief Financial Officer	Within existing resources & Government Grant	OP9
FIN3	Cloud Migration Strategy	The majority of current systems are 'on premises'. A review of systems is required.	The review is complete and the recommendations arising from it have been implemented.	Engagement with suppliers and other local authorities.	Approved Ph1 of the strategy by late 2020	ICT Manager	Employee saving approved as part of the 2020/21 Budget.	OP9
Legal and Property								
LPS1	Partnership working	The service works in partnership with the Council and HSCP to deliver on a wide range of strategic priorities e.g. - Clune Park - AMP refresh - SEMP completion	Partnership working is planned and roles and expectations are clear.	Develop SLAs with the relevant services	SLA(s) are complete and approved by relevant partners	Head of Legal and Property Services	Within existing resources	OP10

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		<ul style="list-style-type: none"> - 1140 hours for early learning and childcare - City Deal - Community Empowerment - Health and Social Care Integration - SCAI - Vulnerable children and adults <p>Partnership working currently is reactive.</p>						
LPS2	Elections	The service has the responsibility for the management and delivery of national and local elections.	An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022.	Develop succession planning to ensure that an Election Team is in place to deliver the required actions.	Successful completion of the Local Government Election 2022.	Head of Legal and Property Services	Within existing resources	OP10

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Environment, Regeneration and Resources Directorate Key Performance Indicators

Key Performance Measures	Performance			Target 2020/21	Post Covid-19 Targets 2020/21	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20				
Council Tax – In year collection level	95.5%	95.7%	95.4%	95.5%	90.5%	89%	LGBF indicator – 24 th best performing council in Scotland in 2018/19
Speed of processing changes in circumstances to Housing Benefit	4days	3.74 days	2.55 days	4 days	4 days	6 days	-
Speed of Processing new claims for Council Tax Reduction (From November 2016)	30 days	33 days	31 days	34 days	34 days	37 days	-
CSC – Abandoned Calls - Revenue - General	25% 7%	18% 7%	6% 3%	20% 7%	22% 7%	26% 10%	-
Percentage of invoices sampled that were paid within 30 days	96.6%	95.86%	96.2%	97.13%	95.0%	93.5%	LGBF indicator – 9 th best performing council in Scotland in 2018/19
ICT Service Delivery Corporate Incident SLA Attainment	94.7%	88.8%	90.4%	95%	90%	85%	-
ICT Schools Service Delivery Schools Incident SLA Attainment	91.6%	91.1%	90.4%	95%	90%	85%	-
Category 1 Potholes – Make safe/repair within 24 hours of identification	100%	100%	100%	90%	-	85%	-
Category 2 Potholes – Make safe/repair within 7 days of identification	98.6%	92.8%	100%	80%	-	75%	-
Street Lighting Failed Dark Lamp	85.6%	90.6%	92.3%	92%	-	87%	-

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Key Performance Measures	Performance			Target 2020/21	Post Covid-19 Targets 2020/21	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20				
Waste Recycling (households)	57%	56%	Not available	43%*	-	47%	LGBF indicator – 6 th best performing council in Scotland in 2018/19
Number of Business/Property Assists	27	27		25	25	15	-
Percentage of all planning applications decided in under 2 months	87%	80%	84%	90%	85%	80%	-
Percentage of householder planning applications decided in under 2 months	96%	90%	92%	95%	90%	85%	-
Percentage of building warrants assessed within 20 working days of registration	97%	95%	94%	95%	91%	85%	-

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Education, Communities and Organisational Development Improvement Plan Overview	
Education	Corporate Plan Priority
Scottish Attainment Challenge	OP1, OP4, OP5, OP9, OP10
Broad General Education	OP1, OP5, OP9, OP10
1140 hours expansion in early learning and childcare	OP4, OP5, OP9, OP10
Children's Services Plan	OP5, OP6, OP9, OP10
Review of Inverclyde GIRFEC model	OP2, OP5, OP6, OP9, OP10
Implement the findings from the Additional Support Needs Review	OP5, OP6, OP9
Culture, Communities and Educational Resources	
Culture and heritage	OP1, OP8, OP9, OP10
Library services for children and young people	OP1, OP2, OP8, OP9, OP10
Facilities management	OP4, OP6, OP9
School transport	OP9
Raising attainment and achievement in our communities	OP1, OP2, OP3, OP4, OP5, OP9
Adult pathways	OP1, OP2, OP3, OP4, OP5, OP9
Youth consultation and representation structures	OP2, OP9
Implementation of the 3 year plan for CLD	OP3, OP4, OP6, OP9, OP10
Development and implementation of a Sport and Physical Activity Strategy	OP6
Volunteering Strategy for Inverclyde	OP1, OP2, OP6
Community Safety and Resilience	OP1, OP2, OP5, OP6, OP7, OP9
Community Safety Engagement	OP1, OP2, OP5, OP6, OP7, OP9
Organisational Development, Policy and Communications	
The Community Empowerment (Scotland) Act 2015	OP1 – OP9
People and Organisational Development Strategy	OP9, OP10
Child poverty	OP4, OP6
Fairer Scotland Duty	OP2, OP4, OP9
Health and safety monitoring system	OP9, OP10
Repopulation and tourism 'place' marketing	OP1, OP9
All Services	
Measuring impact on outcomes	OP1 – OP8
Workforce planning	OP1, OP3, OP9, OP10

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Corporate Improvement Actions

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

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
CA1	The Community Empowerment (Scotland) Act 2015	<p>Audit Scotland made a recommendation in the BVAR 2017 that Inverclyde Council should further develop the capacity of communities.</p> <p>Inverclyde's Outcome Improvement Plan was published in December 2017. Performance monitoring consists of a quarterly performance report and an Annual Report.</p> <p>Locality Action Plans have been developed and published on the Council's website for all six Inverclyde localities.</p>	<p>The Council and its partners can demonstrate that it is effectively delivering on the statutory requirements of the Community Empowerment (S) Act 2015</p> <p>The issues that matter most to each locality are identified and community planning partners and the community work together to tackle them.</p> <p>Locality Planning Groups are</p>	<p>Develop appropriate, local responses to Scottish Government guidance.</p> <p>Continue to gather data from partners around the three localities.</p> <p>Pilot the establishment of a Locality Planning Group in Port Glasgow and then roll out to the remaining 5 localities.</p>	<p>Communities are making full use of the Community Asset Transfer, Participation Request and Participation in Public Decision Making elements of the Community Empowerment Act 2015</p> <p>Implementation of the six Locality Plans, involving all partners. A Locality Action Plan is developed for each locality and published on the Council's web site.</p>	<p>Corporate Policy, Performance and Partnership Manager</p> <p>Community Learning and Development, Community Safety and Sports Service Manager</p>	<p>Contained within existing budgets</p>	<p>OP1 OP2 OP3 OP4 OP5 OP6 OP7 OP8</p>

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Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
		<p>Communication and Engagement Groups have been established in Port Glasgow, Kilmacolm and Quarriers, Greenock East and Central, Greenock South and South West and Inverkip and Wemyss Bay</p> <p>An evaluation of phase 1 of Participatory Budgeting has been carried out and a revised approach agreed.</p>	<p>established in each of the 6 localities to enable service planning at a local level and to implement Locality Action Plans.</p> <p>The Alliance is investing in building the capacity of communities</p> <p>Robust and comprehensive community involvement and engagement takes place in each of the 6 localities.</p> <p>Communities can influence how budgets can be used to address local priorities.</p>	<p>Establish a Communications and Engagement Group in each of the 6 localities.</p> <p>Implementation of the revised approach as agreed by the Policy and Resources Committee</p>	<p>Locality Planning Groups established in each locality and meeting on a quarterly basis.</p> <p>The local priorities that have been identified through community engagement are delivered.</p> <p>Communications and Engagement Groups established in each of the 6 localities and meet on a regular basis.</p> <p>There is a sustainable model of PB in place in Inverclyde</p>			

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CA2	Measuring impact on outcomes	<p>The Audit Scotland Best Value Assurance Report (2017) contained a recommendation that the Council and partners need to better identify the extent of the impact services/partners expect to make to the overall strategic outcomes.</p> <p>Public performance reporting has been strengthened across a range of areas, including:</p> <ul style="list-style-type: none"> • A Corporate Plan Annual Report shows progress in the delivery of our organisational and partnership priorities. • A redesign of the performance webpages to present performance information that shows the progress that is being made in the delivery of 	<p>Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.</p> <p>Performance reporting is linked to measuring impact on outcomes at an individual, community and population level.</p>	<p>Continue to work with experts and other performance management specialists, to identify processes to better measure impact on outcomes and learn from good practice elsewhere.</p> <p>Build on additional performance reporting arrangements that have been put in place in the last 2 years Identify desired outcomes with key milestones / timescales for the Inverclyde Alliance Partnership Action Plans.</p>	<p>Audit Scotland are assured that Inverclyde Council is able to demonstrate impact on outcomes for all its children, citizens and communities.</p>	<p>Corporate Policy, Performance and Partnership Manager</p>	<p>Contained within existing resources</p>	<p>OP1 OP2 OP3 OP4 OP5 OP6 OP7 OP8</p>

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		<p>priorities and outcomes.</p> <ul style="list-style-type: none"> • A LOIP Annual Report is also produced by the Inverclyde Alliance. 						
CA3	Workforce Planning	<p>A Corporate Workforce Planning and Development Group has been established to focus on progressing the workforce planning and learning and development agenda (WP and L&D) for the Council.</p> <p>Service Workforce Plans have been completed including longer term forecasts of workforce numbers and skills.</p>	<p>Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and associated plans to address the key workforce challenges over the next 3 years and into the longer term.</p> <p>Continue to ensure Service Workforce Plans are actioned and reviewed.</p>	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions.</p> <p>Assessing future workforce requirements via service workforce plans.</p> <p>Delivery of plans to be monitored by the Workforce Planning & Development Group. (Ongoing)</p>	<p>Workforce Planning and Learning & Development activity is prioritised and needs are met through coordinated and cost effective approaches.</p> <p>Appropriate WP and L&D interventions are implemented to address key workforce challenges over the next 3 years and beyond.</p>	Head of OD, Policy and Communications	Contained within existing resources	OP1 OP3 OP9 OP10
CA4	People and Organisational Development Strategy	The New Strategy for 2020/23 was approved by Council in February 2020	The new People & OD Strategy Action Plan will need to be reviewed in light of the COVID19 pandemic and associated recovery plans to assess it continues to be fit for	OD Team to review Action Plan and link with OD, Policy & Communications representatives on Recovery Groups and with Workforce Development Group to determine and new or	CMT approve amended People and Organisational Development Strategy Action Plan 2020/23, or confirm existing plan fit for purpose.	Head of OD, Policy and Communications	Contained within existing resources	OP9 OP10

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			purpose. It will then be taken back to CMT for agreement on any amendments	amended key priorities in terms of the strategy Dec 2020				
CA5	Child poverty	<p>25.7% of children in Inverclyde are estimated to be living in poverty, the 6th highest in Scotland. Child poverty is expected to increase nationally.</p> <p>A multi-agency Child Poverty Action Group, oversees the work around child poverty in Inverclyde</p> <p>The first Inverclyde Local Child Poverty Action Report was published in 2019. Work on the second LAR is underway.</p>	<p>To reduce child poverty locally and work towards the achievement of national targets.</p> <p>The Child Poverty Action Group will agree priorities for the area and the Local Action Report for 2019/20 will be the framework to develop these local priorities (food insecurity, employment and digital insecurity) in line with the national priorities.</p>	<p>Local and national data will be analysed to evidence local impact on child poverty and on the national targets.</p> <p>All partner (CPAG) activity and data linked to child poverty is held centrally to enable partners to measure progress against the national child poverty targets.</p> <p>Monitor and review the projects in the Child Poverty Action Report.</p>	<p>Qualitative and quantitative data will show improvement in child poverty levels in Inverclyde</p>	<p>Corporate Policy, Performance and Partnership Manager</p>	<p>Costs are set out in the Inverclyde Child Poverty Action Report</p>	<p>OP1 OP4 OP5 OP6</p>
CA6	Children's Services Plan: Update	<p>An Inverclyde's Children's Services Plan is in place and the year 2 Delivery Plan has been</p>	<p>A refreshed Children's Services Plan is submitted in accordance with the new timescale once</p>	<p>Cross-service working will allow alignment of Children's Services Partnership work with review of GIRFEC</p>	<p>A new Children's Services Plan is approved and reflects the Covid-19 recovery plan</p>	<p>Corporate Director ECOD; Head of Education;</p>	<p>Contained within existing resources</p>	<p>OP5 OP6 OP9 OP10</p>

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		<p>implemented across all child support agencies. A monitoring framework is in place in keeping with Scottish Government guidance.</p> <p>A refresh of the ICSP was initially due to be submitted in 2020 however the Scottish Government has delayed this in response to Covid-19. It is accepted that priorities may change due to this.</p> <p>The Children's Services Partnership restructure will provide appropriate framework for multi-agency approach to planning, achieving outcomes and quality assurance across all partner agencies.</p>	<p>announced by the Scottish Government.</p> <p>Governance framework provides overview of progress and service level accountability.</p>	<p>Pathway Model to ensure consistency across partner agencies.</p> <p>Review of priorities and performance measures.</p> <p>Refresh the Strategic Needs Assessment</p> <p>Delivery of identified CSP outcomes by CS Partnership sub-groups. Priority Leads and sub-group Chairs will meet regularly to co-ordinate and monitor progress. Meetings were suspended during Covid-19 but will reconvene.</p>	<p>Priorities have been identified through multi-agency analysis of available evidence including local and national performance measures and Covid-19.</p> <p>Increase confidence of staff in implementation of GIRFEC Pathway model.</p> <p>Continuing improvement in the quality of GIRFEC pro-forma and documentation, e.g. Child's Plans, Chronologies; Education Action Plans, TAC outcomes.</p>	<p>Children Services Partnership; GIRFEC Strategy Group</p>		

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CA7	Review of Inverclyde GIRFEC Model	<p>Inverclyde's GIRFEC Practice Model has now been in place for two years. The 2017 Children Services Inspection identified the need to further develop multi-agency confidence and partnership working. The implementation of Inverclyde's mental Health Strategy, Autism Strategy and Locality ASN Forums provides the opportunity to review and realign the practice model</p> <p>Updated SEEMIS application and associated modules currently being developed – due for phase 1 implementation August 2020.</p> <p>Programme of Quality Assurance and Self-Evaluation implemented on Cluster basis June 2018. This has</p>	<p>Evidence of quality planning both at single agency level and interagency with timely support being given to children and families to improve outcomes.</p> <p>Multi-agency workforce confidence in development of Inverclyde's GIRFEC Model will continue to improve and develop</p> <p>Consistency of approach by all partners to using GIRFEC Pathways for development and implementation of plans for vulnerable children and families.</p> <p>Education service's procedures for school review to include the quality assurance of</p>	<p>Multi-agency review of GIRFEC Pathway model takes account of changing education and HSCP landscape in terms of direct funding, support for mental health wellbeing of children and young people.</p> <p>GIFEC Pathway Model to align with restructure of both Children's Services Partnership and implementation of Locality ASN Forum.</p> <p>Identification of training needs will identify multi-agency approach to build capacity across partner services.</p> <p>Implementation of cross-service quality assurance procedures to be led by Children's Services Performance</p>	<p>Monitoring of direct referrals from educational establishments to support services.</p> <p>Overview of CS and GIRFEC QA processes used to inform Strategic Needs Assessment. Information from TAC/Review meetings confirm positive impact for individual children and young people.</p> <p>An increase in numbers of staff attending multi-agency training. Staff confidence with GIRFEC model and multi-agency working.</p> <p>QA procedures provides effective quantitative and qualitative information to inform future planning.</p>	Head of Education; Education Officer; Principal Psychologist; GIRFEC Strategy Group.	Contained within existing resources	OP2 OP5 OP6 OP9 OP10

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		provided an opportunity to both moderate quality and consistency of approach in the development of Child Plans and to allow sharing of good practice.	<p>GIRFEC policy and procedures including:</p> <ul style="list-style-type: none"> • Wellbeing Assessments; Child's Plans; • Chronologies; and TAC meetings. Data analysis of outcomes and impact included in process. <p>QA procedures linked directly to compilation of Strategic Needs Analysis for Children's Services Planning.</p>	<p>Management sub-group.</p> <p>Implementation of CSP sub-groups to develop improved outcomes for LAC/CE children and Young People.</p> <p>Education's QA processes to reflect changes in Education Scotland model. Alignment with Children Services Performance Management sub-group will ensure consistency across all partner agencies.</p>	Collated data informs Strategic Needs Analysis to allow identification of appropriate priorities for forward-planning and improvement.			
CA8	Fairer Scotland Duty (FSD)	Interim, non-statutory, advisory Guidance on the Duty was published by the Scottish Government in April 2018 and a report considered by the Policy and Resources Committee at its meeting on 18 September 2018.	Ensure we are compliant with the Duty, by actively considering how we can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.	Utilise the support available from the Improvement Service to develop and share best practice on the Duty.	By actively considering how we could reduce inequalities of outcome in any major strategic decision we make and publishing a written statement showing how we have done this.	Council-wide responsibility, led by Corporate Policy, Performance and Partnership Manager	Contained within existing resources	OP2 OP4 OP9

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		The Duty has been incorporated into the Equality Impact Assessment template used as part of the Council's budget-setting process 2019.		When making strategic decisions, actively consider, with an open mind, whether there are opportunities to reduce socio-economic disadvantage. Incorporate the Duty into the Equality Impact Assessment as part of the Council's process to amend or introduce new policy arrangements. By June 2020.				
CA9	Volunteering Strategy	A draft Inverclyde Volunteering Strategy, 'Everyone's Volunteering 2019-28' has been developed. The draft Volunteering Action Plan has been developed, however this needs greater community involvement and a collective review to inform its development. A broader partner / staff	The quality and quantity of volunteering opportunities is increased. The number of people participating in volunteering is increased. Participation inequalities are addressed	Carry out survey of volunteering across the directorate and CLD partnership to inform refreshed volunteer action plan by June 2020 QA systems used to measure quality of volunteer placements. A partner/staff and community consultation carried out to inform the plan	Volunteering action plan in place Increased number and quality of volunteering opportunities Increased number of people volunteering, particularly young people aged 13-18,	Community Learning and Development, Community Safety and Sports Service Manager CVS Inverclyde	No resource implications	OP1 OP2

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		and community consultation in March / April 2020 was delayed due to Covid-19	The role and contribution volunteers make to community planning, achieving key outcomes and the delivery of services is understood and quantified.	<p>Self -evaluation carried out to identify key strengths and areas for improvement</p> <p>Review draft Action Plan following the consultation event. Refreshed Action Plan by end June 2021</p> <p>Impact assessment carried out by Sept 2021</p> <p>Volunteer Pathways developed by March 2022.</p> <p>Development and delivery of a range of leadership and volunteering opportunities.</p>	<p>people with a health condition or challenging circumstances, e.g. cultural barriers, men and those in the most deprived 20% of communities.</p> <p>More local strategies and plans will demonstrate the contribution and impact of volunteering.</p> <p>Evidence of volunteering being promoted and valued.</p>			

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Cross-Directorate Improvement Actions

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

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
CD1	Raising attainment and achievement in communities	Feedback from young people, adults, the wider community and partners indicates that there is a need for CLD providers to continue to provide wider achievement and attainment opportunities.	<p>Raise levels of attainment and achievement in our communities.</p> <p>Individuals are supported in developing the skills, knowledge and attributes to achieve their full potential.</p>	<p>Increase the learning opportunities available to individuals.</p> <p>Support the work aimed at closing of the poverty related attainment gap.</p> <p>Continued provision and enhancement of high quality learning opportunities to young people, adults and the wider community with a focus of those most in need.</p> <p>Ongoing over 2020/21</p>	<p>An increase in the number of individuals achieving nationally recognised awards.</p> <p>There is an improved range of courses, qualifications and awards available to individuals.</p> <p>There is an increase in the number of individuals with improved literacies and ESOL skills.</p>	<p>Head of Culture, Communities and Educational Resources & CLD</p> <p>Head of Education Services</p>	Contained within existing resources	OP1 OP2 OP3 OP4 OP5 OP9
CD2	Implementation of the CLD 3 Year Plan	<p>CLD service has identified a number of priorities for the service to be delivered over the period 2018/21.</p> <p>An Annual Report for year 1 has been produced and</p>	<p>Delivery of the CLD priorities in relation to</p> <ul style="list-style-type: none"> - Raising attainment and achievement - Develop of effective partnership - Effective community 	<p>Delivery of the key activities as set out in the 3 year plan.</p> <p>Strengthening of partnership working both within and out with the council.</p>	Data shows an improvement across a range of indicators linked to the 3 year priorities	Community Learning and Development, Community Safety and Sports Service Manager	Contained within existing resources	OP3 OP4 OP6 OP9 OP10

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Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
		approved by the Alliance Board / relevant Committee.	engagement structures - Health and Wellbeing - Poverty and deprivation	Reporting of progress to the Strategic Implementation Group. Delivery over the period 2018 / 2021				
CD3	Develop and implement Sport & Physical Activity Strategy	Members of the strategic steering group have been identified. Initial meeting held. Revised timescale established to reflect service restructure and delay due to Covid-19.	Strategy developed and launched by March 2021.	Strategy working group is established. The action plan is refreshed in light of Covid-19. Public consultation is carried out Establish a reporting mechanism through Inverclyde Alliance Board. Operational group established.	Strategy developed and launched by March 2021. Strategy is endorsed by Education & Communities Committee and the Inverclyde Alliance Board.	Community Learning and Development, Community Safety and Sports Service Manager	Contained within existing resources	OP 6

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Service Improvement Actions

These actions will be carried out by specific Services in the Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
Education								
Ed1	Scottish Attainment Challenge	<p>Primary and secondary schools are making very good use of data to target improvement through initiatives funded by the Scottish Attainment Challenge and Pupil equity Fund.</p> <p>Attainment gap linked to deprivation has decreased during 2019/20 across almost all measures</p> <p>Practitioners are now more skilled in their understanding and use of data.</p> <p>Events of C-19 have enabled parents to become more involved in their child's learning.</p>	<p>Further decrease the attainment gap linked to deprivation.</p> <p>Ensure that a recovery curriculum is in place to ensure that the needs of all learners are met and that there are opportunities to fill learning gaps due to COVID-19</p> <p>An increase use of data to set targets and inform next steps and improvements</p> <p>Parents are enabled to better support their children in Literacy,</p>	<p>Continue to support and challenge staff in interpreting and using data to close the poverty related attainment gap.</p> <p>Continue to review and embed the range of interventions focused on closing the poverty-related attainment gap.</p> <p>Co-ordinated quality programmes are in place with partners which impact on attainment</p> <p>Continue to support and establish on family learning programmes and to support parents.</p>	<p>Further improvements in base line figures in literacy and numeracy.</p> <p>Parents' capacity to support their children's learning continues to increase.</p>	Head of Education/ Head Teachers	Scottish Government funding of £ 3,470,640	OP1 OP4 OP5 OP9 OP10

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		<p>Prior to COVID evidence from Barnardo's showed that the % of families engaging with their child's learning was increasing.</p> <p>Secondary schools are now embedding collaborative practitioner enquiry in practice in partnership with the Education Psychology team amongst others. Joint working has strengthened.</p> <p>Models of leadership, which supports a significant number of practitioners to engage in research and critical reflection is now directly impacting on the quality of learning and teaching in the classroom.</p>	<p>Numeracy and Health & Wellbeing</p> <p>Clearly articulated approaches to multi-agency professional learning to sustain collaborative and collegiate interventions.</p> <p>A consistent shared understanding of high –quality learning, teaching and assessment.</p>	<p>Continue the culture of collaborative professional learning as demonstrated through highly effective implementation groups and professional learning communities.</p> <p>Disseminate effective practice.</p> <p>Continue to support and develop the leadership programmes that are provided across the authority, through the Regional improvement collaborative and nationally.</p>	<p>Feedback to date is that teachers and support staff report very positively about Continuing Professional Learning and their level of confidence in approaches being delivered. This will continue to be monitored and evaluated.</p>			

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		<p>Continue to implement 'Applying Nurture' as a Whole School Approach across all sectors.</p> <p>A declining trend of exclusions is in place but this needs further refined for ASN</p> <p>A professional learning programme for teaching staff and support staff is empowering young people to take greater ownership of their learning Developing an exit and continuation plan of strategies for Scottish Attainment Challenge initiatives</p>	<p>Continue to reduce exclusions.</p> <p>Approaches and initiatives which have impacted on attainment are embedded.</p>	<p>Evidence informed interventions which are positively impacting on the lives of children and young people.</p> <p>Through the continued implementation and evaluation of policies such as GIRFEC ,Positive Relationships Positive Behaviour Policy and the Attendance Policy</p> <p>Building practitioners capacity across all sectors by providing high quality professional learning.</p> <p>Increase the digital literacy of all teachers and practitioners</p>	<p>Well-informed and targeted interventions have resulted in improved outcomes in children's attendance, motivation and attainment.</p> <p>Good practice is shared and effective interventions up scaled where appropriate using research informed by local and national policy –</p>			

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Ed2	Broad General Education	<p>Schools continue to track and monitor performance at all levels</p> <p>Primary schools are using new progress and achievement tracking system for numeracy and literacy.</p> <p>Reporting aspect of progress and achievement is being introduced in a phased basis and will ultimately allow us to monitor pupils with barriers to learning.</p>	<p>Schools will continue to develop tracking and monitoring of other aspects of BGE curriculum. Schools also developing report templates.</p> <p>Tracking and monitoring will increasingly be used to provide effective interventions in learning.</p> <p>Schools are accessing information independently and are confident in the use of all measures to remove barriers to learning</p>	<p>Revising the Quality Assurance Framework across the authority.</p> <p>Continue to develop the quality assurance framework and SEEMIS reporting and tracking system</p>	<p>A robust and reliable tracking system is in place to report on and monitor progress and performance of all pupils through the BGE.</p> <p>Continue to work with schools so that they are able to articulate the rationale for their curriculum for all learners through both the BGE and the Senior Phase</p>	Head of Education	Contained within existing resources	OP1 OP5 OP9 OP10

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		<p>The newly developed Quality Improvement Framework processes include opportunities for all schools to discuss attainment and teacher professional judgement on an annual basis.</p> <p>The authority wide data set has been updated to include the information on progress and achievement.</p> <p>Inverclyde continues to engage with the Glasgow City Regional Education Improvement Plan (West Partnership).</p> <p>Progression frameworks for understanding standards have been developed at council level.</p>	<p>The Quality Improvement Framework is in place and understood by all.</p> <p>The Quality Improvement Framework has been adapted for the recovery planning due to COVID -19</p> <p>The data set has been reviewed and evaluated and is consistently used in all establishments</p> <p>The RIC plan will be revised and streamlined</p> <p>Progression frameworks for other areas of the curriculum are beginning to be developed</p>	<p>Establish toolkits for schools for recovery curriculum and pedagogy</p> <p>Continue ongoing work with SEEMIS</p> <p>Continue to have representation on the RIC working groups and programme board</p> <p>The coaching and modelling officers will continue to work with schools to identify appropriate progression.</p>				

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Ed3	Implement the findings from the Additional Support Needs Review	<p>The implementation of ASN Review 2015 recommendations contained has resulted in a well-developed Inclusive Support Service which is effective and efficient in providing universal and targeted support, leading to improved outcomes for children and young people.</p> <p>Due to COVID -19 work on this has been delayed and suspended.</p> <p>Attendance, educational attainment and wellbeing outcomes of Care Experienced, ASN and pupils with barriers to their learning remains an area for development and improvement.</p> <p>Progress has been made in the tracking of outcomes for Care experienced children.</p>	<p>Further embedding of the changes implemented through the ASN review are further embedded in practice to deliver the priorities outlined in the revised Children’s Service Plan. This will be underpinned by a robust and comprehensive Inverclyde GIRFEC model (see below)</p> <p>Educational performance, attendance and exclusion rates for LAC and ASN continue to improve. BGE and SQA monitoring data is included in data packs.</p>	<p>Continue to monitor and improve attendance and reduce exclusions across schools and establishments, particularly linked to deprivation, care experienced and those with barriers to learning</p> <p>Continued work undertaken by the attainment challenge attainment team to work alongside schools and children’s services.</p>	<p>Inclusive Support Services re-organised to reflect the outcomes of ASN review.</p> <p>Improved educational outcomes for care experienced pupils.</p> <p>Improved wellbeing outcomes for all children and young people.</p> <p>All Inverclyde educational establishments include Autism friendly strategies into improvement planning cycle.</p>	<p>Head of Education</p> <p>Principal Psychologist</p>	<p>Contained within existing resources</p>	<p>OP5 OP6 OP9</p>

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		<p>Increased use of Autism friendly strategies are now in place.</p> <p>2019 outcomes for positive destinations represented the highest ever for Inverclyde.</p> <p>Pilot Locality ASN Forum in Port Glasgow over 2018/19 was suspended to allow further work to be undertaken.</p> <p>Communication Friendly Schools pilot has been in place in two</p>	<p>.</p> <p>Locality ASN forums operating successfully. Protocols and procedures will improve direct access to Tier 1 and Tier 2 mental health & wellbeing support.</p> <p>Learning from pilot programme disseminated over</p>	<p>Education Service's revised Management restructure will more effectively support work at locality level. Inverclyde ASN Forum will continue to be mechanism for advice and support to locality forum</p> <p>Access to support from partner services more readily accessible through locality forum arrangements.</p> <p>Planned programme of capacity building and support</p>	<p>Increased positive destinations for pupils with barriers to their learning.</p> <p>Improve the monitoring and tracking of care experienced pupils to support their educational performance pupils and increase the number of looked after pupils entering a positive destination upon leaving school</p> <p>Locality ASN forums operating effectively with clear lines of communication and referral implemented for actions by Inverclyde ASN Forum.</p> <p>Staff capacity and understanding of</p>			

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		<p>Inverclyde primary schools.</p> <p>LIAM project pilot in Inverclyde East locality. The project looks to build school's capacity and knowledge in dealing with anxiety.</p>	<p>session 2019/20. Assessment. ICOS Coaching and Modelling approach continues to be embedded.</p> <p>Programme disseminated across Inverclyde schools over session 2019/20. Teachers and support staff better trained in supporting anxiety in children and young people.</p>	<p>developed by ICOS team.</p> <p>Planned programme of capacity building and support developed by LIAM team.</p>	<p>Autism continues to develop. Schools have more direct access to support for pupils with barriers to their learning.</p> <p>Staff capacity and understanding of anxiety in young people continues to develop</p>			
Ed5	1140 hours expansion in early learning and childcare	<p>The strategic plan for the expansion of early learning and childcare is being implemented and includes the following work plans:</p> <ul style="list-style-type: none"> • Infrastructure • Workforce • Operations • Quality <p>Effective engagement with Scottish Government in relation to implementation and monitoring is ongoing.</p>	<p>It is likely that provision of 1140 hours will be offered across Inverclyde subject to COVID -19 restrictions. There will be restrictions in choice of establishment / patterns of placement.</p>	<p>The strategic work group will continue to monitor the implementation of the expansion plan.</p>	<p>Regular monitoring of work plans and risk register.</p>	<p>Head of Education / Early Years Manager</p>	<p>Funding costs met by the Scottish Government</p>	<p>OP4 OP5 OP9 OP10</p>

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		<p>Due to Covid-19 an Order revoked the statutory duty to provide 1140 of childcare by August 2020. An Inverclyde contingency plan for August is currently being developed.</p> <p>Positive relationships with the private, voluntary and independent sectors are being sustained.</p>	All eligible Providers meet the National Standard for Early Learning and Childcare and are accepted as Funded Providers from August 2020	A contingency plan is currently being developed to address any shortfalls in provision.	<p>All children are allocated a 1140 hours placement</p> <p>Funded Providers are delivery ELC across the Authority.</p>			
Culture, Communities and Educational Resources								
CC& ER1	Culture & Heritage	Following a programme of refurbishment, the Watt Institution re-opened in 2019 and revised opening hours have been implemented. Many elements of the service have been in place since the 1980s and require a comprehensive review.	The Watt Institution to be recognised as the key heritage asset in Inverclyde. Heritage services to be operating efficiently and adhering to modern best practice.	Full review of service including: staffing structure, services offered, and income generation opportunities, taking into account the themes and priorities from the Heritage Strategy.	<p>% increase in visitor figures, facility usage, learning and access opportunities, and increased income.</p> <p>% increase in visibility / recognition of, and levels of engagement with, the Watt</p>	<p>Libraries, Education Development and Arts Manager;</p> <p>Team Leader – Education Development and Arts;</p>	To be contained within existing revenue budget.	OP1 OP8 OP9 OP10

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		The Great Place Scheme funded the production of a ten year Heritage Strategy for Inverclyde, which aims to support the development of a strong, sustainable heritage infrastructure operating across the public, private and third sectors. The Strategy was approved by the Alliance Board in 2019.	Implementing the recommendations and action plan of the Heritage Strategy and adopting new working practices and services developed as part of the <i>Stories Frae the Street</i> project.	Subsequent Watt Institution service improvement plans to include aspects of the Heritage Strategy Action Plan. Continuation during 2020 of the artistic commissions under the banner of the Great Place Scheme Produce a funding bid for support for Heritage Strategy Action Plan (currently closed due to Covid-19) Timescale: 2020/21	Institution by the general public.	Heritage Outreach Officer; Watt Institution staff		
CC&ER2	Library Services for Children and Young People	The Scottish Government published a national strategy for school libraries in Scotland 2018-23: <i>Vibrant Libraries, Thriving Schools</i> . There are 3 aspects of Inverclyde Council's library offer for children and young people: the	Joined up library services for children and young people, making best use of all available resources across public, school and "pop-up" libraries. Implementing the recommendations and action plan of the National Strategy for	Adoption of elements of Attainment Challenge service provision into core business. Continued close working with school librarians.	Use of Inverclyde's public libraries by children and young people will increase. Use of Inverclyde's secondary school libraries will increase.	Libraries, Education Development and Arts Manager; Team Leader – Libraries; Education staff;	To be contained within existing revenue budget	OP1 OP2 OP8 OP9 OP10

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		<p>public library service, individual school libraries within secondary schools; and outreach work carried out by an Outreach Librarian, based in the community and funded by the Attainment Challenge. While there is some joint working and linkages between the three, much more could be done to streamline, join up and improve the library offer for Inverclyde's children and young people.</p> <p>A review of all aspects of provision for children and young people has been carried out, including early years; class visit programme; after school programme and young adult. Inverclyde Libraries consulted with young adults in order to devise a refreshed offer, including closer working with school librarians, a secondary school e-membership drive, and</p>	<p>School Libraries and ensuring that Inverclyde's schools are in a good position to apply for School Library Improvement Funding from the Scottish Government.</p>	<p>Review of existing library provision within primary schools.</p> <p>Timescale: 2020/21</p>	<p>Primary school library provision will be supported.</p> <p>The literacy-related attainment gap for children in Attainment Challenge schools will be reduced.</p> <p>Inverclyde's school libraries will apply for School Library Improvement funding on an annual basis with a high rate of success.</p>	<p>Staff with responsibility for delivering children's and young people's library services.</p>		

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		a number of pilot projects.						
CC&ER3	Facilities Management	<p>The Scottish Government's free school meals provision began in January 2015 and has been implemented in all relevant schools. Initially a target of 80% was set, however this may need to be revised as more pupils bring packed lunches to school.</p> <p>Similarly, alternative targets may need to be put in place to account for Covid 19 restrictions.</p>	To sustain free school meal provision at an appropriate level in light of Covid-19 restrictions.	Through monitoring and assessing the provision and promotion of the initiative to parents and children through each school.	Measuring the percentage uptake of free school meals within the P1 to P3 age group.	Facilities Manager	Externally funded	OP4 OP6 OP9
CC&ER4	School Transport	<p>Changes to school transport provision were agreed by the Education and Communities Committee in September 2019, following which, work was underway to implement the revised arrangements. This was halted by Covid-19.</p> <p>The Head of Culture, Communities and</p>	<p>Work with school communities to implement changes to school transport provision.</p> <p>The revised transport arrangements are in place.</p>	<p>ParentPay arrangements to be put in place for those young people accessing transport provided by Inverclyde Council.</p> <p>Termly payment plans created for those pupils requiring subsidised transport</p>	New transport arrangements are established and the inequality in provision has been addressed.	Head of Communities, Culture and Educational Resources; Service Manager Educational Resources.	TBC	OP9

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		<p>Educational Resources has had regular contact with Parent Councils regarding the revised arrangements.</p> <p>There are plans to phase in arrangements from August 2020 in line with Covid-19 guidance.</p>		<p>Partnership working with transport providers.</p> <p>Work with communities to support implementation of revised arrangements.</p>				
CC&ER5	Develop and improve Adult Learning Pathways	<p>A range of high quality learning opportunities are available for adults and young people. The clearer articulation and strengthening of pathways has been a key focus across the CLD Partnership with key improvements being made. All provision is articulated on Inverclyde Life.</p> <p>Clearer learning pathways have been developed round key themes/areas of work including ESOL, IDEAS, ICT, and some key aspects of Adult Learning, literacies.</p>	<p>There is a better articulation and awareness of appropriate pathways for learners.</p> <p>There are new progression opportunities for learners where needed and additional support at transition points for those most in need.</p> <p>There has been increased support for vulnerable learners. Improved identification of need and a focus on individual planning and progression have improved</p>	<p>Improve progression pathways for both young people and adult learners.</p> <p>Work in partnership with wider CLD partners to identify appropriate pathways for learners with a focus on employability, transitions from community based AL to FE, volunteering and leadership and health and wellbeing. Support and test pathway articulation and development by piloting some key programmes, e.g.</p>	<p>Increased pathways available to learners.</p> <p>Increase in the number of learners progressing on to a positive destination.</p> <p>Clear and defined pathways are identified. CLD practitioners and wider partners and adult learners have a better understanding of pathways for their learners.</p>	Community Learning and Development, Community Safety and Sports Service Manager	Contained within existing resources	OP1 OP2 OP3 OP4 OP5 OP9

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		Transitions from community-based adult learning to further education needs a continued focus.	retention helped remove barriers to participation.	<p>Leadership Award at SCQF levels 5/6.</p> <p>Increase partnership programme planning.</p> <p>Consult with learners on their experience and expectations of their learning pathway.</p> <p>Work across the partnership to identify and target the most vulnerable learners and develop additional support arrangements where needed.</p>				
CC&ER6	Youth Consultation and Representation Structures	Whilst structures are in place, there is a need to further develop the Youth Consultation and Representation Structures across Inverclyde ensuring key community groups of interest are supported.	<p>Community engagement structures are in place that enhance the participation levels of our young people.</p> <p>The voices of our young people have an appropriate platform to be heard.</p>	<p>Develop a new structure for Youth Representation through the establishment of a Youth Cabinet.</p> <p>Carry out a review of the Youth Participation Strategy, achieve the LGBT Charter Mark for our Clyde Pride Group & create a</p>	<p>A new Youth Cabinet is established with increased numbers of young people engaged in youth participation.</p> <p>A new refreshed Youth Participation Strategy is created to ensure young people are involved in service planning and delivery.</p>	Community Learning and Development, Community Safety and Sports Service Manager	Contained within existing resources	OP2 OP9

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				<p>peer education group to tackle issues affecting young people on a peer level.</p> <p>Deliver the Inverclyde YOYP Plan for 2018. Develop plans for nominated young people to sit on local committees to ensure their voices are heard on an appropriate platform.</p> <p>Ensure effective arrangements are in place for the Scottish Youth Parliament Elections 2021.</p>	<p>achieves a bronze Charter Mark.</p> <p>The contribution of young people is celebrated and highlighted through the Year of Young People programme. Increased number of young people involved in Inverclyde Youth Council</p> <p>Clyde Conversations 2020 is developed and delivered</p> <p>Increase in the number of candidates standing for election and an increase in the number of young people involved in SYP elections.</p>			
CC&ER7	Community Safety & Resilience – Improving Inverclyde Initiative	Following community consultation and the completion of a strategic assessment, the Community Safety Partnership has set out 3 overarching strategic priorities –	The introduction of a neighbourhood/community based community safety and resilience initiative in Lower Port Glasgow.	<p>Engagement with agencies and services to identify current resources and assets within the identified area.</p> <p>Assessment of community</p>	<p>The pilot initiative will have been introduced to the Lower Port Glasgow neighbourhood/community in Inverclyde.</p> <p>The community and wider public will be</p>	Community Learning and Development, Community Safety and Sports Service Manager.	Contained within existing resources.	OP1, OP2, OP5, OP6, OP7, OP9,

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		<ul style="list-style-type: none"> - Reducing Violence, Crime and Disorder - Reducing Unintentional Harm; and - Promoting Community Resilience <p>Currently, the majority of responses to anti-social behaviour and disorder are reactive and police led with support from the Public Protection Service.</p>		<p>engagement responses to identify unmet community need</p> <p>Engagement with communities to encourage participation and ownership</p> <p>An evaluation of the project after 3 months to identify successes/areas for improvement and the opportunity to roll out to other areas. An evaluation of the initiative after 12 months.</p>	<p>able to identify an improvement in their area.</p> <p>The Community Safety & Resilience Team and wider community safety partners will have a better understanding of issues within the locality/community.</p> <p>High quality detached youth work service developed and implemented.</p> <p>Improved outcomes for young people and communities contributing to a reduction in ASB.</p> <p>Problem solving approach implemented to tackle anti-social behaviour.</p>			
CC& ER8	Community Safety Engagement	The Citizen's Panel enables the council to regularly consult with Inverclyde residents on	Community engagement structures are in place that help to	During the period the department will identify a range of community safety	Measure the number of community safety engagements carried out across Inverclyde.	Community Learning and Development, Community	Contained within existing resources.	OP1, OP2, OP5, OP6,

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		a wide range of issues. Panel members are asked a series of questions regarding their satisfaction of where they live, their feelings of safety and their experience of antisocial behaviour.	maintain high feelings of safety and low experiences of antisocial behaviour in Inverclyde.	engagement messages which support the priority outcomes of the Community Safety Partnership Strategy - the reduction of violence, crime and disorder in our communities, the reduction of unintentional harm in our communities and the promotion of community resilience.	Promote and support national campaigns which contribute to the priority outcomes of the Community Safety Partnership Strategy. Feelings of safety are reported as high in the forthcoming citizens' panel (2020).	Safety and Sports Service Manager		OP7, OP9,
Organisational Development, Policy and Communications								
ODP &C1	Health and Safety Monitoring System	Development of the Figtree Health and safety monitoring system to utilise the auditing and workplace inspection functions.	To record and monitor key action points and control measures which require to be implemented at Service level and that implementation has taken place.	Develop and test the relevant modules in the Figtree system. Bring online the audit and assessment modules and pilot them in selected areas (Fire Risk Assessment, Education and Environmental and	Auditing and workplace inspection functions are fully implemented.	Head of OD, Policy and Communications	Contained within existing resources	OP9, OP10

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				Commercial Services. Develop the reporting function to bring additional statistical information to the Corporate Health and Safety Committee as required. December 2021				
ODP &C2	Repopulation and tourism 'place' marketing linked to overarching council branding exercise	A coordinated place marketing campaign, involving a range of partners, linked to the work of Tourism Inverclyde and redeveloping the 'discover Inverclyde' brand to promote Inverclyde has been developed. The website was ready to be launched on 27 March 2020 but this had to be postpone due to the Covid-19 crisis.	There is a coordinated place marketing campaign, involving a range of partners, linked to the work of Tourism Inverclyde and the 'discover Inverclyde' brand to promote Inverclyde as a place to encourage more visitors, more businesses and more new residents	Launch of the new web resource 'discover Inverclyde' website, supported by a place marketing campaign throughout 2020 focused on promoting Inverclyde as a place to visit, live and work.	Increased attendance at major events (where directly supported) Improvements in population measurements. Increased visitor numbers to attractions A new place marketing campaign developed and co-ordinated across a range of on and offline mechanisms	Comms & Tourism and Health and Safety manager	Funding through existing tourism funding, support sought from external partners and through existing earmarked reserves for repopulation and events.	OP1 OP9

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Education, Communities and Organisational Development Key Performance Indicators

Key performance measures	Performance			Target 2020/21	Post Covid – 19 Target	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20				
The percentage of performance appraisals completed in the year and the individual development plans agreed	94%	97%	Not yet available	93%	90%	80%	Provisional data has been gathered, however the deadline for completion of appraisals has been extended to September 2020 due to Covid-19
Equal opportunities: % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers) (CORP 3b) sources: LGBF Annual Return; Inverclyde Performs	53.92%	58.67%	59.9%	52.5%	52.5%	47%	Inverclyde ranked in 7 th position out of 32 councils in 2018/19. 2019/20 national data not yet available.
Libraries - total number of visits source: Libraries and Museums Records; Inverclyde Performs	428,785	671,212	682,714	696,000	250,000	100,000	No comparable benchmarking information.
Number of visits to/usages of council-funded or part funded museums source: Libraries and Museums Records; Inverclyde Performs	57,053	57,076	42,277	43,200	10,000	2,000	No comparable benchmarking information
Number of adult learners achieving core skills qualifications (KPI 17) source: Inverclyde Performs	246	261	314	186	186	140	2019/20 targets have been adjusted to reflect other modes of delivery
Number of adult learners improving their literacies (KPI 18) source: Inverclyde Performs	616	750	421	457	457	380	2019/20 targets have been adjusted to reflect other modes of delivery Performance in 2019/20 was affected by a reduction in staffing.

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Key performance measures	Performance			Target 2020/21	Post Covid – 19 Target	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20				
P1 – P4 Free schools meals provision	74.3%		P1 – P3 78% P4 - 76%	75%	Keep target but remove school closure days	70%	* this is the latest available data prior to school closures in March 2020
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing and talking and listening) <i>West Partnership Regional Improvement Plan Critical Indicator</i>	73..5%	72.4%	Not yet available	75%	Keep target but no collation of data 19/20	70%	West Partnership Performance 2017/18 75%
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in numeracy <i>West Partnership Regional Improvement Plan Critical Indicator</i>	80%	78.9%	Not yet available	82%	Keep target but no collation of data 19/20	75%	West Partnership Performance 2017/18 81%
% of S3 pupils achieving third level or better in literacy (based on reading, writing and talking and listening) <i>West Partnership Regional Improvement Plan Critical Indicator</i>	90.5%	91.2%	Not yet available	91%	Keep target but no collation of data 19/20	88%	West Partnership Performance 2017/18 91%
% of S3 pupils achieving third level or better in numeracy <i>West Partnership Regional Improvement Plan Critical Indicator</i>	85.6%	91.9%	Not yet available	89%	Keep target but no collation of data 19/20	83%	West Partnership Performance 2017/18 90%
% of S3 pupils achieving fourth level or better in literacy (based on reading, writing and talking and listening) <i>West Partnership Regional Improvement Plan Critical Indicator</i>	42.8%	38%	Not yet available	45%	Keep target but no collation of data 19/20	40%	West Partnership Performance 2017/18 54%

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Key performance measures	Performance			Target 2020/21	Post Covid – 19 Target	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20				
% of S3 pupils achieving fourth level or better in numeracy <i>West Partnership Regional Improvement Plan Critical Indicator</i>	42.2%	50.3	Not yet available	45%	Keep target but no collation of data 19/20	40%	West Partnership Performance 2017/18 60%
% of leavers achieving 1 or more awards at SCQF Level 6 or better <i>West Partnership Regional Improvement Plan Critical Indicator</i>	68%	72%	Not yet available	70%	70%	62%	West Partnership Performance 2017/18 65%
% of leavers achieving 5 or more awards at SCQF Level 6 or better <i>West Partnership Regional Improvement Plan Critical Indicator</i>	35.6%	35.6%	Not yet available	36%	36%	31%	West Partnership Performance 2017/18 33%
% of leavers achieving SCQF Level 5 or better in literacy <i>West Partnership Regional Improvement Plan Critical Indicator</i>	84.9%	84.9%	Not yet available	86%	86%	81%	West Partnership Performance 2017/18 82%
% of leavers achieving SCQF Level 5 or better in numeracy <i>West Partnership Regional Improvement Plan Critical Indicator</i>	73.5%	73.5%	Not yet available	76%	76%	71%	West Partnership Performance 2017/18 70%

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Key performance measures	Performance			Target 2020/21	Post Covid – 19 Target	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20				
% Attendance rates: <ul style="list-style-type: none"> primary schools secondary schools additional support needs schools source: Inverclyde Performs	93.8%	94.2%	Not yet available	95%	90%	85%	
	89.6%	89.8%		92%	85%	80%	
	91.8%	91.5%		92%	80%	75%	
					(of days schools are open)		
Exclusion rate per 1,000 pupils: <ul style="list-style-type: none"> primary secondary additional support needs looked after children – primary looked after children – secondary looked after children - additional support needs (KPI 48) source: Insight	5.0	3.2	Not yet available	No targets set			
	45.6	40.0					
	12.1	93.0					
	10.9						
	126.1						
	55.6						

*suppressed data due to small numbers

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Key performance measures	Performance				Target	Post Covid-19 Target	Lower limit/ alarm	Rank/national average
	2017	2018	2019	2020				
Satisfaction with Inverclyde as a place to live. source: Inverclyde Citizens' Panel (Combined response of very satisfied/satisfied).	Biennial survey	74%	Biennial survey	Not yet available	No target set			Citizens' Panel Survey currently on hold due to Covid-19
Satisfaction with neighbourhood as a place to live. source: Inverclyde Citizens' Panel (Combined response of very satisfied/satisfied).	Biennial survey	86%	Biennial survey	Not yet available	No target set			Citizens' Panel Survey currently on hold due to Covid-19

Report To: Policy and Resources Committee **Date:** 15 September 2020

Report By: Aubrey Fawcett, Chief Executive **Report No:** PR/36/20/LMcV

Contact Officer: Louise McVey, Corporate Policy, Performance and Partnership Manager **Contact No:** 01475 712042

Subject: Inverclyde Best Value Assurance Report Improvement Plan Progress Report and other Audit Scotland Reports

1.0 PURPOSE

1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on the Inverclyde Best Value Assurance Report (BVAR) Improvement Plan and also to provide the Committee with an overview of the main points from the latest Audit Scotland BVARs of other Scottish councils.

2.0 SUMMARY

2.1 The Inverclyde Best Value Assurance Report (BVAR) was submitted to Inverclyde Council on 29 June 2017 along with an Improvement Plan which was developed in order to address the recommendations made by Audit Scotland. The actions in the Improvement Plan have been absorbed into the Council's Corporate Directorate Improvement Plans (CDIPs).

2.2 It was agreed that the Committee would receive progress reports on the Improvement Plan approximately every 6 months. This is the sixth progress report to be considered by the Committee. Full details are provided in Appendix 1.

2.3 The current status of the 10 BVAR Improvement Plan actions as at the end of July 2020 is:

Status	Blue – complete	Red – significant slippage	Amber – slight slippage	Green – on track
July 2020	6	-	2	2

2.4 Audit Scotland has published a further three BVAR reports on Scottish councils this year; Highland, Argyll and Bute and North Ayrshire. These reports have been considered by the CMT and cognisance taken of the recommendations made in respect of these local authorities.

2.5 Audit Scotland's *Equal pay in Councils impact report 2020* outlines the impact made by its report entitled *Equal pay in Councils* which was published on 7 September 2017. The main points of the 2020 report have also been considered by the CMT.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Policy and Resources Committee

- a. notes the progress made by Inverclyde Council in regard to the BVAR improvement actions, as set out at appendix one.
- b. notes that the Audit Scotland Best Value Assurance Reports on Highland, Argyll and Bute and North Ayrshire Councils have been published.
- c. notes that Audit Scotland's *Equal pay in Councils impact report 2020* has been published.

Aubrey Fawcett
Chief Executive

4.0 BACKGROUND

4.1 The statutory duty of Best Value was introduced in the Local Government in Scotland Act 2003. The audit of Best Value is a continuous process that forms part of the annual audit of every council. Audit Scotland advises that the audit approach is proportionate, risk-based and is reflective of the context, risks and performance of an individual council. It also draws on intelligence from previous audit and scrutiny work.

4.2 Inverclyde Council's BVAR report resulted in an improvement plan to enable the Council to address the recommendations made by Audit Scotland.

4.3 The recommendations in the report were:

- To progress community empowerment to the level that the Act requires, the Council will need to further develop the capacity of communities it is working with. It will need to raise awareness of the possibilities for communities, and look at the level of funding and staffing required to work with communities to progress initiatives including the transfer of assets and participatory budgeting (Action BV1).
- The Council and its partners should use the Local Outcome Improvement Plan to develop a single set of outcomes which simplifies the strategic and planning framework (Action BV2).
- The Council should develop more detailed workforce plans and longer-term forecasts of workforce numbers and skills required (Actions BV3 and BV7).
- Actions to deliver strategic improvements should identify the difference they are expected to make to the overall strategic outcomes, with milestones at key intervals (Action BV4).
- Key corporate initiatives such as City Deal projects and shared services should be reflected in updated corporate planning documents (Actions BV5 and BV8).
- The Council should embed the recent introduction of directorate change management groups to prioritise, manage and monitor service improvement activity (Action BV6).
- The Council has experienced delays in its City Deal projects. Councillors and officers should continue to focus significant efforts on developing these projects with private sector partners (Action BV9).
- A detailed review of earmarked reserves should be undertaken with the new Council as part of the 2018-20 revenue budget development (Action BV10).
- Councillors should consider continuing with the Members' Budget Working Group, given the financial challenges that exist and the key decisions that will need to be made following the May 2017 local government election (see paragraph 4.4 below).
- All service review reports should be presented to councillors at the relevant service committee, in accordance with the Council's service review guidance. Councillors should also receive progress reports on service reviews (see paragraph 4.4 below).

4.4 In regard to the Members' Budget Working Group it was agreed unanimously by the Council to continue with this group, as recommended by Audit Scotland. Service review reports are reported to relevant service committees as they are completed. The timing of reporting of some service reviews is affected by the budget planning process.

5.0 INVERCLYDE BEST VALUE ASSURANCE REPORT IMPROVEMENT PLAN

5.1 Attached as Appendix 1 is a full progress report on the improvement actions included in the BVAR Improvement Plan.

5.2 Members will be aware from previous progress reports that six of the improvement actions are now complete. The remaining 4 actions which are The Community Empowerment (Scotland) Act; Measuring impact on outcomes; Shared Services and City Deal regeneration are all ongoing.

5.3 The status of the 10 improvement actions is noted below:

Status	Blue – complete	Red – significant slippage	Amber – slight slippage	Green – on track
March 2020	6	-	2	2

5.4 Inverclyde Council has made good progress in the delivery of its Best Value Improvement Plan. The CMT has approved new corporate self-evaluation work, focusing on specific areas arising from the Employee Survey, to be led by the Corporate Director, Education, Communities and Organisational Development. A workshop session with the ECMT was originally planned to take place in April 2020 but had to be postponed due to COVID-19. Arrangements for this will be resumed as soon as is practicable. Corporate self-evaluation and the identification of the next phase of improvement activity helps the Council to demonstrate that it is a self-aware organisation, committed to evidence-based continuous improvement and Best Value.

6.0 AUDIT SCOTLAND BVAR OF OTHER COUNCILS

6.1 Consideration of the Best Value Assurance Reports of other local authorities, and other national audit report, ensures that we are kept updated about issues raised by Audit Scotland; additionally, this information provides us with the opportunity to explore how we might learn from other local authorities with the aim of improving local service delivery.

6.2 Since the last BVAR Progress Report was submitted to the Policy and Resources Committee on 24 March 2020, the CMT has considered reports that summarised the main findings of the Best Value Assurance Reports of Scottish Borders, Highland, Argyll and Bute and North Ayrshire Councils; the reports included details of the following Case Studies:

Highland Council

<https://www.audit-scotland.gov.uk/report/best-value-assurance-report-highland-council>

- Fort Augustus and Glenmoriston Community Company community asset transfer
- Community Learning, Development and Engagement Plan 2018/21
- Improvements in service delivery through use of an arm's length external organisation

Argyll and Bute Council

<https://www.audit-scotland.gov.uk/report/best-value-assurance-report-argyll-and-bute-council>

- Rothesay Pavilion – the creation of a cultural and community hub
- Refugee Resettlement Programme
- The early adoption of digital technology and work on embedding digital skills across the Council

North Ayrshire Council


<https://www.audit-scotland.gov.uk/report/best-value-assurance-report-north-ayrshire-council>

- The Council's proactive and ambitious approach to tackling climate change
- Examples of Community Planning Partnership joint working initiatives
- Trindlemoss – a new, state-of-the-art day centre with residential accommodation for residents with learning disabilities
- Tackling child poverty.

A number of potential improvement actions were identified in the report on North Ayrshire for consideration and implementation by Officers:

- Contacting the Council to learn more about how it engages its workforce in the improvement process;
- Approaching Officers to find out how they are embedding community empowerment into the Council day-to-day business;
- Finding out more about the Council's Skills for Life programme that is aimed at helping long term unemployment lone parents who had not been in education or training for some time; and
- Requesting information on the automated process regarding the renewal of free school meals.

6.3 In addition to the above reports, Audit Scotland's *Equal pay in Councils impact report 2020* was published on 9 June 2020 and is available to view on Audit Scotland's website:

 [Equal pay in Councils impact report 2020](#).

A number of significant points emerged from Audit Scotland's 2020 report, including:

- the determination of court cases against Glasgow City Council – and the Council's subsequent response in settling equal pay claims – was the most significant development around equal pay since the publication of the Equal pay in Councils report in 2017;
- by the end of 2018/19, Councils had spent £1.314 billion settling equal pay claims;
- Glasgow City Council's equal pay settlement during 2019 does not fully extinguish its equal pay liability; and
- between September 2016 and December 2019, the number of live equal pay claims in Scottish local authorities reduced by 82.5%.

7.0 IMPLICATIONS

7.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if Applicable)	Other Comments
N/A					

7.2 Legal

There are no legal implications associated with this report.

7.3 Human Resources

There are no human resources issues associated with this report.

7.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

	YES
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

7.5 Repopulation

A positive BVAR for Inverclyde Council contributes to the work of promoting Inverclyde as a good place to live and work.

8.0 CONSULTATIONS


8.1 The information contained within this report on progress has been provided by the relevant service.

9.0 BACKGROUND PAPERS


9.1 None.

Appendix One: Actions to address BVAR recommendations



BVAR Improvement Plan

Ref no	Area of Directorate activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress update	Status 31/07/2020
BV1	The Community Empowerment (Scotland) Act 2015	<p>The Council and the CPP are ready for the implementation of the Community Empowerment (Scotland) Act 2015, working with partners to deliver on the statutory requirements. Each element is in place across all Services.</p> <p>There are locality profiles and plans for the agreed localities across Inverclyde, mapping assets and issues, agreed with and led on by communities.</p> <p>Services/ CPP partners and communities use these profiles to plan service delivery, targeting inequalities and working to reduce them</p> <p>All Inverclyde Alliance Partners are investing in building the capacity of communities so that</p>	<p>Respond to Scottish Government guidance.</p> <p>Bring the improving data analysis group together to gather information around the agreed localities</p> <p>Facilitate improved community engagement in the development of Locality Plans and community planning through Wellbeing Clusters and the development of more robust community engagement methods, including Place Standard</p> <p>Timescale: October 2017</p> <p>Set up working groups to cover each element, for example, legal, environmental, community learning and development, property etc.</p>	<p>Locality plans are available for Port Glasgow, Greenock East and Central and Greenock South and South West.</p> <p>Community Food Growing Strategy in Place</p> <p>A broader range and number of individuals and community groups are engaged and contributing to the development and delivery of Locality Plans and community planning.</p> <p>The Council is ready to manage participation request and asset transfer requests</p> <p>Communities are making full use of the Community Asset Transfer, Participation Request and Participation in Public Decision-Making elements of</p>	<p>Steven McNab/Tony McEwan/ Gerard Malone</p>	<p>All six Locality Action Plans have been developed and published on the Community Planning section of the council's website.</p> <p>A draft Food Growing Strategy has been developed and is available on the Community Planning pages of the council's website. The draft strategy explains how Inverclyde Council and the Community Planning Partnership will support community growing across Inverclyde.</p> <p>Due to the impact of Covid 19 the locality planning model has been changed slightly and there has been delays establishing the Locality Planning Groups. However, each of the Communications and Engagement groups are establishing their own closed Facebook sites to enable continued discussions and will have had at least one virtual meeting by 31 October 2020.</p>	<p> Amber – Slight slippage</p>



Appendix One: Actions to address BVAR recommendations

Ref no	Area of Directorate activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress update	Status 31/07/2020
		they may take full advantage of their rights set out in the Community Empowerment Act.	<p>October 2017</p> <p>Create a community food growing strategy.</p> <p>Through the Community Engagement Network, highlight to the Alliance Board the resources required to effectively deliver on community empowerment/ engagement and capacity building, and make recommendations to the Alliance Board.</p> <p>December 2017 meeting of Alliance Board.</p>	the Community Empowerment Act.			
BV2	Local Outcome Improvement Plan (LOIP)	<p>Community engagement has taken place to help develop the new LOIP and to assess whether the current outcomes are appropriate.</p> <p>New Local Outcome Improvement Plan agreed and being delivered.</p>	<p>Carry out a strategic assessment to inform the new LOIP, including engagement with communities</p> <p>Use locality profiles to inform development of the LOIP</p>	<p>Community Engagement taken place.</p> <p>LOIP produced and agreed by all partners.</p>	All IOIP Leads	<p>The new Inverclyde Outcomes Improvement Plan was approved by the Alliance Board at its meeting on 11 December 2017. The LOIP has one set of outcomes, the wellbeing outcomes and 3 strategic priorities.</p> <p>A comprehensive Strategic Needs Assessment for Inverclyde has been developed and is appended to the LOIP.</p>	 Blue - complete



Appendix One: Actions to address BVAR recommendations

Ref no	Area of Directorate activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress update	Status 31/07/2020
		One set of outcomes is adopted by the Alliance and the Council.	Timescale: 1 October 2017			The Local Outcome Improvement Plan Annual Report was approved by the Alliance Board in March 2019 and the Policy and Resources Committee on 6 August 2019.	
BV3	Corporate Workforce Planning and Development	Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and workforce plans are in place for service areas to address the key workforce challenges over the next 3 years and into the longer term.	Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions. Including future workforce requirements. March 2018.	WP and L&D activity is prioritised and needs are met through coordinated and cost effective approaches. Appropriate WP and L&D interventions are implemented to address key workforce challenges over the next 3 years.	Steven McNab	Corporate and Service workforce planning activity is now embedded across the Council. This ensures service workforce challenges are identified and plans put in place to address these. The Council's People and Organisational Development Strategy 2020-2023 was agreed in February 2020 which promotes Corporate Workforce Planning and Development.	 Blue Complete
BV4	Measuring Impact on Outcomes	Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.	Working with experts and other performance management specialists, processes will be developed to better measure impact on outcomes. By March 2018	In the next Best Value Assurance Report Audit Scotland are assured that Inverclyde is able to demonstrate impact on outcomes for all its children, citizens and communities.	Steven McNab	The Corporate Plan Annual Report was considered by the Policy and Resources Committee on 11 August 2020. The LOIP Annual Report 2019/20 has been approved by the Alliance Board and is published on the council's website. The SPI/ KPI report containing the refreshed framework was considered and approved by the Policy and Resources Committee at its meeting in November 2019. The Audit Scotland Inverclyde Council Management Report 2019/20, published in April 2020 found that the council's performance and reporting	 Green – on track

Appendix One: Actions to address BVAR recommendations

Ref no	Area of Directorate activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress update	Status 31/07/2020
						arrangements were good with clear links in place between corporate priorities, PIs, desired outcomes and accessible reporting.	
BV5	Key Corporate Initiatives	Key corporate initiatives are reflected in updated corporate documents, included as part of the review of the Strategic Planning and Performance Management Framework.	When drafting the new LOIP and Corporate Statement, references to City Deal and shared services will be made. By March 2018.	The LOIP and Corporate statement make reference to City Deal and shared services.	Steven McNab	The new Inverclyde Outcomes Improvement Plan includes reference to City Deal and was approved by the Alliance Board on 11 December 2017. The new Corporate Plan 2018/22 was approved by The Inverclyde Council on 7 June 2018. City Deal was reflected in the Corporate Plan 2018/22 and updates are included in both the LOIP Annual Report 2018 and the Corporate Plan Annual Report 2018/19.	 Blue – Complete
BV6	Change Management	Services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customer's needs and are efficient.	3 Change Management Directorate Groups are established to review progress on all change projects on a monthly basis. The Group will be chaired by the Corporate Director and consist of the DMT plus Finance & HR support. Heads of Service will be accountable for promoting change management	Savings are identified through change management process. Change Management Directorate Groups meeting regularly. Bimonthly review of progress by the CMT using a RAG report.	Ruth Binks/ Louise Long/ Scott Allan	Project now embedded and therefore complete	 Blue Complete



Appendix One: Actions to address BVAR recommendations

Ref no	Area of Directorate activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress update	Status 31/07/2020
			<p>projects and taking necessary action to ensure timeous delivery.</p> <p>Progress reports using a RAG status will be submitted to the Corporate Management Team. Once further work on Change Management is embedded with the new Council, in the summer of 2017, regular updates will be presented to the Policy & Resources Committee.</p>				
BV7	Succession Planning	Develop and Implement a Succession Planning programme for the Council.	<p>Develop and Introduce Succession Planning programme in consultation with key stakeholders</p> <p>December 2017</p>	A Succession Planning programme will be developed and rolled out across the Council to support the Council's workforce meet future challenges.	Steven McNab	All plans are complete.	 Blue – Complete
BV8	Environment and Public Protection – service wide	Appointment of a lead change officer and the production of a detailed Business Plan for shared services.	Through joint collaborative working and with partner authority and the successful development of the detailed Business Plan in Autumn 2017.	A staged approach for the detailed Business Plan reported to the joint Committee and tracked against timescales and targets	<p>Lead change officer reporting through Chief Executives Group and Corporate directors</p> <p>Scott Allan Gail McFarlane</p>	Inverclyde and West Dunbartonshire Councils now share a Head of Service across Roads, Waste, Fleet, Street cleaning and Ground Maintenance. A strategic manager is also shared in respect of Waste, Fleet Street cleaning and Ground Maintenance.	 Green – on track

Appendix One: Actions to address BVAR recommendations

Ref no	Area of Directorate activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress update	Status 31/07/2020
			<p>Progress throughout 2018 was associated with achieving agreement across workforces in both Council and Council approaches.</p> <p>Action timeline for 2019 includes:-</p> <p>January 2019 Workforce Briefings</p> <p>Jan–March 2019 Workshops to identify: Early Wins Collaboration/Resilience/Efficiencies</p> <p>Opportunities for use of Technology</p> <p>Resource & Performance Issues</p> <p>Apr–Sep 2019 Service Proposals & Implementation</p> <p>May-Dec 2019 Develop Strategic Business Cases:</p> <p>Fleet/Waste/Greenspace/Street Scene</p>			<p>From 1 January 2020 West Dunbartonshire and Inverclyde Councils have shared a Chief Auditor. Business planning in potential management changes to complement this arrangement are being undertaken for consideration by both councils.</p> <p>A strategy has been presented to the Joint Committee in terms of collaboration achievements and improved resilience to date. Further opportunities for collaboration are being explored.</p>	

Appendix One: Actions to address BVAR recommendations

Ref no	Area of Directorate activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress update	Status 31/07/2020
BV9	Regeneration	<p>Implementation of projects in respect of Inverkip road infrastructure</p> <p>Implementation of the projects to expand the quayside and delivery of a new visitor centre at Greenock Ocean Terminal</p> <p>Progress the Inchgreen project</p>	<p>Outline Business Cases will be presented to Environment and Regeneration Committee for approval</p> <p>OBC to be ratified by The Glasgow City Region Cabinet</p>	<p>Reports on progress will be delivered to the City Deal Project Board</p> <p>Project Monitoring Office – 4 weekly</p> <p>Inverclyde Council Environment & Regeneration Committee</p>	Scott Allan	<p>The design element at Inverkip has been delayed as a result of Covid-19.</p> <p>The pontoon works are complete. The main contractor for the terminal buildings however has gone into administration and a high level options appraisal on potential solutions is being examined.</p> <p>Inchgreen: the District Valuer is negotiating with interested parties on the council's behalf. The joint venture with Peel Ports is being progressed.</p>	 Amber – slippage
BV10	Reserves	<p>A full review of earmarked reserves has been undertaken and reflects the Council's medium term financial priorities and challenges.</p>	<p>Members' Budget Working Group will undertake review in September to December 2017 and any decisions will be taken in February 2018 as part of the budget.</p>	<p>Report is available regarding the review of earmarked reserves and this complies with the Approved Reserves Policy.</p> <p>Regular reporting of Reserves position to Committees and bimonthly review by the CMT.</p>	Alan Puckrin	<p>Complete. A review has been undertaken and with write backs of £2.3million agreed by the Council on 21st December 2017.</p> <p>Further decisions on the use of the Council's Reserves were taken in March, 2018.</p>	 Blue - complete

Report To:	Policy & Resources Committee	Date:	15 September 2020
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	LP/086/20
Contact Officer:	Rona McGhee	Contact No:	01475 712113
Subject:	Support for Aegean Refugees – Request by Councillor McCabe		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of a request received from Councillor McCabe that consideration be given to the attached correspondence from the Scotland branch of Europe Must Act, a movement calling for the decongestion of refugee camps in the Greek Aegean Islands and a humane migration policy in Europe.
- 1.2 Councillor McCabe has requested that Members support in principle Europe Must Act's campaign to support Aegean refugees and that a report by Officers be submitted to the September 2020 meeting of the Inverclyde Council on this subject.
- 1.3 The movement launched a campaign in March calling on councils across Europe to make a pledge for the immediate resettlement of asylum seekers from the Aegean hotspot camps and is asking the Council to support the campaign by:
 - o writing to the Home Office, asking the UK government and UNHCR to support the decongestion of the Aegean Island camps and allow UK councils to take inhabitants of these camps as an immediate emergency measure under the new UK Resettlement Scheme; and
 - o pledging to relocate refugees from the Aegean Island camps.

2.0 RECOMMENDATION

- 2.1 The Committee is asked to consider the request from Councillor McCabe.

Gerard Malone
Head of Legal & Property Services

APPENDIX

From: Aberdeen Must Act [<mailto:aberdeenmustact@gmail.com>]

Sent: 17 August 2020 16:32

To: Cllr Stephen McCabe <Stephen.McCabe@inverclyde.gov.uk>

Subject: Support for Aegean Refugees

Dear Council Leader Stephen Mccabe

I'm Dale, a representative of the Scotland branch of 'Europe Must Act', a movement calling for the decongestion of refugee camps in the Greek Aegean Islands and a humane migration policy in Europe. In early March I returned from a volunteer teaching post in Vial refugee camp on Chios, Greece. I saw for myself the appallingly overcrowded and unsanitary living conditions where more than 30,000 men, women and children are trapped for months or years in camps designed for under 6,000 people)

Although this issue has disappeared from UK news since 2015, the situation for people living in the Greek island camps is now worse than ever. Basic human rights are being denied, including access to shelter, education and drinking water. People are trapped in the Aegean Islands as a result of an inhumane European migration policy.

In March Europe Must Act launched a campaign calling on councils across Europe to make a pledge for the immediate resettlement of asylum seekers from the Aegean hotspot camps. Cities across Europe have already pledged hundreds of places but much more needs to be done. Europe Must Act has 20 chapters across the UK including 7 in Scotland. We are working with Safe Passage and other charities to forward our aims.

Scotland is justifiably proud of it's record in resettling refugees of the Syrian conflict. However, as you will know, Refugee Resettlement is a reserved matter, so all decisions ultimately sit with the Home Office and the UNHCR. The UK arm of Europe Must Act is therefore preparing to lobby the UK parliament, Home Office and the UNHCR. John Finnie has already raised a [motion](#) on our behalf in the Scottish Parliament which currently has cross-party support from 34 MSPs. Nicola Sturgeon has also expressed support for our campaign and written to Priti Patel urging her: "to take a humane and welcoming approach to the resettlement of these refugees on the Aegean Islands"

The Group Leaders of Aberdeenshire council have written a joint [letter to COSLA](#) in support of the Europe Must Act campaign requesting a joint Scottish effort to relocate refugees from the Aegean. You can read a press article about council support [here](#)

We are now asking your council to support our campaign. We need you to:

- Write a letter addressed to the Home Office, asking the UK government and UNHCR to support the decongestion of the Aegean Island camps and allow UK councils to take inhabitants of these camps as an immediate emergency measure under the new UK Resettlement Scheme
- Pledge to relocate refugees from the Aegean Island camps

Scotland has a proud record of welcoming refugees. We need you to support a humane resettlement process in the UK in the name of justice and humanity. We recognise that Scottish local authorities face many challenges as a result of Covid-19, however, the situation facing the many thousands of extremely vulnerable people in refugee camps is infinitely worse.

Please join us to send the message to Westminster and Holyrood that Scotland welcomes refugees.

Your sincerely,

Dale Kitching

Europe Must Act - Scotland

<https://www.facebook.com/ActScotland/>

Report To:	Policy & Resources Committee	Date:	15 September 2020
Report By:	Chief Financial Officer	Report No:	FIN/72/20/AP/LA
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	2021/23 Budget – Current Position and Proposed Approach		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on the current position of the 2021/23 Revenue Budget, highlight the high degree of uncertainty around several matters and thereafter to seek approval to the approach to be taken when developing the 2021/23 Budget proposals.

2.0 SUMMARY

- 2.1 The Council agreed a balanced budget for 2020/21 in March 2020. The budget was developed via regular meetings of the Members' Budget Working Group. As part of the Budget Strategy it was agreed that the intention would be to aim for setting a 2021/23 Revenue Budget in March 2021 as this would cover the remaining budget years for the current Council.
- 2.2 Within days of the Council approving the 2020/21 Budget the country entered lockdown as a result of the Covid pandemic. The pandemic has presented Inverclyde Council with financial challenges which are without precedent. Regular updates to the Policy & Resources Executive Sub-Committee have outlined the significant financial stimulus which has been provided via the UK and Scottish Governments. In spite of this support an estimated funding gap of £5.8million in 2020/21 remains and the Policy & Resources Committee at its meeting on 11 August identified funding from Reserves to meet these net estimated costs.
- 2.3 In June 2020 the Policy & Resources Executive Sub-Committee approved the updated medium term Financial Strategy. The mid-range estimated funding gap for the period 2021/23 prior to any increase in Council Tax, but after the use of the £3 million smoothing reserve over the 2 year period, was £10.7 million. In line with previous practice an optimistic and pessimistic funding gap estimate was also provided which over the period 2021/23 ranged between £2 million and £18.6 million.
- 2.4 The Chief Financial Officer would however advise the Committee that at this point in time there is more uncertainty around future financial settlements than at any other point in recent years. This arises from uncertainty regarding the UK Government Fiscal Strategy due to the huge levels of Covid related borrowing already undertaken, ongoing budget pressures at a UK, Scottish and local level arising from Covid and the impact arising from any future further waves of the pandemic. In addition there is another layer of uncertainty arising from any impact of Brexit which is still scheduled to take place on 31 December 2020. Therefore within this context the figures set out in the June Financial Strategy have the downside risk of being closer to the pessimistic scenario.
- 2.5 It is important that the Council commences the Budget process even amidst all the uncertainty. The following approach is therefore proposed:
- The Members' Budget Working Group will continue to meet on a regular basis to consider updates in respect of short and medium term Covid costs as well as to consider the emerging 2021/23 Budget position.

- b) The Corporate Management Team will review all savings proposals developed as part of the 2020/21 Revenue Budget and carry out this review in the context of service delivery changes made during Covid and likely future pressures and opportunities.
- c) Engagement with the Trades Unions via the Joint Budget Group will continue and the Chief Executive will continue to issue communications to employees.
- d) There will be an update to each standing meeting of the Policy & Resources Committee until the budget is agreed.

2.6 At this point in time it would still be the intention that Officers work with the Members' Budget Working Group to develop a 2 year budget covering 2021/23. It is however accepted that much of this will be dependent on the level of detail contained within the UK Government Autumn statement and the subsequent Scottish Government budget announcement.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the current range of budget scenarios identified in the June Financial Strategy and the high level of uncertainty included within the range of projections.
- 3.2 It is recommended that the Committee agrees the approach to be taken in respect of developing the 2021/23 Budget as set out in paragraph 2.5.
- 3.3 It is recommended that the Committee agrees that the Corporate Management Team progress the development of a 2 year budget period covering 2021/23.

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Council agreed a balanced budget for 2020/21 in March 2020. The budget was developed via regular meetings of the Members' Budget Working Group. As part of the Budget Strategy it was agreed that the intention would be to aim for setting a 2021/23 Revenue Budget in March 2021 as this would cover the remaining budget years for the current Council.
- 4.2 As part of the 2020/21 Budget the CMT developed a large number of savings options for Members to consider. A relatively small proportion of these options were approved as part of the Budget.
- 4.3 The Scottish Government only announced a single year Budget covering 2020/21 whilst the UK Government has indicated that the results of a post-Covid Spending Review will be announced in the late autumn.

5.0 CURRENT POSITION 2021/23 REVENUE BUDGET

- 5.1 Regular updates to the Policy & Resources Executive Sub-Committee have outlined the significant financial stimulus which has been provided via the UK and Scottish Governments. In spite of this support an estimated funding gap of £5.8million in 2020/21 remains and the Policy & Resources Committee at its meeting on 11 August identified funding from Reserves to meet these net estimated costs.
- 5.2 It is inevitable that there will be an on-going impact of Covid beyond 31 March, 2021 and an allowance of £3million over 2021/23 was factored into the recent Finance Strategy.
- 5.3 The Finance Strategy contained a mid-range estimated funding gap of £10.7million for the period 2021/23 prior to any increase in Council Tax. In line with previous practice an optimistic and pessimistic funding gap estimate was also provided which over the period 2021/23 ranged between £2 million and £18.6 million.
- 5.4 The Committee should note however that at this point in time there is more uncertainty around future financial settlements than at any other point in recent years. This arises from uncertainty regarding the UK Government Fiscal Strategy due to the huge levels of borrowing already undertaken to combat Covid, ongoing budget pressures at a UK, Scottish and local level arising from Covid and the impact from any future further waves of the pandemic. In addition there is another layer of uncertainty arising from any impact of Brexit which is still scheduled to take place on 31 December 2020. Therefore within this context the funding gap figures set out in the June Financial Strategy have the downside risk of being closer to the pessimistic scenario.

6.0 PROPOSALS

- 6.1 It is proposed that officers continue to proceed on the basis of developing a 2 year Budget covering 2021/23. This however will be influenced by the level of detail announced by both the UK and Scottish Governments later this calendar year.
- 6.2 Given the uncertainty it is important that the Council commences the Budget process. The following approach is therefore proposed:
 - a) The Members' Budget Working Group will continue to meet on a regular basis to consider updates in respect of short and medium term Covid costs as well as to consider the emerging 2021/23 Budget position.
 - b) The Corporate Management Team will review all savings proposals developed as part of the 2020/21 Revenue Budget and carry out this review in the context of service delivery changes made during Covid and likely future pressures and opportunities.

- c) Engagement with the Trades Unions via the Joint Budget Group will continue and the Chief Executive will continue to issue communications to employees.
- d) There will be an update to each standing meeting of the Policy & Resources Committee until the budget is agreed.

7.0 IMPLICATIONS

7.1 Finance

At this point in time there are no financial implications for the Committee to consider however it would be the intention to identify any opportunities to reduce the funding gap via the regular reports to the Committee over coming months.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

7.2 Legal

There are no legal implications arising from this report.

7.3 Human Resources

At this point in time there are no HR matters arising from the 2021/23 Budget.

7.4 Equalities

Equalities

- (a) Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
x	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

- (b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report’s recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report’s recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
x	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
x	NO

7.5 **Repopulation**

There are no repopulation issues arising from this report.

8.0 **CONSULTATIONS**

8.1 The Corporate Management Team support the proposals included in this report.

9.0 **BACKGROUND PAPERS**

9.1 None

Report To:	Policy & Resources Committee	Date:	15 September 2020
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	PR/37/20/SA
Contact Officer:	Scott Allan	Contact No:	01475 712764
Subject:	Recovery Plans – Community and Corporate		

1.0 PURPOSE

- 1.1 The purpose of this report is for the Committee to note the contents of the Community Recovery Plan, approve expenditure requirements associated with it, noting that it will be considered by the Alliance Partnership in October and approve the Corporate Operational Recovery Plan.

2.0 SUMMARY

- 2.1 During the initial stages of Covid, the Council was focused on emergency planning in respect of implementing government directives in respect of lockdown. By the end of March 2020, the Council in consequence and over a period of 2 weeks implemented a revised operating model for both office based and front line staff. The Council also implemented new services areas such as the creation and delivery of meals across Inverclyde (both directly and indirectly through the co-ordination of third sector organisations) and the delivery of business grants.
- 2.2 Following the easing of initial lockdown the Council through its Civil Contingency role led a Community Recovery process through engagement with our many partners and the business and third sector communities. The attached document titled 'Partnership Recovery Plan' captures the collective impact of partners under the headings 'Humanitarian', 'Economic', 'Education, Culture, Leisure & Sport'. This plan defines actions across short, medium and long term which will aid recovery from Covid in Inverclyde. Some actions are approved and will commence now, others are operational and will require co-ordinated action at a government level.
- 2.3 The Partnership Recovery Plan is due to be considered by Inverclyde Alliance on 5 October 2020. It is being brought to this Committee today for information but also to approve expenditure for short term actions amounting to £180,000 as follows:
- £80,000 for Cultural Events
 - £40,000 for Remembrance Events
 - £60,000 for the Economic case for increased support
- 2.4 In terms of Inverclyde Council's operational positions there has been an unprecedented change in service delivery models. This has been in response to government directions in respect of complete lockdown followed by phased easing over the last few months. It is a testament to the dedication and resilience of employees that services have been maintained throughout. The organisation is however delivering services very differently to what was considered normal in January this year.
- 2.5 The Corporate Management Team has been planning for recovery since May 2020 and the attached document at a strategic level, captures the key actions which are being progressed to facilitate further new operating models in respect of Scottish Government advice on lockdown, through to a return to a 'new' normal. The Committee is asked to approve this plan.

3.0 RECOMMENDATIONS

3.1 Committee is recommended to:

- (i) Note the Partnership Recovery Plan.
- (ii) Approve expenditure proposed in the Partnership Recovery Plan of £180,000.
- (iii) Approve the Corporate Operational Recovery Plan.

Scott Allan
Corporate Director
Environment, Regeneration & Resources

4.0 BACKGROUND

- 4.1 During the initial stages of Covid, the Council was focused on emergency planning in respect of implementing government directives in respect of lockdown. By the end of March 2020, the Council in consequence and over a period of 2 weeks implemented a revised operating model for both office based and front line staff. The Council also implemented new services areas such as the creation and delivery of meals across Inverclyde (both directly and indirectly through the co-ordination of third sector organisations) and the delivery of business grants. With respect to the preparation and delivery of meals, the Council produced over 25,000 meals directly, delivered 48 tonnes of food as food packages and commissioned a further 5,000 food bags from the third sector. Across the voluntary sector over 21,000 meals were prepared, coordinated by CVS Inverclyde. The Council also implemented a Humanitarian Assistance Centre to support those shielding and otherwise vulnerable.
- 4.2 Following the easing of initial lockdown the Council through its Civil Contingency role led a Community Recovery through engagement with our many partners and the business and third sector communities. The attached document titled 'Partnership Recovery Plan' captures the collective impact of partners under the headings 'Humanitarian', 'Economic', 'Education, Culture, Leisure & Sport'. This plan defines actions across short, medium and long term which will aid recovery from Covid in Inverclyde. Some actions are approved and will commence now, others are operational and will require co-ordinated action at a government level.
- 4.3 In terms of Inverclyde Council's operational positions there has been an unprecedented change in service delivery models. This has been in response to government directions in respect of complete lockdown followed by phased easing over the last few months. It is a testament to the dedication and resilience of employees that services have been maintained throughout. The organisation is however delivering services very differently to what was considered normal in January this year.
- 4.4 The Corporate Management Team has been planning for recovery since May 2020 and the attached document at a strategic level, captures the key actions which are being progressed to facilitate further new operating models in respect of Scottish Government advice on lockdown, through to a return to a 'new' normal. The Committee is asked to approve this plan.

5.0 PROPOSALS

- 5.1 The Partnership Recovery Plan is due to be considered by Inverclyde Alliance on 5 October 2020. Development of the Plan has involved structured engagement with the community as well as an Elected Members' Sounding Board. It is being brought to this Committee today for information but also to approve expenditure for short term actions amounting to £180,000 as follows:
 - £80,000 for Cultural Events
 - £40,000 for Remembrance Events
 - £60,000 for the Economic case for increased support
- 5.2 The thematic proposals of the Humanitarian Action Plan include:
 - Listening to Communities
 - Planned and Co-ordinated Support
 - Develop Wellbeing Services and Support
 - Improve Communication with Communities
- 5.3 The aim of the Economic Recovery Plan is to ensure that the maximum level of support is available to local business, the employees are retained in local businesses and that focus is provided to ensure that recovery of our economy is paramount. The thematic proposals of the Economic Action Plan include:

- Engage with business community
- Maximise support to business
- Address long term unemployment
- Address housing inequalities
- Keep Communities Safe

5.4 The recovery plan to address Education, Culture and Sport will be to ensure every member of the community will have their own journey and it is important to recognise the role that lifelong learning, culture and sport play in that recovery process, especially the impact on health and wellbeing. The thematic proposals of Education, Culture and Sport include:

- Ensuring the needs of all learners are met
- Maximising digital opportunities
- Ensure sport culture and the art play a vital role in the recovery process
- Review funding process to ensure recovery

5.5 The actions within this plan build on existing community planning structures and ensure that Inverclyde Alliance 3 strategic priorities; Population, Inequalities and Environment Culture and Heritage are considered.

The Corporate Operational Recovery Plan sets out at a strategic level the actions the Council needs to take to in the coming weeks and months to deliver services in the medium to long term. Significant focus will be needed on budget matters. This is in the context of changed spend and income due to Covid but also uncertainty over local government settlements in years to come. Human Resource and Information and Technology systems will be a major challenge across the Council moving forward. Changed working practices have been introduced to deal with Covid in the short term and this will be evolved to fit with Government guidance of further lockdown easing combined with optimum benefit for the Council and our employees. It is the case that flexible working practices will enhance work life balancing in the future but will also increase resilience should there be further episodes of lockdown.

All three Directorates are working collegiately to address the challenges of changed operating models, changed operating models across our partners and suppliers and increased costs from suppliers and contractors. Our local economy and community has changed due to Covid and this is requiring a comprehensive review of our strategic policies and priorities. It is also the case that the Councils governance has had to change to cope with Covid in the short term and consideration is being given to how governance, especially in respect of Committee structures will look in the future.

The Corporate Operational Recovery Plan will be progressed over the coming months and updates on progress provided to Committee at a strategic level as appropriate.

6.0 IMPLICATIONS

6.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Covid	Various	2020/21	£180,000		Funded from Reserves set aside for Covid 11.8.20

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

6.2 Legal

There are no legal implications arising from this report.

6.3 Human Resources

There are no human resources implications arising from this report.

6.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

	YES
✓	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
✓	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
✓	NO

6.5 Repopulation

There are no repopulation implications arising from this report.

7.0 CONSULTATIONS

7.1 None.

8.0 BACKGROUND PAPERS

8.1 None.



Inverclyde Alliance



COVID-19

Partnership Recovery Plan



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Foreword

COVID-19 has had a significant impact in Inverclyde with higher levels of COVID deaths within the population. Many of us have been touched by the impact of losing a loved one. The pandemic has impacted on all of our lives and we will need time to recover. The level of deaths in Inverclyde gives the communities extra challenges that need to be taken into consideration. Communities will be apprehensive about what recovery may look like and the pace at which recovery should take place. Many will need the time and space to heal and we need to help people to do that and to give them the opportunity to share their experiences. However, this is also time for renewal. We have all had to re-assess what's important to us and the services and supports that are vital to our communities. The community response to COVID-19 has been remarkable with hundreds of volunteers working together to support the most vulnerable in our society.

As our plans for recovery and renewal evolve we will engage with businesses, voluntary organisations and leisure sectors to help the economy recover; creating jobs, supporting culture and addressing inequalities. We do this through our community planning structure to develop a shared response to the challenges associated with the pandemic and its aftermath. It is our aim to create a lasting legacy that supports the people of Inverclyde to recover from the pandemic.

We are committed to working with and empowering communities to plan, design and deliver services for people as part of our immediate response to the COVID-19 pandemic. In so many ways our communities have risen to the challenge showing compassion,

resilience and the capacity to look after one another. We are committed to listening to and involving communities as we plan for the new normal.

This plan is our response to COVID-19. The plan covers our recovery and renewal through the lenses of our emerging priorities and accelerated transformational aspirations. The Inverclyde collective partnership response to the pandemic has been to maintain essential services, support those most at risk and to reaffirm the central role of communities and partners in local review and recovery plans. Inverclyde is a great place to live and work. We are blessed with wonderful communities with people willing to go the extra mile for one another. Their response to COVID-19 was remarkable. Hundreds of volunteers worked together to support the most vulnerable. As Chairman of the Inverclyde Alliance I would like to thank everyone involved for their outstanding achievements over the past months and to praise the compassion, commitment and cooperation that has taken place.



Councillor Stephen McCabe

Leader of the Council and Chairman of the Inverclyde Alliance





Background

On 23 March 2020, Scotland was placed into lockdown as a response to the worldwide COVID-19 pandemic. Almost all council and third sector buildings closed, including schools and early years' establishments. The majority of businesses stopped trading and only essential businesses remained opened. Civil contingency arrangements were activated and public services moved to provide essential services only.

The COVID-19 pandemic in Inverclyde needs to be understood in the context of the significant impact it has had on communities, many of which were already struggling. Recent Scottish Index of Multiple Deprivation (SIMD) data has shown that Inverclyde has some of the most disadvantaged communities in Scotland. Inverclyde has also suffered a high level of loss due to COVID-19. This gives the communities in Inverclyde extra challenges that need to be taken into consideration. The impact of COVID-19 on the economy, the levels of unemployment and levels of deprivation all need to be factored into the community response to recovery in Inverclyde.

On 23 April 2020, the Scottish Government published 'framework for decision making' outlining its approach and 'route map' as we plan as a country to come out of lock down. The process will be gradual, phased and evidence based. The latest version of this 'route map' is accessible at: www.govscot/publications

Recovery planning is a documented and structured approach that describes how sectors, community and organisations can return to normality and resume their core functions. This recovery plan is the Alliance's response to ensure that our efforts are co-ordinated, achieve maximum impact and build resilience. The recovery process may have to proceed in tandem with the response to any subsequent pandemic waves or more localised outbreaks.



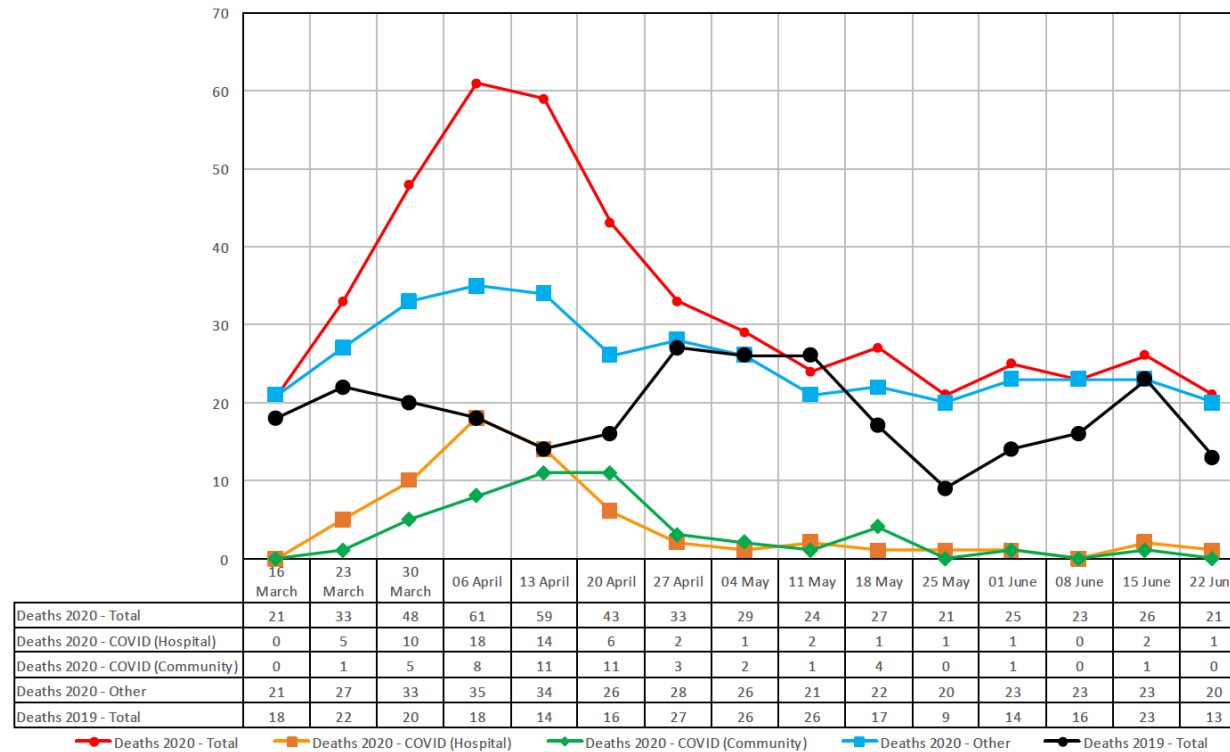


Inverclyde’s recovery from COVID-19 and the unique challenges faced

Impact of COVID-19

The first COVID-19 related deaths in Inverclyde were recorded in the week beginning 23 March 2020 and deaths in Inverclyde peaked in the week beginning 6 April 2020 with 26 deaths. The table below shows the chronological impact during the pandemic.

Deaths attributed to COVID-19 in Inverclyde





Inverclyde's recovery from COVID-19 and the unique challenges faced

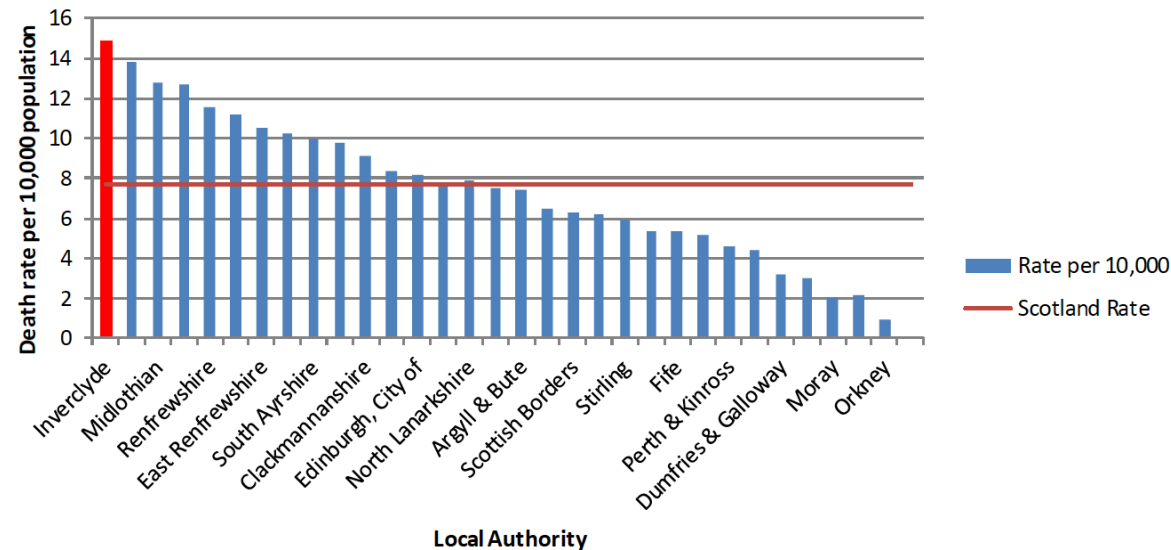
Comparative death rates attributable to COVID-19

Inverclyde experienced an earlier rise in COVID-19 deaths and suffered a higher overall death rate than any other area in Scotland. The table below shows the comparative death rates between Inverclyde and other areas in Scotland.

Areas with similar levels of deprivation to Inverclyde across the United Kingdom do appear to have suffered higher death rates than better off areas. It is likely that this reflects the greater underlying burden of the virus in deprived communities. The fact that Inverclyde has experienced an early outbreak will also have contributed to the higher mortality rate experienced. This is because the outbreak will have been further developed in advance of the national lockdown.

Regardless of the effects of the early outbreak, inequalities have clearly played a significant part in the level of illness and death in Inverclyde.

Fairness, dignity and human rights are key principles that have to underpin our response to the pandemic at all stages. The harms that are caused by the pandemic are, to a greater or lesser extent, being felt by everybody. However, they have not been felt equally, and how we respond has to take account of that inequality. Overall the higher death rate in Inverclyde undoubtedly has implications for the community's recovery. Traditionally Inverclyde has high numbers of people with long term health conditions and a high number of people who were asked to shield.





Inverclyde's recovery from COVID-19 and the unique challenges faced

Impact of inequalities

A report was written by the Improvement Service 'Poverty, Inequality and COVID-19', full details of which can be accessed at www.improvementservice.org.uk. The report provides a brief summary of some of the issues and highlights the potentially disproportionate impact of the pandemic on those already experiencing inequalities due to health, education, housing, transport and domestic violence. COVID-19 has had more of an impact on certain groups including people with disabilities, minority ethnic communities, vulnerable children and adults.

"Many people on low incomes work in key worker roles and will be more exposed to the virus than those who can work from home. People on low incomes are also less likely to own a car and more likely to be reliant on public transport to travel to work or access services." Poverty, Inequality and COVID-19.

Low earners are seven times as likely as high earners to work in a business sector that is shut down according to the Institute of Fiscal Studies. Given the known links between attainment and deprivation, it is particularly important that all providers of education continue with their highly effective work to ensure high attainment and achievement and to reduce the poverty related attainment gap. In Inverclyde learning and achievement is seen as so much more that which takes place in school buildings. This plan aims to build on the excellent family, community and partnership work that already

underpins education and learning in Inverclyde. This includes adult learners as well as our young people. Through our partnership working we hope to further increase employability pathways, especially for our young people.

Impact on the economy

The UK economy contracted by 20.4% in April, the largest monthly fall since records began. The Organisation for Economic Co-operation and Development (OECD) has said that the UK economy is likely to slump by 11.5% in 2020, outstripping falls in other developed economies of Germany, France, Spain and Italy. Historically the impact of recession on Inverclyde is that it tends to run deeper and for longer than the rest of Scotland. HMRC produced data showing that more than 600,000 workers in the UK lost their jobs between March and May of this year and while it is too early to identify figures in Inverclyde, the number of individuals claiming unemployment benefits in the Glasgow metropolitan city region increased to 7.1%.

The count for those receiving universal credit in Inverclyde has increased by 2,119 between March and May 2020. This number includes an increase of over 500 recipients receiving in-work benefit.





Aim, objectives and principles of this partnership recovery plan

Aim

The aim of this plan is to document the established partnership structure and arrangements for recovery from the COVID-19 pandemic for Inverclyde.

Objectives

The objectives of this plan are:

- To consider Inverclyde's response to the pandemic and any learning for the future.
- To provide support for recovery on behalf of the Inverclyde Alliance and to assist partners' decision-making processes.
- To outline the overall recovery strategy for Inverclyde; including humanitarian, economic and education, culture and sport.
- To ensure that relevant stakeholders, especially the communities affected, are involved in the recovery process.
- To confirm the integrated structure for the recovery process, including the recovery working group and sub-groups.
- To establish the system by which recommendations and actions of the sub-groups are progressed.
- To identify the long-term outcomes linked to the Local Outcome Improvement Plan (LOIP) through the development of action plans.

Principles

The planned actions have been established based on the following principles:

- The response should be system wide, recovery and renewal requires all parts of the system to work together to meet the challenges.
- There should be a clear and consistent framework and the plan must be rooted in The Scottish Government 'route map'.
- The approach to recovery should promote collaboration across all sectors and communities in Inverclyde.
- There should be clear actions with specific timeframes.
- All actions and measurements should link to the Local Outcome Improvement Plan (LOIP).

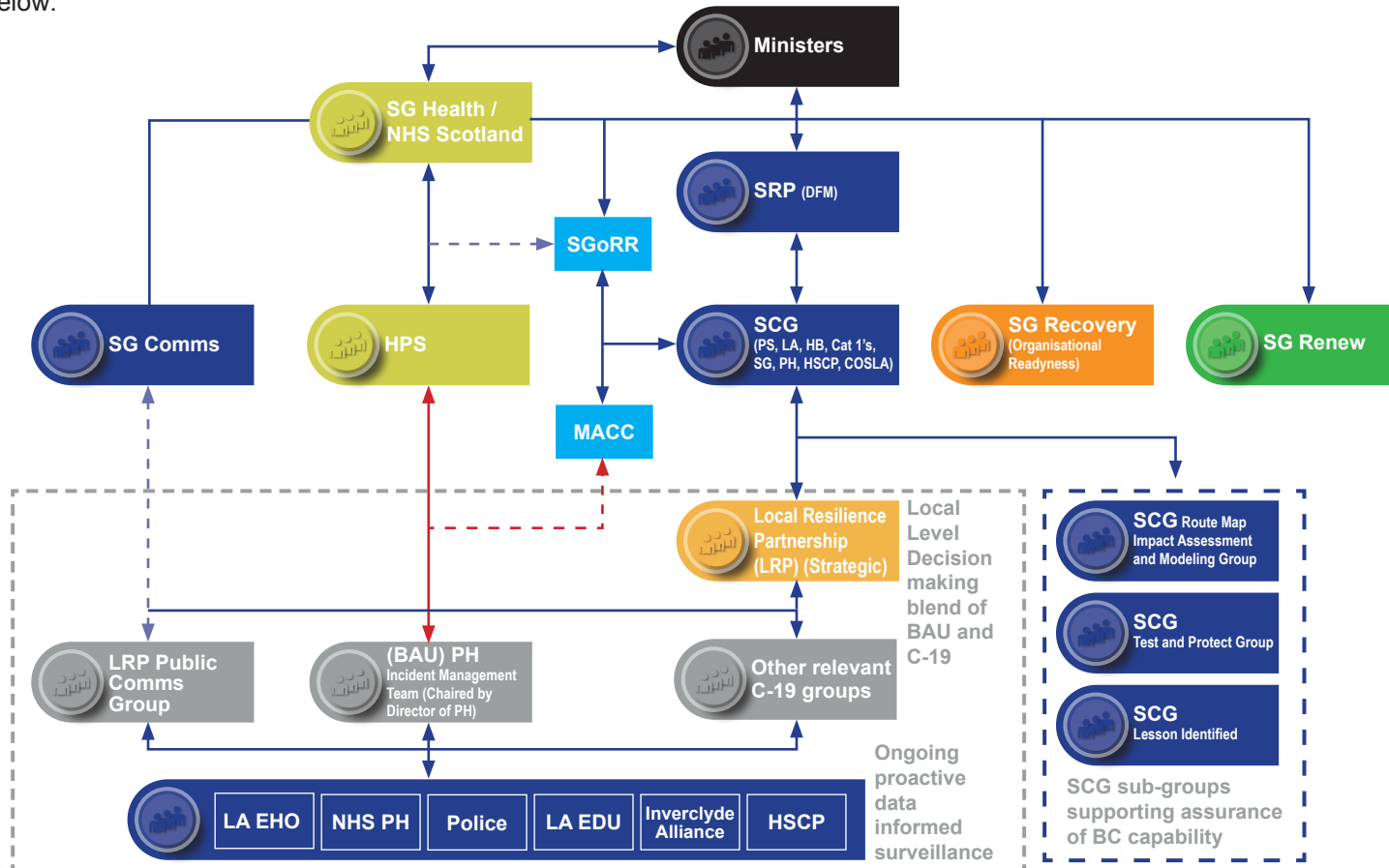




Recovery partnership structure, remit and governance

Regional/national recovery partnerships structure

Any local plan is produced within the context of Scotland's National Performance Framework, wider ongoing work at the Glasgow City Region level and our LOIP. The Inverclyde partnership recovery structure feeds into a wider regional/national governance structure, as illustrated below:

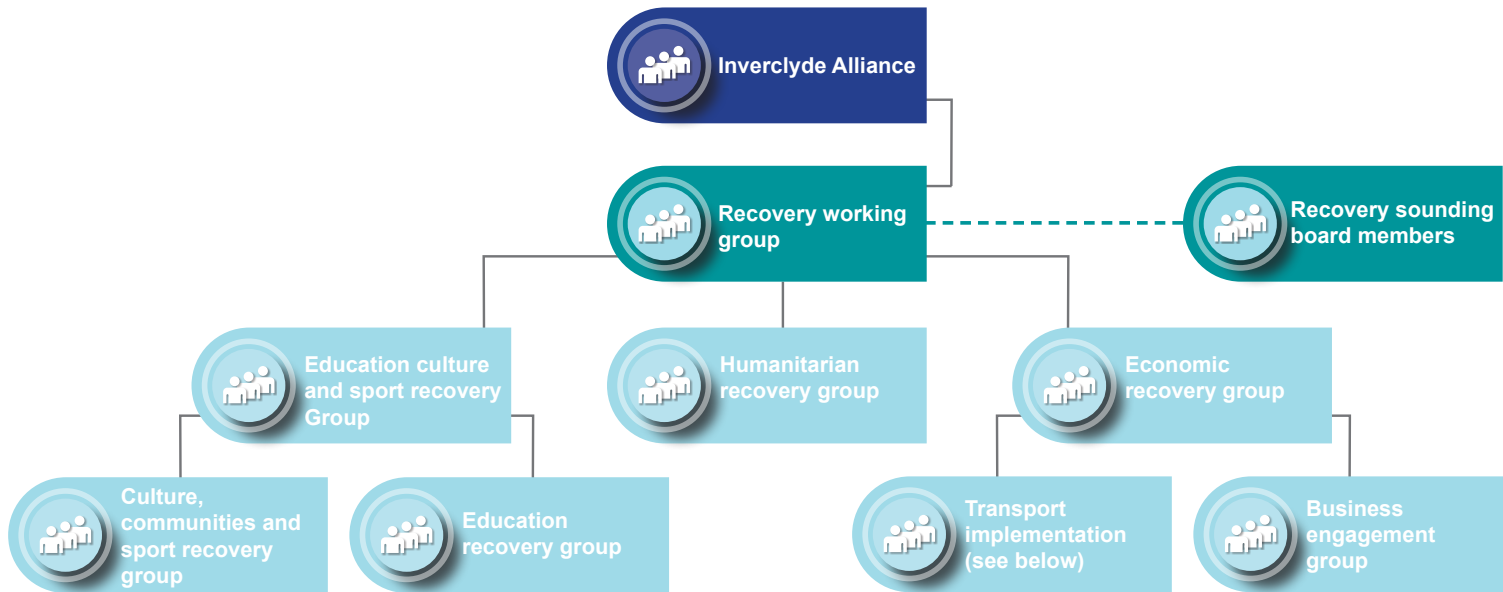




Recovery partnership structure, remit and governance

Inverclyde's recovery structure

Effective planning by our partners is crucial to meet the needs of the Inverclyde population. This includes an understanding of the needs of the population, the economy and our communities. We must understand our assets which will help us align resources to best meet the needs of the people of Inverclyde. The act of aligning resources, restarting the economy and stimulating growth all play a significant role in delivering positive outcomes for people. Planning takes place through the recovery working group and 3 sub-groups: education, culture and sport; economic and humanitarian.





Recovery partnership structure, remit and governance

Recovery working group

A recovery working group, the overall group responsible for recovery chaired by the council's Chief Executive, has been established to coordinate the partnership's recovery activity. It is the strategic decision-making body for the recovery process (see recovery working group terms of reference in appendix A). The recovery working group has established a core membership and can co-opt additional members as and when appropriate.

Following its formal establishment in May 2020, the recovery working group has started the following initial key tasks:

- Determining the level of recovery activity required and specific areas of focus.
- Development of a recovery plan.
- The requirement for the establishment of sub groups to take forward considerations specific to an area of coordinated activity.
- Setting processes in place to monitor the action plans from each sub group.

Elected members input (members' recovery sounding board)

Central to the recovery process is input and guidance from elected members. To facilitate this within the recovery partnership structure, a members' recovery sounding board has been established. The sounding board is an informal advisory group advising the Chief Executive, who chairs the recovery working group, and is not a decision-making body. It is a working group of members. Its remit is to consider the outputs of the recovery working group. The terms of reference for the group is detailed in appendix B.





Recovery partnership structure, remit and governance

Recovery working group sub-groups

Remit, structure and governance

Three sub-groups have been established to focus on recovery activities across key areas:

- The humanitarian recovery group's role is to engage with communities learning from their experience and coordinate recovery. It is responsible for ensuring that vulnerable people are supported. It is chaired by the Chief Officer of the Inverclyde Health and Social Care Partnership - a depute chair from the third Sector has also been appointed (Chief Executive, CVS Inverclyde).
- The economic recovery group's role is to understand the commercial and economic pressures across Inverclyde through engaging with our business partners and wider business community. This is achieved through two forums; the first is a strategic partnership of the third sector, West College Scotland, Scottish Government, Scottish Enterprise, Federation of Small Businesses, Inverclyde Chamber of Commerce and River Clyde Homes and the second involves representatives from all sectors of the business community. It is chaired by Corporate Director of Environment, Regeneration and Resources. Transport recovery structures have been built up at a Glasgow city region level and Inverclyde Council will participate in these and feed any required actions back to the economic recovery group.

- The education, culture and sport group is split into two reporting groups. Both are chaired by Inverclyde Council's Corporate Director of Education, Communities and Organisational Development. The role of the education recovery group is to ensure a coordinated approach to recovery for all learners and families. The role of the culture and sport reporting group is to ensure that sport and culture is at the heart of the recovery process.

All three sub-groups have developed multi-disciplinary action plans which detail the short and long term actions to support recovery and renewal. Each action plan is monitored by the recovery working group.





Recovery action plans

Each of the three recovery working group sub groups have developed detailed action plans to guide the activity of the Alliance's partners as we move forward, these are detailed below.

Humanitarian recovery plan

The humanitarian group aims to support community recovery, engage communities and build on the work of the inequalities work stream of the Local Outcome Improvement Plan (LOIP).

The sub group has been established to capture and nurture the kindness and compassion shown and experienced during COVID-19 by communities and to explore how we continue to protect those who are vulnerable.

The group of individuals deemed clinically vulnerable has had special status and have been asked to stay at home to keep themselves safe (shielded). A pipeline of support has been developed during the pandemic to help individuals with shopping, food, prescriptions, escorts and repairs. Any move forward needs to consider how we continue to support this group.

The kindness and compassion that has poured out from the people of Inverclyde has been remarkable. People have blossomed through helping one another, both those who have volunteered and those who have felt cared for by neighbours and communities. Building on the work coordinated by CVS, a new social movement 'Inverclyde Cares' is being developed to promote, kindness and

compassion. It is a partnership between services and communities and creates opportunities for acts of kindness. Communities have demonstrated through the pandemic their resilience and capacity to look after each other. Their local knowledge and understanding of their needs has been vitally important. Individuals, third sector groups and others across Inverclyde have supported the response to the COVID-19 pandemic. Going forward the development of locality groups supported by the third sector, and the council will be pivotal to understanding and responding to communities needs. CVS Inverclyde has worked alongside other third sector organisations to recruit volunteers. The Inverclyde Community Action Response Group (ICARG) communication platform has built knowledge and understanding of local services promoting the work of over a dozen organisations.

This extraordinary community response has been financially supported through our community grants. Organisations in Inverclyde have benefitted from more than £700,000 worth of grants from the Scottish Government's various funding streams. In moving into recovery and renewal we will want to build on both the kindness and compassion of our communities and their willingness to engage with and support the delivery of council services. We recognise of course that as we start to return to a new normal and more people return to their jobs, the capacity and willingness of the community volunteers to continue current levels of support may reduce. We will continually learn and reflect and use the active community involvement experienced during COVID-19 to be a springboard for locality planning.





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Listening to communities experiences	Feedback from communities	Social media campaign questionnaire	Your Voice		Core HSCP budget and partner budgets
	Communities help to shape future priorities	Develop online localities group	Your Voice/ Inverclyde Council	June - August 2020	
		Lock down exhibition	Inverclyde Council/ 3rd Sector	December 2020	
		Review locality plans	Inverclyde Council		
Plan co-ordinated support to those who are shielded or carers	Telephone support/triage remains in place	Council telephone line remain in place and data base developed	Inverclyde Council		£35k within covid cost allowance
	Volunteer support is co-ordinated	CVS Inverclyde volunteer coordinator recruited	CVS Inverclyde	July - September 2020	Core HSCP budget
	More 'hidden carers' are identified and referred for ongoing information, support and advice.	Adapt carer awareness training to online delivery to partners	Inverclyde Carers Centre		Within Inverclyde Carers Centre budget
	Review pipelines of support such as food/transport	Short life working group on food insecurity to scope/ consider how to meet needs	CVS Inverclyde/Bellville/ Branchton Foodbank/ Salvation Army	July 2020	£120k from Food Fund
	Develop services for food insecurity	Work to establish food pantry	Food Pantry Scotland	December 2020	£60k within anti-poverty funding





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Wellbeing	Develop wellbeing services to support people	Offer individual support	Mind Mosaic	Ongoing	Supported by The Big Lottery funding
	Ensure psychological support available	Distress brief intervention (DBI) available across Inverclyde	HSCP	October 2020	HSCP/Health Board core budgets
	Bereavement services for those who died during COVID-19	Plan for primary care access to support	Primary care – HSCP	October/ November 2020	HSCP/Health Board core budgets
		Remembrance programme	Compassionate Inverclyde/Ardgowan Hospice, Inverclyde Council Bellville Garden	Ongoing	£40k to be included in September P&R funding request
		Support to staff in health and social care isolation through PROMIS website	HSCP	September 2020	Scottish Government
Develop neighbour/kind culture to support wellbeing across Inverclyde	Develop social movement to harness, coordinate and support 'Inverclyde Cares'	Programme board established 'Inverclyde Cares'	HSCP/CVS Inverclyde	July 2020	Funded by The Big Lottery funding
		Culture support		October 2020	Funded by The Big Lottery funding
Co-ordinate / co-operation between all key services	Promote the role of 3rd sector and communities	Develop volunteering opportunities	Compassionate Inverclyde/CVS Inverclyde/ Inverclyde Community Development Trust	Ongoing	Funded by The Big Lottery funding
Co-ordinate support requests to Community Fund	Develop fully costed proposals	Coordinate funding applications	CVS Inverclyde/ Inverclyde Council	August 2020	N/A
Provide a wide range of support	Review support available and support good communication to ensure it is easily accessible	Website social media	CVS Inverclyde/ 3rd Sector/ Inverclyde Council	October 2020	Funded by The Big Lottery funding





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Keep communities safe	Promote public protection message	Social media campaign Public Protection	Police Scotland/Fire and Rescue	June 2020	Police Scotland/Scottish Fire and Rescue Service budget
	Promote health promotion including alcohol, drugs messaging	Alcohol and Drugs Partnership	HSCP	Ongoing	
	Promote Safe/Well fire safety	Media Campaign Falls Programme	Fire and Rescue Council	December 2020	Police Scotland/Scottish Fire and Rescue Service budget
	Communicate government advice	Council	Council	Ongoing	
	Promote Trace/Contact	Develop trace/contact process	NHS	June 2020	Health Board
Communication Communities	Develop platform for feedback	Develop online locality planning	Your Voice/ Inverclyde Council	August 2020	Funded by The Big Lottery funding
	Share best practice across Inverclyde and learn from others in UK	Develop website	CVS Inverclyde	September 2020	
	Good communication with communities	Clear communication plan	Inverclyde Council	July 2020	Existing council core budgets





COVID-19 Partnership Recovery Plan

LONG TERM ACTIONS

Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Wellbeing	Wellbeing services continue to support people	Offer individual support	Third sector providers	Ongoing	HSCP. Funded by The Big Lottery funding
	Ensure psychological support continues to be available	Distress Brief Intervention (DBI) available across Inverclyde	HSCP	August 2020	HSCP/Health Board, within current budgets
		Plan for primary care access to DBI support	Primary Care - HSCP	October 2020	
Keep communities safe	Promote public protection message	Social media campaign Public Protection	Police Scotland / Fire and Rescue	Ongoing	Within current budget
	Promote health promotion including alcohol, drugs	Alcohol and Drugs Partnership	HSCP		





Recovery action plans

Economic recovery plan

This plan is our response to COVID-19; the aim is to ensure that the maximum level of support is available to local businesses, that employees are retained in local businesses and that focus is provided to ensure that the recovery of our economy is paramount. It has been produced in partnership with the private sector.

Unemployment in Inverclyde before COVID-19 remained stubbornly above the West of Scotland average. HMRC produced data showing that more than 600,000 workers in the UK lost their jobs between March and May of this year and whilst it is too early to identify figures in Inverclyde, the number of individuals claiming unemployment benefits in the Glasgow metropolitan city region increased to 7.1%. The latest Office of National Statistics (ONS) figures show that unemployment in Scotland is up to 4.6%, up 1.1% from the previous quarter. Unemployment rose by 30,000 to 127,000 between February and April as lockdown hit the labour market. The Office of the Chief Economics Advisor estimates unemployment could take 3 to 6 years to recover to pre-crisis levels in Scotland.

The count for those receiving universal credit in Inverclyde has increased by 2,119 between March and May 2020. This demonstrates the susceptibility of low paid workers. The count includes an increase of over 500 recipients receiving in-work benefit. Within the Glasgow metropolitan city region Inverclyde has had the lowest percentage of staff furloughed while Renfrewshire remains the highest.

Inverclyde has historically suffered from depopulation and a key objective reflected in the Local Outcome Improvement Plan (LOIP) is to reverse population decline. An action plan is in place and outcomes are reported to the Inverclyde Alliance. A key element of the plan includes promoting Inverclyde to business and visitors. Discover Inverclyde, an integrated website encompassing all of Inverclyde's attractions was launched to coincide with the easing of lockdown.

Our economic recovery group has oversight of the action plan and seeks to use both public and private sector partners to influence policy both at a local level and nationally. The plan seeks to ensure that access to transport for our workforce is not a barrier to employment and engages with a wide variety of businesses from a broad range of sectors, representing businesses across Inverclyde. The challenges facing local businesses will be heard and shared in order that we ensure that the impact on the economy of Inverclyde from COVID-19 is minimised.





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Engagement with business community, third sector and Inverclyde Alliance Partners	Full understanding of business needs for recovery	Regular monthly meetings with business community through business representatives forum	Inverclyde Council/ business representatives	September 2020	Existing Inverclyde Council core budgets
	Full understanding of strategic opportunities for business recovery	Regular six weekly meetings with strategic partners including 3rd sector representatives, West of Scotland College, Inverclyde Chamber of Commerce	Partners	August 2020	Existing core budgets
	Understanding of the status of a wide range of Inverclyde businesses	Carry out business feedback survey – telephone survey	Inverclyde Council	August 2020	Existing Inverclyde Council core budgets
Maximise support to businesses through existing interventions	Additional businesses supported (numbers to be determined following business contact)	Increase business support function – engage additional business development advisors	Inverclyde Council	September 2020	£120k for 2 posts for 18 months funded from existing earmarked reserve
	Extension of furlough scheme for Inverclyde businesses	Lobby for extension to furlough scheme	All	September 2020	Existing partners core budgets
	Support to 20 staff for 50% of 6 months wages to £6,250 max	Inverclyde furlough scheme operated by the council for specific sectors separate from national scheme	Inverclyde Council	September 2020	£125k funded from Inverclyde Council anti-poverty funding





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Maximise support to businesses through existing interventions	National loan fund availability to Inverclyde businesses	Local Inverclyde specific loan fund from former West of Scotland Loan Fund (WofSLF)	Inverclyde Council	October 2020	Former WofSLF funds to £200k
	Inverclyde extension to NDR relief scheme	Loan fund relaxation – seek SG/National Government support for loan fund with less onerous credit status than current schemes	Inverclyde Council	February 2020	Existing Inverclyde Council core budgets
		NDR relief – offer Inverclyde businesses extension to rates relief			See long term projects
Addressing long-term unemployment	Maintain Inverclyde count differential to equal pre-COVID-19	Continue to deploy employability scheme Minimise unemployment – working with 3rd sector to maximise intervention	3rd Sector/ Inverclyde Council	July 2020	£533k bid against Anti-Poverty fund for 2020/21. Further bids against future budgets – see long term projects
		Bid for additional funds as part of budget setting process	Inverclyde Council	February 2020	See longer term actions
Addressing housing inequalities	Increase in housing allocations to those in homeless accommodation	Registered Social Landlords to re-engage homeless – work with landlords to re-open activity during the recovery period	Inverclyde Council/ Registered Social Landlords in Inverclyde	August 2020	<ul style="list-style-type: none"> • 43 extra TFA flats – £159k for one off costs • 18 flats for early release of prisoners over and above the 43 TFA – £63k repairs payments to River Clyde Homes and £66k one off costs to set the flats up
Keep communities safe	SG policy	Clarity on social distancing measures – seek clarity on social distancing measures for all business spaces (in context that guidance is consistently being revised)			





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Communication with business communities, commercial and educational sectors	Strengthened contact and communication with all business sectors. Targeted support to people who experience digital exclusion due to circumstances	Develop platform for feedback including online communication and engagement with Inverclyde Chamber of Commerce and Federation of Small Businesses	Inverclyde Council	September 2020	Existing Inverclyde Council core budgets
		Share best practice across Inverclyde and learn from others in UK – regular engagement with GCR, SLAED SOLACE	Inverclyde Council	September 2020	Existing Inverclyde Council core budgets
		Explore digital inclusion measures such as making WiFi available to disadvantaged individuals	Inverclyde Council	September 2020	Included in education, culture and sport plan
		Good communication with communities – clear communication plan	Inverclyde Council	October 2020	Existing Inverclyde Council core budgets
Addressing economic and population decline	Growing local economy and stabilised population	Prepare an economic case for special status for Inverclyde	Inverclyde Council	December 2020	£60k allowance included in September funding request





COVID-19 Partnership Recovery Plan

LONG TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Maximise support to businesses through existing interventions	National Loan fund availability to Inverclyde businesses	Longer term loan fund relaxation – seek SG/National Government support for loan fund with less onerous credit status than current scheme	Inverclyde Council	2021/23	Existing Inverclyde Council core budgets
Addressing long-term unemployment	Maintain Inverclyde count differential, to equal pre-COVID-19	Minimise unemployment – working with 3rd sector to maximise intervention	3rd Sector/ Inverclyde Council	2021/22	2021/22 budget bid £750k
		Additional employability activities	Inverclyde Council	2021/22	As above
Addressing housing inequalities	Increase in housing allocations to those in homeless accommodation	Registered social landlords to re-engage homeless – to provide accommodation in the long term investment and letting strategies	Inverclyde Council/ Registered Social Landlords	2021/22	Links to roll-out of the rapid rehousing transition plan. 2021/22 Budget bid – amount to be determined
		Updated local housing strategy to reflect projected demand in homeless accommodation	Inverclyde Council/ Registered Social Landlords	2021/22	Existing core budgets





Recovery action plans

Education, culture and sport recovery plan

This is the community recovery plan for Inverclyde for education, culture and sport as we move towards the recovery stage of services in the context of COVID-19. Every member of the community will have their own journey through these extraordinary times and many will have felt the loss of close families and friends. We cannot underestimate the human and emotional impact that COVID-19 has had on our communities and will continue to have for years to come.

It is also vitally important that Inverclyde recognises the significant role that lifelong learning, culture and sport play in the recovery process, especially the impact on emotional health and wellbeing. The impact of COVID-19 on the culture and leisure industry will be huge and financially some organisations may struggle to survive. However, if we want to ensure repopulation and promote Inverclyde as an excellent place to live and to work then the culture and leisure industry needs to thrive and to maximise opportunities for growth. As Scotland opens up post COVID-19 the simple task of reconnecting through a team sport or a game of bowls could help people who may be struggling with social isolation. The Local Outcome Improvement Plan for Inverclyde has environment, culture and sport as one of the three strategic priorities. This is because, prior to COVID-19 the importance of culture and sport was fully recognised as a strong attribute of a thriving community.

The planning process for recovery will not be linear. External events may overtake any plans and we simply cannot foresee what the future holds. We can however, work together in a systematic way to move things forward at a pace that achieves the best outcomes for our community, the community can manage, makes the best use of the resources available to us and achieves the best outcomes for every citizen of Inverclyde.





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Ensuring the needs of all learners are met	A recovery curriculum is in place to support families in Inverclyde	All establishments revise their improvement plans to take account of the curriculum post COVID-19. This will include a particular focus on health and wellbeing	Schools, early years establishments, college	August - December 2020	Existing core budgets
	Attainment gap continues to reduce	The family learning part of the 'attainment challenge' programme is adapted to meet the needs of learners as they return to their place of learning	Attainment challenge strategic group	August - December 2020	Existing attainment challenge funding
	Developing the Young Workforce is revised to take into account employment opportunities post COVID-19	West College Scotland works with partners to identify the skills pipeline needed for future employment	West College Scotland	September - December 2020	Existing core budgets
		Work with partners to create employability pathways for young people (link to economic recovery plan)	All	August - December 2020	Included in economic recovery plan as part of the young persons employability proposal





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Making sure digital opportunities are maximised across education, culture and sport	Ensure high quality digital learning opportunities are available in schools and establishments	Education – digital sub group identify the needs of learners for blended learning	Education digital sub group	August - December 2020	£414k within existing education flexibilities funding and £433k Scottish Government funding. Young Scot Funding
	Online learning is best used to support all learners within Inverclyde	School/college partnership and some consortium arrangements are delivered online	All	August - December 2020	Existing core budget
		Council community learning and development (CLD) services and partners – identify the digital learning gaps of adult learners. CLD work with partners to identify digital inclusion opportunities (link to Inverclyde Supports)	CLD/partners	August - December 2020	£60k Bid against 2020/21 Anti Poverty Fund
	A blended approach of activities fully uses online/ digital opportunities	Libraries, museums, theatres and sports centres enhance digital platforms for blended approaches and share best practice	All	August - December 2020	Existing core budget
		Libraries pilot click and collect approach	Libraries	June - October 2020	Existing Inverclyde Council core budget





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS

Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Ensure sport, culture and the arts play a vital role in the recovery process for Inverclyde	Revise and adapt the events programme to take into account recovery post COVID-19	Cultural partnership to meet to revise the types of events that will now be held over the next year	Inverclyde Cultural Partnership(including Tourism Inverclyde)	June - December 2020	£80k funding request to September P&R Committee
		Adapt some current programmes/initiatives to take into account lock down due to COVID-19 Stories Frae the Street – includes stories from the lockdown and recovery process	Inverclyde Cultural Partnership(including Tourism Inverclyde)	March - December 2020	Grant funding in place
	Ensure all culture and leisure facilities are opened as soon as possible - subject to government guidance.	Ensure short term financial sustainability of Inverclyde Leisure/Beacon Arts Centre for 2020/21	Inverclyde Leisure/ Beacon Arts Centre/ Inverclyde Council	September 2020	Latest estimate is £1.1million including £400k from Inverclyde Leisure reserves
		Inverclyde Leisure/Beacon Arts Centre/Inverclyde Council – action plans in place towards phase 4 recovery programme. Beacon Arts Centres to identify appropriate outdoor events that can be held and revise ways of working e.g. producing own shows	Each venue	August - December 2020	No costs
	Young people have an event to celebrate their achievements through COVID-19	Year of Young People legacy event has a particular focus on COVID-19	CLD	November 2020	Existing earmarked reserve £40k
		Young people are given a sum of money to design and create a legacy piece of art work/project (link to community memorial?)	CLD	November 2020	Possible use of £10k external funding





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Promote Inverclyde as a place to visit and live (link to repopulation)	Inverclyde tourism strategy is revised and refreshed post COVID-19	Launch the Discover Inverclyde website	Tourism Inverclyde group/ corporate communications and tourism	July 2020	Existing earmarked reserve £50k
		Review the culture strategy in line with the recovery process	Inverclyde Cultural Partnership	August - December 2020	Existing Budgets
	Build upon the positive impact and culture of exercise (link to spaces for people)	Develop an Inverclyde sports strategy creating sports hubs	Inverclyde Council/ Sports Scotland/ Third Sector	August - December 2020	Council core budget - possible funding from Sports Scotland
Review processes and funding arrangements in place to ensure funding is available for recovery	All plans will have fully costed proposals	Review grants to voluntary organisations (GTVO) process for clubs to ensure sustainability	Inverclyde Council	September 2020	Existing core GTVO budget
		Link with national organisations to maximise and apply for new funding opportunities	CVS Inverclyde/ Inverclyde Council/ Inverclyde Leisure/ Beacon Arts Centre	Ongoing	Existing core budget
		Liaise with all funding organisations (such as Scottish Government/ Funding Council/ Sport Scotland/ Creative Scotland/ Inverclyde Council) to ensure the sustainability of education, culture and sport in Inverclyde	All	Ongoing	Existing core budget





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Employees and community buy in to the recovery process	Make sure that human resources are in place to take forward plans and that fair terms and conditions are in place for employees	Employment conditions fully understood by all and maximised where appropriate. Including recruitment of additional staff, use of casual staff and furlough schemes	All	March - December 2020	£53k in covid costs
	Establish communication platforms to gauge the needs and views of the wider community	Surveys, questionnaires and user groups are in place to gauge opinions of all stakeholders.	All	September - December 2020	Existing core budgets
Keep Communities Safe	Promote public protection messages (link to Inverclyde Cares)	Social media campaigns	All	June - December 2020	Existing core budgets
	Communicate government advice	Continually monitor sector guidance and link with sector groups to communicate government advice	Sector specific	June - December 2020	Existing core budgets
	All re-opening of establishments are fully risk assessed in line with latest advice	Undertake risk assessments. Produce videos for establishments e.g. schools/leisure centres/theatres on user journey	Sector specific	June - December 2020	Existing core budgets





COVID-19 Partnership Recovery Plan

SHORT TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Communication	Clear communication channels set up for employees and service users	Ensure regular contact with appropriate unions Meet with stakeholder groups Communications to employees	Sector specific	June - December 2020	£53k in covid costs
	Learn from best practice across the country	Regular meetings with sectors e.g. college networks, regional improvement collaborative, Skills Development Scotland/ Sport Scotland/Creative Scotland/Visit Scotland/ Scotland's Food and Drink	Sector specific	June - December 2020	Existing core budgets
	Further develop Inverclyde Life website and Discover Inverclyde	Online updates provide updates to service users	CVS Inverclyde/ Inverclyde Life/ Corporate Communications/ Discover Inverclyde	July 2020	Community fund/existing core budgets/repopulation earmarked reserves





COVID-19 Partnership Recovery Plan

LONG TERM ACTIONS					
Theme	Outcomes	Action	Who	Anticipated dates	Financial implications
Ensuring the needs of all learners are met	Developing the Young Workforce is revised to take into account employment opportunities post COVID-19	Work with partners to create employability pathways for young people	Developing the Young Workforce/schools/Skills Development Scotland/ college	Academic year 20/21	Contained in economic recovery plan proposals
Promote Inverclyde as a place to visit and live (link to repopulation)	Inverclyde tourism strategy and action plan is impacting on an enhanced visitor experience to Inverclyde	Provide support for local tourism and hospitality businesses	Tourism Inverclyde group/ Corporate Communications/ Scotlands Food and Drink/ Visit Scotland	July 2020 onwards	Potential 2021/22 Budget bid, £75k
	Build upon the positive impact and culture of exercise (link to spaces for people)	Review the culture strategy in line with the recovery process	Inverclyde Cultural Partnership	July 2020 onwards	Starts in July 2020 but will be ongoing
		Continue to develop an Inverclyde sports strategy	Inverclyde Council/ Sport Scotland/ Third Sector	July 2020 onwards	
Ensure sport, culture and the arts play a vital role in the recovery process for Inverclyde	Ensure all culture and leisure facilities continue to operate sustainably	Work in collaboration with Inverclyde Leisure to provide a sustainable community sports and leisure offer	Inverclyde Leisure/ Inverclyde Council/ Community Learning and Development	July 2020 onwards	Costs subject to submission of Inverclyde Leisure's business plan. Potential 2021/22 budget bid. Sustainability for sector beyond March 2021
		Ongoing implementation of action plan	Beacon Arts Centre	July 2020 onwards	Costs subject to submission of the Beacon Arts Centre business plan. Potential 21/22 Budget bid. Sustainability for sector beyond March 21





Conclusion

It is anticipated the recovery phase from the pandemic will be long, and timescales are uncertain. Any immediate response to the impact of COVID-19 will be taken by the recovery working group and its sub-groups and will align with the LOIP strategies for repopulation, culture/arts and inequalities. This plan recognises the economic impact of the COVID-19 pandemic, the associated impact of lockdown measures and the profound and long lasting effect of the pandemic on local communities, particularly those individuals and families living in poverty. Wellbeing features highly on the renewal agenda both for individuals and communities. The planning process reflects the vital role communities have played in the collective response to the pandemic and their pivotal role in helping Inverclyde through recovery.

The actions within this plan build on existing community planning structures and ensure that our priorities on repopulation, arts/culture and inequalities are considered.

The plan has a focus on 3 key areas:

- **Supporting our vulnerable communities**
- **Reigniting our communities commitment to lifelong learning, culture and sport**
- **Supporting the recovery of the economy, including support for local businesses and visitor attractions**





Appendix A - recovery working group terms of reference

Purpose of the recovery working group

- To be the strategic decision-making body for the COVID-19 recovery phase, able to give a broad overview and represent each agency's interests and statutory responsibilities.
- To provide visible and strong leadership during the recovery phase.
- To take advice from the recovery working groups 3 sub groups and the members' sounding board, decide the strategy and ensure its implementation and the rebuilding of public confidence.
- To ensure the coordination and delivery of consistent messages to the public and media.

Role of the recovery working group

- To feed in recovery issues to the Inverclyde Alliance and the relevant partner organisations decision making processes, and to the Scottish Government via the national COVID-19 Strategic Coordinating Group (SCG).
- To set the overall recovery strategy for Inverclyde, including humanitarian, economic and education, culture and sport.
- To ensure that relevant stakeholders, especially the communities affected, are involved in the development and implementation of the strategy.
- To jointly agree appropriate sub-groups as required and commensurate to the partnership's resources.
- To produce a recovery impact assessment, capturing the key issues to be addressed.
- To co-ordinate the recommendations and actions of the sub-groups and monitor progress.
- To monitor financial matters.

- To agree long-term exit strategy criteria and timescales, where appropriate.
- Identify and address any other issues that fall outside the scope of the working groups.
- To provide reassurance and advice to the public to facilitate recovery.

Chair and secretariat

The group is chaired by Inverclyde Council's Chief Executive or nominated director. The secretariat function is provided by the civil contingencies service. The role of the secretariat is to maintain records of all minutes of all meetings and provide the basis for monitoring completion of actions.

Group membership

- Inverclyde Council Chief Executive (or nominated Corporate Director) (Chair)
- Inverclyde Council Corporate Directors
- Police Scotland Area Commander
- NHS GG&C representative
- Inverclyde Council - Chief Financial Officer
- Communities and the Voluntary Sector (CVS Inverclyde) representative
- Business representative
- Registered Social Landlord (RSL) representative
- Inverclyde Council resilience management team chair
- Inverclyde Council Corporate Communications representative
- Secretariat (Civil Contingencies Service)





Appendix B - members' recovery sounding board terms of reference

Name of group

The recovery sounding board – members.

Composition

The recovery sounding board – members will have cross party membership from across the council.

Role

The sounding board is a working group of councillors and meetings will not be held in public. It will consider outputs of the recovery working group and the primary sub-groups reporting to that including consideration of the minutes of those groups and any reports or other outputs from the groups to the Inverclyde Alliance.

The sounding board will also provide input on items on the agenda of forthcoming recovery working group meetings.

The group is an informal advisory group advising the Chief Executive who chairs the recovery working group. It is not a decision making body.

Frequency of meetings

Meetings shall be held at the same frequency as the overall recovery working group and will generally be held in the preceding week to allow input on agenda items to be made timeously.

Quorum

As this is an informal advisory group there is no requirement for it to be quorate.

Reporting procedures

Following each meeting an action note will be circulated to all members of the council and to the recovery working group.



COVID-19

Organisational Recovery Plan





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Foreword

All of us are aware that we have been living and working in unprecedented times and that the coronavirus pandemic continues to affect every one of us.

The impact of Covid-19 on Inverclyde has been well documented with council and health and social care services responding from the earliest stages to support the community through the pandemic.

During the national lockdown period council and health and social care services continued to operate to support the community with a particular focus on delivering essential services to support the area and vulnerable members of the community. We face significant challenges in navigating the uncertainties that Covid-19 has created and in rebuilding our public services and the local economy.

There are hundreds of examples of support throughout the early stages of the pandemic, during the lockdown and moving through each of the 'phases' set out by the Scottish Government.

Council employees staffed childcare hubs to ensure that key workers across Inverclyde were able to continue working to keep those essential services going.

While some recycling services were limited the council's general waste services were increased to weekly to ensure households were supported during the lockdown period.

As schools were closed as part of the nationwide lockdown, council staff stepped up to ensure that children entitled to school meals continued to receive them.

Social care services have, from the early days of the pandemic, moved to a different model of delivery. What did not change was the dedication of a range of staff to care for and protect vulnerable members of our towns and villages including young people in need

of child protection support or older people in need of homecare support.

Until the world is clear of Covid-19, business, community and public services will be unlikely to return to what was normal business before. The organisational recovery plan allows sufficient flexibility to enable preparation and response to future waves of Covid-19 activity.

This organisational recovery plan should be read in conjunction with the partnership recovery plan created as part of the Inverclyde Alliance response to working towards recovery.

The partnership recovery plan sets out the overarching structure of recovery, how council and HSCP recovery groups connect and it shows the detailed short and long term actions to aid recovery.

This plan highlights how the council's three directorates will work together to ensure Inverclyde Council and Inverclyde Health and Social Care Partnership (HSCP) is moving towards recovery of public services and continuing to support Inverclyde

The unprecedented response of our staff and local citizens to the challenge of Covid-19 has been both innovative and compassionate. Despite the terrible impact the virus has had, the response across the Inverclyde Community and from our services has been and continues to be phenomenal, and provides a solid foundation upon which to build towards a new future.



Aubrey Fawcett
Chief Executive, Inverclyde Council



Background

On 23 March 2020, Scotland was placed into lockdown as a response to the worldwide Covid-19 pandemic. Almost all council buildings closed, including schools and early years' establishments. Civil Contingency arrangements were activated and we moved to provide essential services only.

The Covid-19 pandemic within Inverclyde had a significant impact on communities many of which were already struggling. A significant part of the council's focus during the pandemic has been on supporting those communities both directly and via partnerships with others. During the immediate lockdown phase the council and HSCP supported communities through direct food deliveries, particularly to those with vulnerable children. In total over 30,000 meals were supplied by Education services including meals for vulnerable children and hot meals for those in receipt of home care who would have previously had assistance with meal preparation.

The council set up a Humanitarian Aid Centre focussing support for those shielding or otherwise vulnerable and a wide range of services were delivered both directly by council staff and via volunteers co-ordinated by CVS Inverclyde. Over 350 emergency food deliveries were made by Public Protection staff to those Shielding or otherwise vulnerable in support of this.

The council and HSCP also focussed during the lockdown and immediate post lockdown phase on ensuring that essential services, for example residual waste collection and support for vulnerable children and adults continued throughout. The HSCP also changed its service delivery model to focus purely on both existing essential services and new services required by the pandemic through the implementation of a hub delivery model.

In the background a wide variety of services continued to deliver albeit in many cases through completely changed operating models; for example Home Care was delivered with the assistance of volunteers from the wider workforce; schools continued to deliver modified distance lessons; planning services continued to function; customer services remained in operation; registrars and burial and cremation services continued under very difficult circumstances together with a host of other services across both the council and the HSCP.

On 23 April 2020, the Scottish Government published "A Framework for Decision Making" outlining its approach and consideration as we plan as a country to come out of lock down. The process has been gradual, phased and evidence based. The latest version of this Route Map is accessible at:

<https://www.gov.scot/collections/coronavirus-covid-19-scotlands-route-map/>

This recovery plan focusses on the main strategic and longer term actions required to strengthen the council and HSCP over the coming months and years including those required to support longer term changes to the council's operations precipitated by the pandemic. It should be noted however that much of the operational level recovery has been ongoing in tandem with the Scottish Government's Route Map.

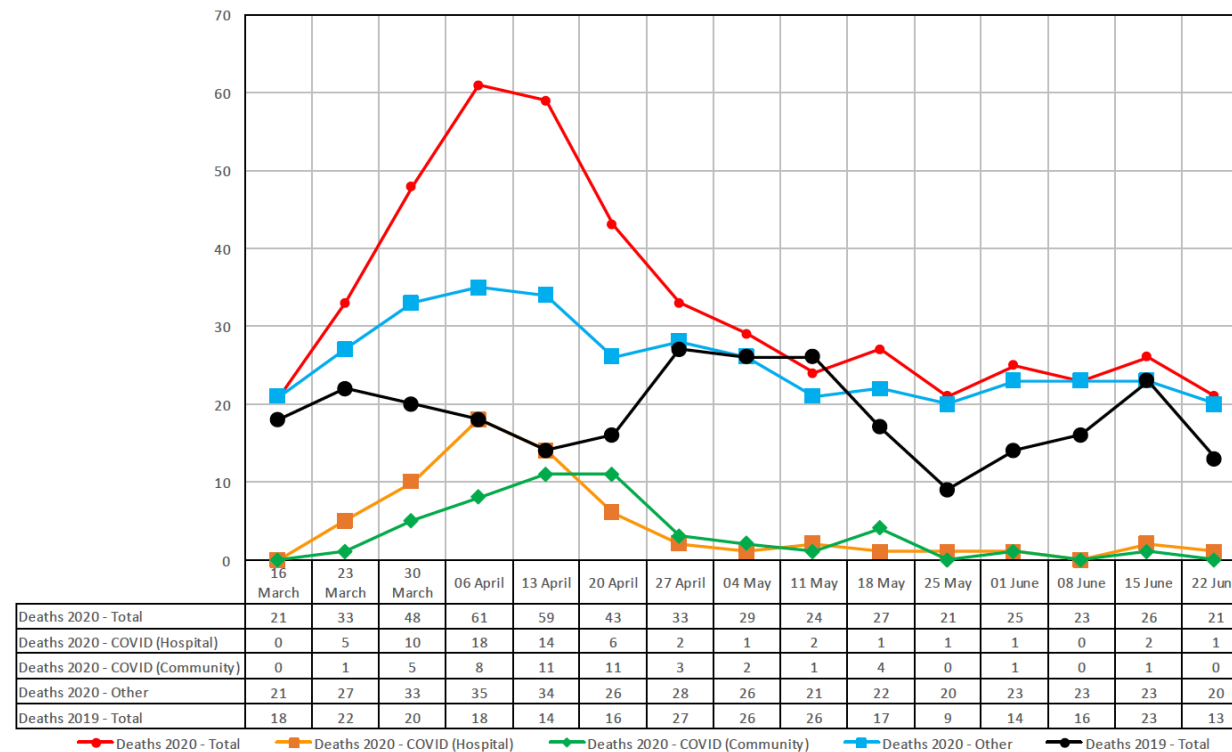


Inverclyde's recovery from COVID-19 and the unique challenges faced by the council as a corporate organisation

Impact of Covid-19

The first Covid-19 related deaths in Inverclyde were recorded in the week beginning 23 March 2020 and deaths in Inverclyde peaked in the week beginning 06 April with 26 deaths. The table below shows the chronological impact during the pandemic.

Deaths attributed to Covid-19 in Inverclyde

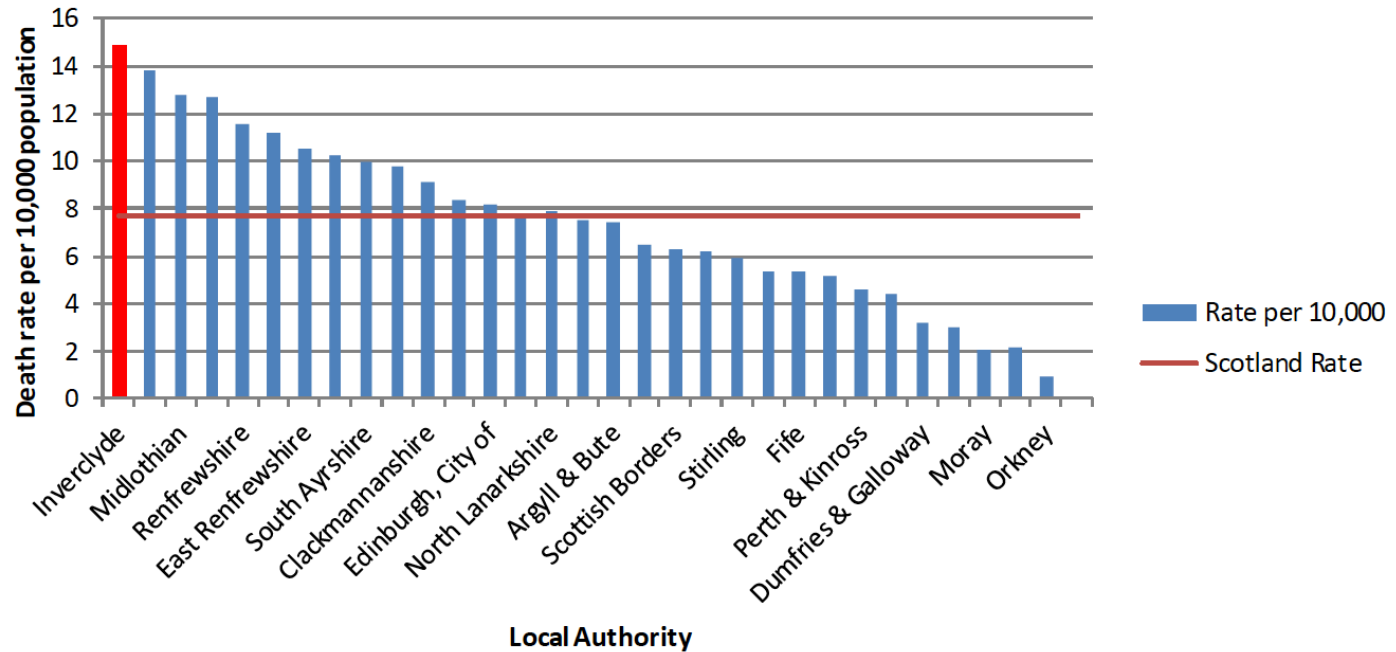




Inverclyde in comparison with the rest of Scotland

Comparative death rates attributable to Covid-19

Inverclyde experienced an earlier rise in Covid-19 deaths and suffered a higher overall death rate than any other are in Scotland. The table below shows the comparative death rates between Inverclyde and other areas in Scotland.





Areas with similar levels of deprivation to Inverclyde across the United Kingdom do appear to have suffered higher death rates than better off areas. This reflects the fact that it is more likely that people living in deprived communities are more likely to have underlying health conditions associated with inequalities. The fact that Inverclyde has experienced an early outbreak will also have contributed to the higher mortality rate experienced. This is because the outbreak will have been further developed in advance of the national lockdown.

Regardless of the effects of the early outbreaks, inequalities have clearly played a significant part in the level of illness and death in Inverclyde.

Fairness, dignity and human right are key principles that have to underpin our responses to the pandemic are, to a greater extent, being felt by everybody. However, they have not all been felt equally and how we respond has to take account of that inequality. Overall the higher death rate in Inverclyde undoubtedly has implications for recovery. Traditionally, Inverclyde has high numbers of people with long term health conditions and a high number of people were asked to shield. As the largest employer in the area Inverclyde Council is impacted by this and our corporate recovery strategy is sensitive to our unique issues.

Care Homes across Inverclyde have worked tirelessly to provide good quality safe person centred care during throughout the pandemic. The higher number of deaths has impacted on the care homes in many ways, the emotional cost of the high number of death has been a source of deep sadness across staff groups.

The care home organisations have struggled to fill vacancies due to higher death rate.

The HSCP put in place measures to help sustainability across the older people care homes sector by the short term purchase of 50 beds to offer intermediate placements for people being discharged from hospital. This agreement has assisted the care homes to partly stabilise and sustain their financial position during the Covid-19 pandemic.

Impact of inequalities

A report was written by the Improvement Service 'Poverty, Inequality and Covid-19', full details of which can be accessed at www.improvementservice.org.uk The report provides a brief summary of some of the issues and highlights the potentially disproportionate impact of the pandemic on those already experiencing inequalities due to health, education, housing, transport and domestic violence. Covid-19 has had more of an impact on certain groups including people with disabilities, minority ethnic communities, vulnerable children and adults.

'Many people on low incomes work in key worker roles and will be more exposed to the virus than those who can work from home. People on low incomes are also less likely to own a car and more likely to be reliant on public transport to travel to work or access services'

Poverty, Inequality and Covid-19.



Low earners are seven times as likely as high earners to work in a business sector that is shut down according to the Institute of Fiscal Studies. Inverclyde has some of the highest deprivation in Scotland. Given the known links between attainment and deprivation, it is particularly important that all providers of education continue with their highly effective work to ensure high attainment and achievement and to reduce the poverty related attainment gap.

Through the initial response phase to the early recovery phase the impact inequalities and support for our most vulnerable communities have been priorities for the council and HSCP. This can clearly be seen through the support given to vulnerable children in education hubs, the delivery of food and prepared meals, the Humanitarian Assistance Centre and the work done by child and adult protection services throughout the lockdown and its immediate aftermath.

Impact on the economy

The UK economy contracted by 20.4% in April, the largest monthly fall since records began. The Organisation for Economic Co-operation and Development (OECD) has said that the UK economy is likely to slump by 11.5% in 2020, outstripping falls in other developed economies of Germany, France, Spain and Italy. Historically the impact of recession on Inverclyde is that it tends to run deeper and for longer than the rest of Scotland. HMRC produced data showing that more than 600,000 workers in the UK lost their jobs between March and May of this year and whilst it is too early to identify figures in Inverclyde, the number of individuals claiming unemployment benefits in the Glasgow metropolitan city region increased to 7.1%.

The count for those receiving universal credit in Inverclyde has increased by 2,119 between March and May 2020. This demonstrates the susceptibility of low paid workers. The count includes an increase of over 500 recipients receiving in-work benefit.

The council has worked to support businesses both by the administration of the Scottish Government business grant schemes and by supporting businesses to reopen through business advice, support from licensing and regulatory advice and assistance. In all of these efforts the focus has been on enabling businesses to resume safely and minimise the risks to both staff and the public. Policies and processes have been changed where necessary to assist both businesses and the delivery of essential services for example by suspending parking charges up until the end of 2020.





Aims, objectives and principals of this strategic operational recovery plan

Aim

The aim of the plan is to document the corporate actions required across the council to deliver services in the context of the degree of lock down easing set by government. The plan seeks to address the pressures across the organisation created by Covid-19 ranging from the impact on our people to pressures on budgets. It seeks to define our strategy into the longer term. The manner in which Inverclyde Council operates in the future will be significantly different influenced by recent events.

Principles

The Corporate Recovery plan is based on the following principals:

- Corporate recovery is consistent with the Scottish Government 'route map' out of Covid-19,
- The plan is 'corporate' and involves collegiate working across all parts of the council,
- It is clear and concise with measurable time specific outcomes,
- It aligns with the Corporate Plan.
- The plans places people at the heart of our recovery.

Objectives

The objectives of this plan are:

- To restore services across the council to pre-Covid levels whilst complying with government directives on working methods and embracing positive change that has come about due to Covid, such as flexible working,
- To strategically plan for the short, medium and long term with respect to all service areas,
- To restore fully accessible governance across the council and committees,
- To revise financial plans to reflect both Covid expenditure pressures combined with potential changed local government settlements at a national level,
- To enhance work force relations through full engagement with employees and Trade Unions.

Our Strategic Operational Recovery Plan will set a direction for the corporate management of the council for years to come and will impact on all of our Corporate Policies.



Recovery structure, remit and governance



This plan is being brought to the Policy & Resources Committee which will have overall responsibility for monitoring the recovery plan with actions attributed to corporate directors and their services being monitored and reported through the CRMT and CMT. It is likely however for practical purposes that individual actions will also be reported through the relevant Corporate Development Improvement Plan which will additionally be monitored by the relevant service committee.

The actions in this recovery plan are the major strategic actions arising from the Covid-19 pandemic. The individual directorates also have lengthy and detailed operational recovery plans dealing with the scaling up of services and the return to a more normal service delivery model. These have been in operation since May this year with a significant proportion of the recovery actions completed. These have included the significant planning for schools returning in August, the resumption of recycling services and the return of non-critical HSCP services. Many of the recovery actions carried out thus far have involved cross service actions with inputs from a number of different services.



Strategic overview of council operational recovery

ACTION PLAN					
Service area	Issue	Action	Who	When	Financial implications
Front line services, customer facing services	Changed operating model due to social distancing and PPE requirements. (interim arrangements in place across most service areas in respect of phase 2/initial phase 3 lock down easing)	Develop and implement operating models compliant with phase 3 lock down easing Move to phase 4 operating model in line with guidance at that time	Corporate directors, relevant heads of service	August 2020 – early 2021 in respect of phase 3 From early 2021 in respect of phase 4	Cost for 2020/21 included in covid allowance Costs for 2021/22 to be identified as part of the 2021/23 budget
Corporate ICT	Working methods and IT requirements across the council have changed due to issues such as home/remote working, blended learning in schools etc	Develop revised ICT strategies to support operating model through phase 3 and thereafter into phase 4 lock down easing. Consider resilience within strategy associated with potential future reversion to lock down	Corporate director environmental, regeneration and resources/chief financial officer	Updated strategy to committee late 2020	Initial costs included in Covid allowance Ongoing costs will be identified in the revised ICT strategy
Civil contingency planning	Preparing for Winter (all actions associated with pandemic)	Contingency for resurgence of Covid across all service areas	All corporate directors	August 2020	Costs to be confirmed
2021/23 revenue budget	Requirement for Inverclyde Council to agree a budget for 2021/23	Budget strategy taken through the MBWG and full council which addresses the pressures identified in the recovery plan	Chief financial officer	March 2021	Latest 2021/23 funding gap is £10.7million before Covid pressures
Council governance through committee process, elected member interaction.	Revised operating model compliant with phase 3 lock down easing is based on webex meetings. This excludes members of the public and affects committee dynamics.	Develop strategy to move to phase 4 lock down easing involving a resumption of physical meetings which are publically accessible.	Head of legal and property services	Summer 2021 (after Summer recess) subject to approval at full council on 24 September	Contain in existing budgets



ACTION PLAN					
Service area	Issue	Action	Who	When	Financial implications
Delivery of capital programme through 2020/21 and 21/22 (including City Deal projects)	<p>Operating models of Inverclyde Council teams, consultancies and contractors have changed to reflect social distancing resulting in reduced efficiency and increased costs</p> <p>Slippage in 2020/21 has been considerable due to lockdown</p>	Review programme of capital expenditure through 2020/21 and 2021/22 to reflect realistic timescales	Corporate director, environment regeneration and resources	August 2020 in respect of profiling capital programme (including preliminary assessment of cost implications)	£2.744million cost increase approved August P&R committee
		Review cost estimates in respect of changed contractors operating methods and supply chain costs		August 2020 – March 2021 – committee reporting of progress against revised phasings/budgets	
		Implement strengthened management processes to oversee costs and timescales		March 2021 – approval of the 2021/24 capital programme.	
Economic strategy	<p>Unemployment locally predicted to be much higher due to Covid, poverty will increase, local firms will face different pressures, growth sectors likely to be different moving forward (ie cruise ship decommissioning)</p>	Interim economic strategy to be produced reflective of current phase 3 lock down easing conditions	Corporate director, environment regeneration and resources	October 2020	Within existing resources
		Further revised economic strategy to reflect phase 4 lock down easing, in synergy with City Region strategy		March 2021	
Procurement strategy	Third sector organisations and local contractors and suppliers will be at the forefront of community recovery and will need support through procurement in line with 'Local Wealth Building'	Review existing procurement spend and roles of third sector and agree actions to improve performance, capability and capacity	Corporate director, environment regeneration and resources	June 2021	To be confirmed



ACTION PLAN					
Service area	Issue	Action	Who	When	Financial implications
Key Inverclyde Council policy strategy and governance documents to be reviewed	<p>Key strategic policy and governance documents will require to be revisited as the implications of Covid in the medium to long term become better understood</p> <p>This will have implications on how services are delivered in the future and what will be achieved</p>	<p>Review all key strategic and governance documents to identify implications of Covid including phase 3 and 4 lock down easing</p> <p>Amend where necessary and seek appropriate approvals</p>	All corporate directors	October 2020 – June 2021	Within existing resources
Service collaboration with West Dunbartonshire (and potential collaboration with East Dunbartonshire)	<p>Changed operating models associated with Covid, especially flexible and remote working, bring opportunities to collaborate to a greater extent and drive efficiencies</p>	<p>Revise strategic plans for collaboration in context of Covid operating models and develop proposals for wider shared management/ services</p>	Chief Executive/ corporate directors	<p>Proposals report – January 2021</p> <p>Implementation from April 2021</p>	Any financial implications will be detailed in the Business Case
Education delivery across primary and secondary schools	<p>Interim operating model in place reflecting phase 3 lock down easing with capacity to move to blended learning if necessary</p>	<p>Develop agile model for school accommodation and teaching to align with phase 4 with provision for reversion to lock down if necessary</p>	Corporate director education, communities and organisational development	December 2020	Costs and potential funding sources to be identified
ICT provision in respect of disadvantaged pupils	<p>Equity of access to ICT at home is mixed. The situation is complex to evaluate</p>	<p>Strategy to ensure all pupils have appropriate remote access to ICT</p>	Corporate director of education, communities and organisational development	March 2021	£434,000 grant received for 1200 devices and connectivity



ACTION PLAN					
Service area	Issue	Action	Who	When	Financial implications
Leisure and culture	Challenging financial situation across Inverclyde Leisure, the Beacon and other facilities	Develop with partners strategies and business plans in response to changed trading conditions with identified support from Inverclyde Council	Corporate director of education, communities and organisational development	January 2021	Initial impact included in Covid allowance. Future cost pressures to be identified as part of the 2021/23 budget
Human resources	HR policies are evolving in line with changed working practices and revised government guidance, associated with Covid	Review all HR policies and procedures in respect of changed operating models (in consequence of the pandemic), government guidance and ICT strategy and provide psychological support to employees	Corporate director of education, communities and organisational development	March 2021	To be confirmed
Community recovery	Inverclyde council has worked in partnership with third sector and community groups across Inverclyde This has significantly contributed to service delivery during Covid. The partnership has agreed a partnership recovery plan which will assist Inverclyde in emerging from Covid	Review role of third sector, communities and Inverclyde Council moving forward into phase 4 lock down easing to identify future roles and potential increase involvement in service delivery	Corporate director of education, communities and organisational development and corporate director of Health and Social Care Partnership	March 2021	£200,000 From the anti-poverty fund to continue projects /assist with resilience
Health and Social Care Partnership Delivery across Inverclyde	Increasing contact and operational capability across all service areas in line with government guidance	Develop and implement operating models to meet backlogs	Corporate director, Health and Social Care Partnership	August 2021 – February 2022	Within local mobilisation plan



ACTION PLAN					
Service area	Issue	Action	Who	When	Financial implications
Civil contingency planning HSCP	Good plans for winter including ensure vaccination programme in place for flu or Covid vaccine if required	A plan for flu in place and plan for resurgence in place	Corporate director, Health and Social Care Partnership	October 2021 – February 2022	Within local mobilisation plan
Commissioning strategy	Support to third sector to recovery for pandemic	Sustainability for 3rd independent care providers including payments. PPE support to provider	Corporate director, Health and Social Care Partnership	March – September 2021	Within local mobilisation plan
Care homes	Sustainability of and support for care homes	Care home assurance and governance in place to monitor the situation	Corporate director, Health and Social Care Partnership	March 2020 - October 2021	Within local mobilisation plan
		Sustainability payments to ensure financial stability		March 2020 - October 2020	



Conclusion

Covid-19 has had an unprecedented impact on every aspect of life. 'Lock down' is a concept which has never before been experienced in the country. The impact on people, services and the economy has been dramatic. Since March 2020, the degree of restrictions placed on people and organisations has been significant as Government seeks to manage the pandemic. Emergence from lock down has been a complex and challenging process. Guidance from government has changed consistently, often on a daily basis as the science has developed. It is also the case that the country is still in a pandemic and whilst lock down is being progressively eased, it is possible that local areas could revert to lock downs at any time.

Operating a large complex organisation is extremely challenging in these circumstances. It is a tribute to our employees across the council that most services have continued where Government has allowed. Restoring ways of working across the council to the situation pertaining before Covid-19 in the coming weeks, months and years will be a significant challenge. Every element of council service is operating differently compared to the situation before March this year. This includes health and social care services, education, all front line services and office based services. The challenge will be creating new operating models which fit with government guidance, support our people and meet the needs of our customers. Our operating models will reflect the stage of Covid management determined by Government at that time.

The pace of change has never been faster in Inverclyde Council and this will continue. Our Corporate Recovery Strategy will be our guidance through this process.



Report To:	Policy & Resources Committee	Date:	15 September 2020
Report By:	Corporate Director, Environment, Regeneration and Resources	Report No:	PR/20/38/SJ
Contact Officer:	Stuart Jamieson	Contact No:	712402
Subject:	Inverclyde Council Community Wealth Building Strategy		

1.0 PURPOSE

- 1.1 The purpose of this report is to bring Community Wealth Building to the attention of the Committee, to review the type of activity considered under Community Wealth Building currently undertaken by the Council, and to agree a strategy to further develop Community Wealth Building within Inverclyde.

2.0 SUMMARY

- 2.1 The Scottish Government identifies community wealth building (CWB) as a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people.
- 2.2 Developed initially by the Democracy Collaborative in the United States, and championed in the UK by the economics think tank Centre for Local Economic Strategies (CLES), CWB aims to ensure the economic system builds wealth and prosperity for everyone.
- 2.3 Community Wealth Building aspires to “...a people-centred approach to local economic development. It reorganises local economies to be fairer. It stops wealth flowing out of our communities, towns and cities. Instead, it places control of this wealth into the hands of local people, communities, businesses and organisations.”
- 2.4 There are five core principles to Community Wealth Building:
- Progressive Procurement – developing local supply chains of businesses likely to support local employment and keep wealth within communities.
 - Fair Employment and Just Labour Markets – Using anchor institutions to improve prospects of local people.
 - Shared Ownership of the Local Economy – supporting and growing business models that are more financially generative for the local economy.
 - Socially Just Use of Land and Property – developing the function and ownership of local assets held by anchor organisations, so local communities benefit from financial and social gain.
 - Making Financial Power Work for Local Places – increase flows of investment within local economies by harnessing and recirculating the wealth that exists.
- 2.5 The Council carries out a number of these activities and examples are shown in Appendix 1 however they are not collectively branded. Interest in community wealth building is being promoted in national, regional and within neighbouring local authority agendas and is felt appropriate to bring this report before Members for consideration.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- a) Notes the increasing interest in Community Wealth Building agenda;
- b) Notes the current activity within the Council in respect of the five core principles of Community Wealth Building; and
- c) Agrees to remit to the Corporate Director Environment, Regeneration and Resources to further develop the Community Wealth Building agenda in consultation with Partners and the Community, and thereafter present to Members the Inverclyde Council Community Wealth Building strategy and action plan in due course.

4.0 BACKGROUND

- 4.1 The Scottish Government identifies community wealth building (CWB) as a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people.
- 4.2 There are five core principles to Community Wealth Building:
- Progressive Procurement – developing local supply chains of businesses likely to support local employment and keep wealth within communities.
 - Fair Employment and Just Labour Markets – Using anchor institutions to improve prospects of local people.
 - Shared Ownership of the Local Economy – supporting and growing business models that are more financially generative for the local economy.
 - Socially Just Use of Land and Property – developing the function and ownership of local assets held by anchor organisations, so local communities benefit from financial and social gain.
 - Making Financial Power Work for Local Places – increase flows of investment within local economies by harnessing and recirculating the wealth that exists.
- 4.3 Anchor organisations are large employers with a strong local presence in an area. They can exert sizable influence through their commissioning and purchasing of goods and services, through their workforce and employment capacity, and by creative use of their facilities and land assets. Positive use of these aspects can affect social, economic and environmental change in an area. Anchors can be Council, university, college, housing association or NHS health board.
- 4.4 The original model of Community Wealth Building is understood to have emerged from Cleveland in the United States of America. In the United Kingdom, Preston in England is understood to have been the first to introduce and use the model since 2012. The unrolling of a community wealth building approach has seen a significant improvement in local jobs, and the development of co-operatives within the economy. Community wealth building success in Preston has gained significant plaudits – it is now recognised as one of the most improved localities within the UK. The CLES website shows that, in addition to Preston, some form of Community Wealth Building has now been implemented in Brighton and Hove, Leeds, Southampton, Wigan and Wirral. The Scottish Government is committed to exploring the potential for CWB as an approach to delivering inclusive growth across Scotland, with six key projects in development across a range of contexts in Scotland starting with Ayrshire. North Ayrshire Council is developing a community wealth building approach and this has been augmented by the Ayrshire Growth Deal which has supported the councils of Ayrshire with a £3m community wealth building fund. Recent analysis and action work by North Ayrshire Council, supported by CLES, has heralded the start of a programme of work, which seeks to influence not only the anchor institutions of North Ayrshire, but also the wider Ayrshire Growth Deal. Regionally, the Glasgow City Region is exploring opportunities within the metropolitan city region.
- 4.5 Community Wealth Building seeks to harness the power of “anchor institutions”, which are large commercial, public and social sector organisations which have a significant stake in a place.
- 4.6 The Council has been delivering the type of activity covered in Community Wealth Building for number of years however until now it has not been branded as such. Examples of such activity are contained in Appendix 1.
- 4.7 Community Wealth Building, in its purest sense is not without challenge. The legal issues in respect of procurement are quite prohibitive. If a contract is over £50k for goods and services (£2m for works) we are legally obliged to tender it. There are no circumstances where the Council can get past that unless it is argued that the supplier has an exclusive right to it, that they are unique in some way or that the contract is related to a previous piece of work that is linked and therefore cannot be carried out by another party.

4.8 There is also the economic argument in that local companies should be encouraged to bid for work outside of the area and not become reliant on their local public spends.

5.0 PROPOSALS

5.1 The proposed Inverclyde Council Community Wealth Building Strategy is attached at Appendix 2.

5.2 It sets out a series of actions to be undertaken by the Council in relation to the five principles of Community Wealth Building. These have been derived from other Community Wealth Building Strategies in the UK and are considered to be those that are most applicable to Inverclyde. In addition, it sets out actions the Council will take to embed Community Wealth Building in its corporate culture and promote it amongst anchor institutions in Inverclyde.

5.3 These actions will be presented in a fuller Community Wealth Building Strategy document, explaining what Community Wealth Building is and containing relevant statistics, graphics and case studies, and how the strategy will link, support, and be supported by, other Council strategies and will allow full engagement with our partners and the wider community.

6.0 IMPLICATIONS

6.1 Finance

There are no financial implications associated with this report.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

6.2 Legal

There are no legal issues associated with this report.

6.3 Human Resources

There are no personnel implications associated with this report.

6.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

<input type="checkbox"/>	YES
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X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required
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(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

6.5 Repopulation

The creation of more successful and prosperous businesses and communities within Inverclyde would make it a more attractive place to live, invest and do business.

7.0 CONSULTATIONS

7.1 No consultation has been undertaken in the preparation of this report.

8.0 BACKGROUND PAPERS

8.1 North Ayrshire Council Community Wealth Building Strategy 2020-2025
Wirral Community Wealth Building Strategy 2020-2025

COMMUNITY WEALTH BUILDING

ILLUSTRATION SHOWING EXAMPLES OF EXISTING INVERCLYDE ACTIVITY WITHIN THE FIVE PILLARS OF COMMUNITY WEALTH BUILDING

Introduction

There are five pillars of Community Wealth Building:

- Procurement
- Fair employment
- Land and assets
- Financial power
- Plural ownership

Inverclyde approach
Pillar: Procurement
Procurement is part of the bedrock of an overall Community Wealth Building strategy via several initiatives.
Inverclyde Council spend around one third (£30M) of its procurement budget with local suppliers and partners. This means that Inverclyde ranks 12 th when compared to all Scottish Local Authorities in terms of spend with Local Suppliers. Our Strategy continues to build on this platform with initiatives to support local companies to bid for all public contracts both inside and outside Inverclyde.
The Council funds the Supplier Development Programme alongside other Scottish Local Authorities and works in partnership with them to train our local companies on bidding for public sector contracts.
Market pre engagement with local suppliers is encouraged as part of our procurement strategy for all contracts. Contracts are lotted to enable local suppliers to bid for larger contracts and 50% of the field of bidders for quotations must be local.
Regular Meet the Buyer events are held locally, nationally and as part of the City Deal programme.
Regular reports to our Committees are given to our elected members. The Procurement Strategy acknowledges the need to analyse opportunities to grow the local supply chain to allow companies to be mature enough to bid, not just for Inverclyde contracts but for wider public sector contracts too.
Community Benefits must be considered for all contracts and are embedded within every procurement exercise where there are benefits to be obtained.

<p>The environment and remedies to decrease the carbon footprint by using local supply are considerations in ensuring that our procurements are compliant with National Procurement legislation which demands that sustainable procurement is a major part of any tenders quality assessment.</p>
<p>Through Meet the Buyer events, local engagement and individual meetings and communication, Local businesses are encouraged to look at public sector work as an opportunity to grow their Turnover. Local businesses are encouraged to bid for sub contract opportunities where the initiatives for them to tender as the lead bidder are not available.</p>
<p>Pillar: Fair employment</p>
<p>Ethical Care Charter October 2016 -Inverclyde Health & Social Care Partnership became one of the first in Scotland to achieve trade union recognition for its high standards in homecare and conditions for workers.</p> <p>In August 2015 the Council and six trade unions signed the Inverclyde Council and Trade Union Pledge promising to work together to safeguard and deliver quality public services. The pledge also commits the Council and the trade unions to work together to promote greater employment opportunities for local people and to develop apprenticeship opportunities to benefit the local economy.</p>
<p>Inverclyde Council implements Fair Work principles and maximise the potential of employees.</p>
<p>As part of the £1 million Anti-Poverty Funding delivering apprenticeship support for young people and those most likely to be affected by poverty will be delivered.</p>
<p>Inverclyde Council focuses on health issues as a barrier to employment through its Health Barriers to Employment activities.</p> <p>Established Workforce Wellbeing Champions across HSCP and Council to ensure that opportunities are taken through the Covid-19 response to develop an understanding of the wellbeing needs of the health and social care & council workforce to inform long-term work in this area.</p> <p>The Inverclyde HSCP Staff Wellbeing Task Group has been established to oversee and implement the national and regional work that focuses on ways the HSCP is responding to the national agenda for staff health and wellbeing. (national wellbeing network).</p>
<p>Inverclyde Council funds and supports local employability service provision available in town centres localities and via community outreach, augmenting this with financial support to local businesses hiring local residents with a focus on excluded groups.</p>
<p>IC (& HSCP) are an accredited Living Wage Employer and work with the Living Wage Foundation to raise the profile to local employers.</p>

We are a Disability Confident Leader and will continue to deliver events with the DWP to raise the profile of the Living Wage amongst local employers.
We use our external website and the MyJobScotland recruitment portal to raise the profile of the council being an employer of choice.
As part of the 1140 early years expansion we created apprenticeships at various levels to assist local people to move into this sector.
We are reviewing how our recruitment application process could be more accessible and how we could advertise more in local places, including social media pages.as part of our People & Organisational Development Strategy.
The recent decision to create five entry level posts as part of the anti poverty measures is an example of the Council creating entry level posts
Pillar: Land and assets
Inverclyde Mens shed is an example of community asset transfer.
Inverclyde Council's commercial property portfolio is managed locally by Council employees, and many properties are situated in locations that are likely to be of interest to local and independent operators. Rentals offered at commercial rates except where a property is listed as "difficult to let" in which case the property is available rent free for up to a year subject to certain criteria.
Food and drink incubator units are being developed at Baker Street to support small local businesses.
Locality planning groups are being established across Inverclyde. Inverclyde is working in partnership with its Community Planning Partnerships including the Third Sector Organisation to develop locality based Communication and Engagement Groups across all 6 localities. These groups will encourage people living in the localities to become involved in democratic decision making in the areas where they live.
We will continue to support Community Asset Transfers and increased community capacity through the locality planning process.
The new Greenock Health and Care Centre will house Council staff. Remaining HSCP assets are being reviewed with a view to producing a cohesive asset plan in the future.
The Inverclyde SHIP identifies sites throughout Inverclyde, including within and close to the town centres, with the Babylon site a specific focus of the current SHIP. The Council is also committed to undertaking strategic housing studies for Port Glasgow and Greenock town centres.

Pillar: Financial power
For individuals Scotcash operates in Inverclyde to provide support to the financially marginalised. The Council operates various loans/grants schemes to support businesses.
Strathclyde Pension Fund own Port Glasgow retail park.
The Council works with partners including credit unions to encourage progressive finance.
Shop local initiative.
The Council has now developed a mainstreaming participatory budgeting approach which ties in with the locality planning arrangements across Inverclyde.
Pillar: Plural ownership
Inverclyde Council Business Development Team currently give advice and support to Social Enterprises. We also work with our Partner Agencies (CVS, First Port and Business Gateway) to give an all-inclusive cooperative assistance to Not for Profit and Social Enterprises.
Inverclyde Council Business Development Team working with Business Gateway will utilise Scottish Enterprise products including workplace innovation for local Businesses.
At the moment Inverclyde Council Business Development Team works with Scottish Enterprise who are in collaboration with Cooperative Development Scotland. Their support would be utilised to assist these types of organisations when required.
Inverclyde Council Business Development Team provide financial support to all types of SME organisations. This can comprise of a start-up Grant, Marketing and Training to assist them to progress.
Business support and advice for management buy outs.
At the moment Inverclyde Council Business Development Team working alongside Business Gateway would pull in expert Growth Help for family owned businesses utilising Scottish Enterprise.
The Council has prepared a Local Heat and Energy Efficiency Strategy (LHEES) focused on Council buildings.
The Council currently provides management support to Riverside Inverclyde under a Service Level Agreement.

Inverclyde Council Community Wealth Building Strategy Actions

Embedding and promoting Community Wealth Building in Inverclyde

- Assess all new Council policies, strategies and projects for potential to contribute to Community Wealth Building
- Identify anchor institutions and encourage them to adopt a Community Wealth Building approach
- Establish working groups to promote, monitor and evaluate the Council's Community Wealth Building approach

Plural ownership of the economy

- Continue to provide business development support, grants and loans to Inverclyde-based businesses.
- Provide support for the establishment of, or transition to, alternative business ownership models such as employee ownership, co-operatives, community businesses, social enterprises

Making financial power work for local places

- Encourage staff to shop locally
- Continue to deliver and improve our participatory budgeting approach
- Promote local credit unions and Scotcash
- Work with Strathclyde Pension Fund to explore local investment opportunities
- Promote investment opportunities within Inverclyde

Fair employment and just labour markets

- Work with anchor institutions to ensure a Fair Work approach
- Work with Inverclyde businesses and organisations to implement Fair Work principles
- Deliver employability programmes helping local residents into work
- Deliver More Choices, More Chances programme to reduce the number of 15-19 year olds not in education, employment or training
- Continue to Health Barriers to Employment activities
- Continue to be A Living Wage Employer and encourage Inverclyde employers to pay Living Wage
- Continue to be a Disability Confident Employer and encourage a Disability Confident approach across all Inverclyde employers
- Improve local knowledge of Inverclyde Council recruitment opportunities and processes.
- Use local employability providers to prepare Inverclyde residents for forthcoming Council employment opportunities
- Improve linkages between apprenticeships and workforce planning within the Council and other Inverclyde employers
- Ensure businesses that we procure goods and services from treat their employees fairly

Progressive procurement of goods and services

- Identify and explore opportunities for more local spend by the Council.

- Support and enhance capacity of local businesses to bid for public sector contracts.
- Promote forthcoming procurement opportunities locally
- Run 'Meet the Buyer' events within Inverclyde and encourage Inverclyde companies to attend regional/national Meet the buyer events
- Undertake analysis of local suppliers to identify gaps in service provision related to public sector contracts. Encourage business development in identified areas.
- Where appropriate, seek to maximise community benefits associated with Council procurement.
- Encourage local procurement within businesses located within Inverclyde.

Socially productive use of land and property

- Market our commercial property portfolio locally to encourage start-ups by local people.
- Explore opportunities within our land and property portfolio for the development of incubator units
- Promote Community Asset Transfer and develop community capacity to increase uptake
- Explore co-location of anchor institution services to make services easier to access and promote surplus assets for Community Asset Transfer
- Undertake review of all land and assets to explore potential for Community Wealth Building

Report To:	Policy and Resources Committee	Date:	15 September 2020
Report By:	Head of Legal and Property Services	Report No:	LP/093/20
Contact Officer:	Gerard Malone	Contact No:	01475 712710
Subject:	Review of Members' Support		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the feedback received from the consultation exercise on Members' support and to seek the approval of the Committee to extend the review for one year.

2.0 SUMMARY

- 2.1 The Head of Legal and Property Services submitted a report to the 17 September 2019 meeting of the Policy and Resources Committee on a review of Members' support. Following discussion, the Committee asked that a review involving all Members be undertaken over the course of the next year and that a report be submitted to the September 2020 meeting of the Committee.
- 2.2 This report outlines the responses received from the consultation exercise to which all Elected Members were invited to complete and submit.
- 2.3 It is my conclusion that the staffing complement and resources meet the current scheme of expected tasks as detailed in the report of 17 September 2019, and is resilient for all reasonably forecast normal circumstances. Although the period the consultation covered included the COVID-19 pandemic with significant pressures on the support service, nevertheless, there has been a positive response to the support provided.
- 2.4 It is anticipated and acknowledged that with the continuation of the COVID-19 pandemic, there will be a significant impact on the resources required to manage and run the Scottish Parliamentary Election in May 2021.

3.0 RECOMMENDATIONS

It is recommended that the Committee:

- 3.1 notes the feedback received from the all Members' consultation as set out in the body of this report; and
- 3.2 approves the review be extended for one year to enable future planning of Member resources as a consequence of the impact of the COVID-19 pandemic on the ways of working affecting all staff and Members.

4.0 BACKGROUND

- 4.1 At the meeting of 17 September 2019, the Committee approved a review involving all Members be undertaken over the course of the next year and that a report be submitted to the September 2020 meeting of the Committee
- 4.2 A consultation exercise in the form of a questionnaire was circulated to all Members accompanied by a copy of the original Policy and Resources report on the Review of Members' Support.

5.0 ELECTED MEMBER FEEDBACK

- 5.1 The consultation exercise received a 50% response rate (11 confidential returns). The responses to each question are summarised as follows:
- Question 1 on the standard of support service provided in relation to the core tasks received positive responses.
 - Question 2 on the current resources and staff complement in relation to the requirements of the core tasks received positive responses. Comment was made on the comparison of level of support to MPs and MSPs and impact on staffing levels during electoral events.
 - Question 3 on individual tasks and timescales received positive responses and comments.
 - Question 4 on the quality and standard of work received positive responses.
 - Question 5 on any causes for concern on the challenges during the current COVID-19 pandemic, received positive responses with no concern on the direct support provided but concerns on issues relating to internet access/connection, robustness of Members' home IT, provision of home printing/copying facilities, mail deliveries and the difficulty in communicating while working from home.
 - Question 6 on the impact during periods of pressure on the direct support provided were generally positive however highlighted the impact electoral events have on the available support and resources.
 - Question 7 on assistance with tasks that are not part of the core tasks, the majority of responders did not feel they required any additional support and reference was made to assistance that is provided in areas which are not necessarily part of the core tasks. Members who provided relevant suggestions included assistance with case management and informal regular meetings with the political group.
 - Question 8 asked whether the review should be extended for one year, eight responders stated that it would be appropriate for the review to be extended including one responder suggesting a shorter review period.
 - Question 9 asked for any other comments and of the responses received, all were highly complimentary of the support staff.

6.0 CONCLUSIONS

- 6.1 The feedback received from the consultation exercise has been positive and it is considered that no additional resources for the current range of tasks are required at this time.
- 6.2 The majority of responders considered that the review be extended for one year to enable future planning of Member resources to take account of the 'New Normal' and the potential for the Council's overall consideration of the new ways of working affecting all staff. It is therefore suggested that a further review involving all Members be submitted to the September 2021 meeting of the Committee.

- 6.3 Resilience and cross skilling within the team has been consistently developed in order to ensure there is provision for planned and unplanned absences. Additionally, in times of pressure, administrative assistance is available from the remaining complement of Legal and Property Services support staff and this would be utilised dependent on circumstances to deal with any unforeseen eventualities. However, it is acknowledged that there is considerable pressure on resources in the lead up to and during electoral events. With the impact of the COVID-19 pandemic and the additional measures that will be required to manage and run the next scheduled electoral event in May 2021, options will be investigated on the measures to be put in place to ensure there is provision of appropriate staffing and resource levels to support Members during the upcoming election and any unscheduled electoral events. This could also involve requesting support staff from other Directorates of the Council.
- 6.4 In terms of the impact of COVID-19 on the future ways of working for staff and members, a working group of officers has been established with the chair being the Corporate Director Environment, Regeneration and Resources and this will review working practices for the future.

7.0 IMPLICATIONS

Finance

- 7.1 There are no direct financial implications.

Legal

- 7.2 There are no direct implications within this report.

Human Resources

- 7.3 There are no direct implications within this report.

Equalities

- 7.4 Equalities

- (a) Has an Equality Impact Assessment been carried out?

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YES

X

NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

- (b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

--

YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.

X

NO

- (c) Data Protection

Has a Data Protection Impact Assessment been carried out?

X

YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

NO

Repopulation

7.5 None.

8.0 CONSULTATIONS

8.1 A consultation questionnaire was sent to all Elected Members of the Council. The CMT has endorsed this report

9.0 LIST OF BACKGROUND PAPERS

9.1 None.

Report To:	Policy and Resources Committee	Date:	15 September 2020
Report By:	Head of Legal & Property Services	Report No:	LP/087/20
Contact Officer:	Andrew Greer	Contact No:	01475 712498
Subject:	Updated Policy for the Retention and Disposal of Documents and Records Paper and Electronic		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with an overview of the updated Policy for the Retention and Disposal of Documents and Records Paper and Electronic; and to seek the Committee's approval of this updated Policy.

2.0 SUMMARY

- 2.1 The Policy provides guidance to assist Services with records management. The draft updated Policy is available on request from Andrew Greer, Data Protection Officer, and will be published on the Council's website pending approval.
- 2.2 The Policy helps to ensure the Council's compliance with the following legislation: the Freedom of Information (Scotland) Act 2002; the Data Protection Act 2018; the General Data Protection Regulation; and the Public Records (Scotland) Act 2011. Therefore, it is important that the Committee has oversight of this Policy.
- 2.3 Since the previous report to the Committee on 19 May 2015, the Policy has been updated to reflect any changes in legislation and any changes to the national guidance produced by the Scottish Council on Archives Records Retention Schedules (SCARRS), as well as any other relevant national guidance specific to individual Services.

3.0 RECOMMENDATION

- 3.1 It is recommended that the Committee approves the updated Policy for the Retention and Disposal of Documents and Records Paper and Electronic.

Gerard Malone
Head of Legal and Property Services

4.0 BACKGROUND

- 4.1 The Policy outlines the minimum retention periods for all records within the Council. The Policy assists Services in determining whether a record should be archived or securely destroyed once the record is no longer in active use. The draft updated Policy is available on request from Andrew Greer, Data Protection Officer, and will be published on the Council's website pending approval.
- 4.2 The Policy was first approved by the Committee on 13 November 2012, and a further updated Policy was approved by the Committee on 19 May 2015. The Policy has been further reviewed and updated this year to reflect any changes in the legislation, including the Data Protection Act 2018 and the General Data Protection Regulation, any national guidance and any amended statutory retention periods in the schedules produced by the Scottish Council on Archives Records Retention Schedules (SCARRS).
- 4.3 The Policy helps to ensure the Council's compliance with: the Freedom of Information (Scotland) Act 2002; the Data Protection Act 2018; the General Data Protection Regulation and the Public Records (Scotland) Act 2011.

Freedom of Information (Scotland) Act 2002 (FOISA)

- 4.4 FOISA gives the public extensive rights of access to all forms of recorded information held by public bodies and lays down stringent requirements for responding.
- 4.5 Good records management will help to ensure that:
 - Only the right information is created in the first place;
 - Information is kept as long as is necessary and no longer;
 - Information can be located and retrieved in a timely and controlled manner;
 - Information is secure.
- 4.6 This in turn, assists the Council complying with Freedom of Information requests within the time limits.

The Data Protection Act 2018 and General Data Protection Regulation

- 4.7 The Policy ensures compliance with the storage limitation principle of the data protection legislation, whereby personal data is kept "for no longer than is necessary for the purposes for which the personal data are processed".

The Public Records (Scotland) Act 2011

- 4.8 The Public Records (Scotland) Act 2011 obliges Inverclyde Council and Inverclyde Licensing Board and other public authorities in Scotland to prepare and implement a records management plan (RMP).
- 4.9 Section 1(2)(b)(iii) of the Act specifically requires a RMP to include provision about the archiving and destruction or other disposal of the authority's public records, which is also known as element 5.
- 4.10 Therefore, the Policy ensures the Council's compliance with element 5 of the RMP.
- 4.11 The above highlights the significance of the Policy, and it is therefore important that the Committee has oversight.

Updating Process

- 4.12 Each Service was asked by the Information Governance Team to update their relevant sections of the Policy by comparing them with the national guidance produced by SCARRS and any other relevant national guidance and changes in legislation specific to the Service. The changes to the Policy vary from Service to Service and include the deletion of no longer

applicable activities such as Parental Rights Applications, as well as the addition of new activities and operations such as the Integration Joint Board. The Services responded to the Information Governance Team, which collated the comments into a master copy.

Implementation

- 4.13 Overall, the implementation of this Policy across the Council has been successful and has resulted in a more systematic and organised approach to records management within the Council. This has been monitored regularly via Internal Audit and is a standing item on the agenda of the Information Governance Steering Group. One area for improvement which has been identified is the retention of destruction logs by Services. There are also the challenges of ensuring that there are sufficient storage facilities for records and this requires to be explored further. A Records Management Working Group is to be established to progress the implementation on a corporate basis to ensure consistency and compliance across the Council. The Working Group will be made up of representatives from each Service and will be chaired by the Records Manager. The Working Group will meet once every 2 months and will report to the Information Governance Steering Group.
- 4.14 The progress of implementation of improvement actions related to the Policy will be presented to the Committee as part of the review of the Records Management Plan which is due to be submitted to the Keeper of the National Records of Scotland this year.

5.0 IMPLICATIONS

5.1 Finance

The Policy itself does not have any financial implications. Directorates will contain any implementation costs within their own budgets.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.2 Legal

The Council requires to take the steps as identified in this report to comply with regulatory and legislative requirements.

5.3 Human Resources

There are no direct HR implications on this report.

5.4 Equalities

Equalities

- (a) Has an Equality Impact Assessment been carried out?

	YES
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

5.5 Repopulation

There is no implication for repopulation within Inverclyde.

6.0 CONSULTATIONS

6.1 The Information Governance Steering Group was consulted on the contents of the Policy and their input has been incorporated into the Policy.

7.0 BACKGROUND PAPERS

7.1 Policy presented to the Committee on 13 November 2012
<https://www.inverclyde.gov.uk/meetings/meeting/1550>

7.2 Updated Policy presented to the Committee on 19 May 2015
<https://www.inverclyde.gov.uk/meetings/meeting/1755>

Report To:	Policy and Resources Committee	Date:	15 September 2020
Report By:	Head of Legal and Property Services	Report No:	LP/092/20
Contact Officer:	Andrew Greer	Contact No:	01475 712498
Subject:	Inspection by the Investigatory Powers Commissioner's Office regarding the Regulation of Investigatory Powers (Scotland) Act 2000		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on surveillance carried out by Inverclyde Council employees under the above Act and advise on the recent inspection by Mr Paul Donaldson, Inspector, Investigatory Powers Commissioner's Office (IPCO), in March 2020.

2.0 SUMMARY

- 2.1 The Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) provides a legal framework for the use, deployment, duration and effectiveness of covert surveillance and the use of covert human intelligence sources.
- 2.2 Inverclyde Council employees must comply with the Act and adhere to the authorisation procedures specified in the Council's RIPSA Policy and Procedure.
- 2.3 The IPCO provides independent oversight of the use of the powers contained within RIPSA. This oversight includes inspection visits by inspectors appointed by the IPCO on a 3-yearly basis.
- 2.4 The inspection took place in March 2020 via remote means due to the Covid-19 pandemic and the Inspection Report is provided in **Appendix 1**, which is private and exempt at the IPCO's written request.

3.0 RECOMMENDATIONS

- 3.1 It is recommended the Committee:
- (i) notes the Inspection Report (**Appendix 1**) and the positive outcome;
 - (ii) agrees that reports on the application of and compliance with the Act are submitted on an annual basis to the CMT and to the Committee; and
 - (iii) notes the proposed steps to meet the observations made by the Inspecting Officer.

4.0 BACKGROUND

- 4.1 The use of surveillance to provide information is a valuable resource for the protection of the public and the maintenance of law and order. To ensure that local authorities and law enforcement agencies are able to discharge their responsibilities, use is made of unaided surveillance and surveillance devices.
- 4.2 Where this surveillance is covert i.e. the subject of the surveillance is unaware that it is taking place, then it must be authorised to ensure that it is lawful. CCTV systems in the main will not be subject to this procedure as they are “overt” forms of surveillance. However, where CCTV is used as part of a pre-planned operation of covert surveillance, then authorisation must be obtained.
- 4.3 The use of human beings to provide information (informants) is a valuable resource also for the protection of the public in the maintenance of law and order. These are generally described as ‘Covert Human Intelligence Sources’ (CHIS). It should be noted however that the Council has not so far carried out surveillance in this manner since the introduction of the legislation. There are no immediate plans to make use of this provision.
- 4.4 Under the Council’s authorisation process, applications for directed surveillance or the use or conduct of a source are authorised by a restricted number of authorising officers at a senior level. A central register of authorisations is maintained by the Head of Legal & Property Services who also carries out a gate-keeping role in connection with draft applications. The Council’s approved RIPSAs Policy and Procedure is available on the Council website via the following link - <https://www.inverclyde.gov.uk/law-and-licensing/freedom-of-information>
- 4.5 Currently the following officers have been trained to authorise surveillance under the Act:
- Aubrey Fawcett, Chief Executive
Gerard Malone, Head of Legal & Property Services
Ruth Binks, Corporate Director
Martin McNab, Interim Head of Environmental Protection
- 4.6 The Office of Surveillance Commissioners (OSC) was previously the regulatory body for this area of law; however, this was replaced with the Investigatory Powers Commissioner’s Office (IPCO) in September 2017.
- 4.7 The IPCO provides independent oversight of the use of the powers contained within RIPSAs. This oversight includes inspection visits by inspectors appointed by the IPCO on a 3-yearly basis. The Investigatory Powers Commissioner reports directly to the Prime Minister and the Scottish Ministers.
- 4.8 The inspection took place in March 2020 and was carried out by Inspector Paul Donaldson via remote means due to the current Covid-19 pandemic. He discussed with Mr Andrew Greer, RIPSAs Co-ordinator, the Council’s Policy and Procedure, and considered the previous recommendations from the last inspection on 29 November 2016. He also examined two authorisations in detail.
- 4.9 A copy of the inspection report dated 3 June 2020 from the Investigatory Powers Commissioner, The Rt. Hon. Sir Brian Leveson, is provided in **Appendix 1**. Generally the Commissioner in the conclusion of the report, noted the Inspector’s view that the Council was compliant with the Act and “there are areas of good practice which have been identified”. At the IPCO’s written request, **Appendix 1** is private and exempt.
- 4.10 The three recommendations from the previous inspection report in 2017 were all discharged, specifically, it was noted that:
1. the Head of Legal and Property Services, Gerard Malone, was designated as RIPSAs Senior Responsible Officer and the Head of Education, Ruth Binks and the Acting Head of Safer & Inclusive Communities, Martin McNab were approved as Authorising Officers;

2. the present practice of carrying out juvenile test purchase operations without the protection of RIPSA authorisations is being kept under review by the Council's Trading Standards Officer; and
3. formal reviews of all future authorisations are appropriately conducted at specified intervals, using the standard review form.

4.11 Seven new observations were made by the Inspector and appropriate steps are being taken to ensure that these will be complied with. The observations are outlined as follows, together with the Council's proposed response.

Observation 1

4.12 The Policy and Procedures for Authorisation of Covert Surveillance and Covert Human Intelligence Sources should be amended to reflect that Elected Members will review the Council's use of RIP(S)A to at least once a year.

Proposed Response to 1

4.13 The Council's RIP(S)A Policy will be amended to reflect this and there will be immediate steps taken to ensure oversight and scrutiny by the relevant Committee of the Council, the Policy and Resources Committee, on an annual basis commencing at the first available meeting on 15 September 2020, which forms the basis of this report. Thereafter, there will be at least an annual report to the Council.

Observation 2

4.14 The Council, when carrying out test purchase operations, should direct officers to paragraph 2.15 of the Scottish Government Code of Practice on Covert Human Intelligence Sources, as part of the consideration process. The section of the Council's RIP(S)A Policy would also benefit from signposting being given to staff to paragraph 4.10 of the Scottish Government Code of Practice on Covert Human Intelligence Sources.

Proposed Response to 2

4.15 The Council will highlight this in training and amend the Council's RIP(S)A Policy to reflect this.

Observation 3

4.16 More comprehensive guidance is given to Council staff regarding the use of the internet, social media and open source research in the course of investigations using directed surveillance and CHIS. Staff should be signposted to paragraphs 3.11 to 3.16 of the Scottish Government Code of Practice on Covert Surveillance and Property Interference and 4.7 to 4.14 of the Scottish Government Code of Practice on Covert Human Intelligence Sources.

Proposed Response to 3

4.17 The Council will highlight this in training which will be delivered to all relevant Services, including, but not limited to Human Resources, and Revenue and Benefits. The Council's RIP(S)A Policy will also be amended to reflect this.

Observation 4

4.18 An auditable process is developed in circumstances where online research is considered necessary in the interests of child protection.

Proposed Response to 4

4.19 The relevant Council Services have advised that they do not use online research under RIP(S)A for child protection purposes. However, it is accepted that it will still be beneficial to have a process in place to ensure compliance in the event that this position changes.

Therefore, this will be explored further and the Council's RIP(S)A Policy will be amended to reflect this.

Observation 5

- 4.20 Staff should be aware of the dangers aligned to the use of their own social media accounts for business purposes, especially those of a covert nature, and they are cognisant of their own personal online security and of the vulnerabilities attached to using any insecure or personal online platform.

Proposed Response to 5

- 4.21 The Council has a policy in place, specifically, the Acceptable Use of Information Systems Policy, which states that staff should not use personal devices/platforms for work related matters. It is proposed that this will be linked to the Council's RIP(S)A Policy to ensure full awareness.

Observation 6

- 4.22 It is appropriate that more regular training and awareness sessions are provided to relevant staff within the Council.

Proposed Response to 6

- 4.23 It is proposed that training to relevant officer will take place at least once per year and we will respond to any request or topical issue pertinent to training. Further online training will be explored.

Observation 7

- 4.24 In respect of data assurance, it is suggested that the relevant sections of Chapter 8 within each of the Scottish Government Codes of Practice on Covert Surveillance and Property Interference and Covert Human Intelligence Sources are incorporate into the relevant Council Policies to ensure practitioners are fully cognisant of their responsibilities.

Proposed Response to 7

- 4.25 The relevant Council Policies will be amended to reflect this.

Observations of Directed Surveillance Applications

- 4.26 The Inspector reviewed two authorisations in detail and made observations.
- 4.27 In relation to the first Application, the feedback was positive and the Application "was presented in a fair and balanced way by the applicant with the key requirements of necessity, proportionality and collateral intrusion explained well".
- 4.28 In terms of the second Application, the Inspector noted that the Authorising Officer signed the Application two days before the surveillance commenced. This had an impact on expiry date, which should have ceased two days earlier. The commencement date begins from when the Application is signed as opposed to when the surveillance commences.
- 4.29 The Applicants and Authorising Officers will be fully debriefed regarding the observations made.

Authorisations since previous inspection

- 4.30 Since 2017, there have been 8 Directed Surveillance Authorisations which were assessed as entirely appropriate, and well-articulated by both the Applicant and the Authorising Officer.

5.0 CONCLUSION

5.1 The Council continues to use its powers under RIP(S)A appropriately, and only where necessary and proportionate. The Observations will be addressed and their progress will be reported to the Committee in 2021.

6.0 IMPLICATIONS

6.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

6.2 Legal

The steps identified in this report will ensure that the Council remains compliant with RIP(S)A.

6.3 Human Resources

N/A

6.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

<input type="checkbox"/>	YES
<input checked="" type="checkbox"/>	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

<input type="checkbox"/>	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
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X	NO
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(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

6.5 **Repopulation**

N/A

7.0 **CONSULTATIONS**

7.1 N/A

8.0 **BACKGROUND PAPERS**

8.1 Report to Policy and Resource Committee dated 21 March 2017
<https://www.inverclyde.gov.uk/meetings/meeting/1950>

Report To:	Policy & Resources Committee	Date:	15 September 2020
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	LP/097/20
Contact Officer:	Rona McGhee	Contact No:	01475 712113
Subject:	Items for Noting		

1.0 PURPOSE

1.1 The purpose of this report is to present items for noting only and the following report is submitted for the Committee's information:-

- Mission Clyde

2.0 RECOMMENDATION

2.1 That the above report be noted.

Gerard Malone
Head of Legal & Property Services

Report To:	Policy & Resources Committee	Date:	15 September 2020
Report By:	Corporate Director, Environment, Regeneration and Resources	Report No:	PR/40/20/SJ
Contact Officer:	Stuart Jamieson	Contact No:	01475 712402
Subject:	Mission Clyde		

1.0 PURPOSE

1.1 The purpose of this report is to bring the Mission Clyde initiative to the attention of the Committee.

2.0 SUMMARY

2.1 The River Clyde flows through a number of the metropolitan city region local authority areas, from South Lanarkshire in the east to Inverclyde in the west. It benefits from one of the deepest sea entrance channels in northern Europe, right to the heart of the city centre. Within 500 metres of the river there are over 30,000 companies supporting around 160,000 jobs, and an estimated GVA of £6.5 billion to the Scottish economy.

2.2 The area surrounding is not without its challenges, there are over 250 vacant and derelict land sites along its length, and many are at risk of flooding. Within 500m of the river, one in four of the population live within the 15% most deprived in Scotland.

2.3 Earlier this year, following consultation with Local Authority Leaders, the Scottish Government announced a national, place-based mission to make the Clyde an engine of sustainable and inclusive growth for Glasgow, its metropolitan City region and Scotland.

2.4 The focus of the Mission is to:-

- Build on industries such as shipping, shipbuilding and marine engineering
- Attract international talent and investment
- Bring vacant and derelict land back in to productive use
- Improve and open up the river for visitors, local people and communities
- Integrate land use and transport and draw on the work of the Connectivity Commission to enhance connectivity
- Ensure the Clyde is climate ready, adaptable and resilient to climate change
- To potentially use the river as a source of heat and energy for businesses and communities.

And by realising those opportunities help tackle poverty and disadvantage and safeguard and create meaningful purposeful jobs.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the activity related to Mission Clyde and that regular updates on this activity will be presented to Members in due course.

4.0 BACKGROUND

- 4.1 The River Clyde flows through the heart of metropolitan city region communities stretching from South Lanarkshire in the east to Inverclyde in the west.
- 4.2 Nearly 115,000 people live in the area just 500 metres either side of the river and one mile either side of the river corridor there is a population of nearly half a million and there are more than 430,000 jobs within a mile of the river.
- 4.3 Along the river there are over 250 sites of vacant and derelict land covering over 400 hectares. A number of these and other sites are at risk of flooding.
- 4.4 Within the 500m corridor either side of the river around one in four of the population live in areas within the 15% most deprived in Scotland.
- 4.5 Inverclyde Council is part of the City Deal project which seeks to attract £1.13bn of investment throughout the metropolitan city region. A number of the projects involved within the City Deal are either adjacent to the River Clyde or within a relatively short distance away.
- 4.6 Earlier this year the Scottish Government announced the Mission Clyde Project with the objective “A national, place based, mission to make the Clyde an engine of inclusive and sustainable growth for the city, the region and Scotland”.
- 4.7 The mission will be focused on the unique opportunities and competitive advantage of the river and immediate surrounding land - and on taking account of and tackling risks such as flooding which have the potential to limit opportunities.
- 4.8 Initial work of the Mission will focus on:
 - Developing a compelling investor prospectus of existing projects and those in the pipeline;
 - Identifying further opportunities for creating business growth and jobs along the Clyde and working with the private sector to realise those opportunities;
 - Realising the potential of the river to help address the climate change emergency and the opportunities it presents for new industries and jobs;
 - Looking at bringing forward investment through the Green Growth Accelerator model and Scottish National Investment Bank and leveraging further private investment.
- 4.9 It is likely that in the near future a call will be made for Local Authorities, Agencies and Universities to submit proposals for “shovel ready” projects, with a project value of up to £2m against an initial funding allocation of £10m.

5.0 IMPLICATIONS

5.1 Finance

There are no financial implications associated with this report.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.2 Legal

There are no legal issues associated with this report.

5.3 Human Resources

There are no personnel implications associated with this report.

5.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

	YES
x	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
x	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
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X	NO
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5.5 Repopulation

The creation of more successful and prosperous businesses and communities within Inverclyde would make it a more attractive place to live, invest and do business.

6.0 CONSULTATIONS

6.1 No consultation has been undertaken in the preparation of this report.

7.0 BACKGROUND PAPERS

7.1 There are no background papers associated with this report.