

A meeting of the Policy & Resources Committee will be held on Tuesday 25 May 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.

ANNE SINCLAIR
Interim Head of Legal Services

BUSINESS

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Please note that because of the current COVID-19 (Coronavirus) emergency, this meeting will not be open to members of the public.

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.

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.

Enquiries to – **Colin MacDonald** – Tel 01475 712112

Report To:	Policy & Resources Committee	Date:	25 May 2021
Report By:	Interim Service Director Environment and Economic Recovery	Report No:	PR/07/21/MM
Contact Officer:	Martin McNab	Contact No:	01475 714246
Subject:	COVID-19 Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on actions taken to mitigate the risks around the Covid-19 outbreak and to report on items requiring Committee approval or scrutiny under the expedited procedures.

2.0 SUMMARY

- 2.1 This report updates members on a number of specific areas of work in addressing the Covid-19 pandemic including the vaccination strategy. It does not cover all service related issues, for example education delivery, as the majority of these will be reported through the appropriate service committee. Action logs for decisions made on service delivery will also be reported through the appropriate service committees. There have been no Policy & Resources action log entries since the last committee meeting.
- 2.2 Sections 10-13 of the report cover items which require to be reported to committee under the expedited procedures. Section 10 covers the process for applications to the Community Renewal Fund. Section 11 covers a proposed change to the Pensions Discretion Policy around Additional Voluntary Contributions. Section 12 is an update on the Health and Wellbeing Strategy and Section 13 updates on progress on the Inverclyde Jobs Recovery Plan.

3.0 RECOMMENDATIONS

- 3.1 That members note the actions taken to date to mitigate the effects of the Covid-19 outbreak in Inverclyde.
- 3.2 It is recommended that the Committee notes the update on the Community Renewal Fund process and also notes that the approval process prior to submission may be by the use of the emergency powers process.
- 3.3 It is recommended that the committee approves an amendment to the Council's Pensions Discretions Policy to apply the available discretion to introduce a Salary Sacrifice Shared Cost Additional Voluntary Contributions scheme.
- 3.4 It is recommended that the Committee notes the update on the Health and Wellbeing Strategy.
- 3.5 It is recommended that the Committee notes the progress on the Inverclyde Jobs Recovery Plan.

4.0 BACKGROUND

- 4.1 Since the last update to the Committee in March the overall rate in Inverclyde has continued to decline. At the time of writing the rate stands at 6.5 cases per 100K. This compares favourably with the Scottish rate of 18 and the average GGC rate of 23. Although it is obviously good to see the Inverclyde rate comparing favourably the latter two rates are in many ways more important as we look to emerge from lockdown as they represent the risk to Inverclyde from cases from elsewhere in Scotland. From this perspective it is good to see the Renfrewshire rate dropping to 9.5 cases per 100k and the Glasgow rate to 29.
- 4.2 The vaccination programme has continued with the main focus being on delivering second doses to the JCVI priority groups although this is being done in tandem with the roll out of first doses to the under 50s. At the time of writing 68% of the Inverclyde adult population had received a first dose and 32% had received a second dose. This compared with Scotland and GGC rates of 63% and 60% for first dose and 31% and 27% for second dose.

5.0 ORGANISATIONAL RESILIENCE

- 5.1 The decline in infection numbers together with the progress in vaccination has led to a reduction in the frequency of the Council's Corporate Resilience Management Team (CRMT) and the HSCP's Local Resilience Management Team (LRMT) meetings. The former continues to meet fortnightly however the latter has reduced its frequency to once every 6 weeks albeit both retain the flexibility to meet at short notice should the circumstances require this.
- 5.2 The GGC Health Board wide resilience partnership meetings have also reduced in their frequency and are now being held on an "as required" basis. Specific regular meetings on operational matters relating to the pandemic including Environmental Health, community testing and the vaccination rollout continue to be held with colleagues from GGC and constituent local authorities. In addition the Chief Executives of the six local authorities and the Health Board also continue to meet regularly.

6.0 WORKFORCE ISSUES

- 6.1 The decline in the rate of infection since the February update has obviously reduced the pressure on services. Regular workforce statistics continue to be produced for meetings of the Council and the Policy & Resources Committee.
- 6.2 The table below provides approximate absence levels council wide and within some of our key essential service areas, as at 7th May 2021:

Council	
Historic average absence rate (%) (Pre Covid-19 to give a baseline comparator)	4.3%
Absence rate on 07 May 2021 (%) (This includes all those employees reporting sick, those isolating, those absent with caring responsibilities and shielding at home unable to work from home). Please note that this excludes employees working from home.	<p>Council Wide 5.2%</p> <p><u>Essential Services Breakdown (% of Service Area)</u></p> <p>Home Care 6.7%</p> <p>Other HSCP 2.5%</p> <p>Waste Management 7.9%</p> <p>Facilities 3.1%</p>

- 6.3 The table below provides a comparison of absence levels across the Council over the past year which have been reported to this Committee:

	12.5.20	26.5.20	9.6.20	16.7.20	5.8.20	9.9.20	17.11.20	19.1.21	5.2.21	12.3.21	12.04.21	07.05.21
Council	17.5%	17.6%	16.9%	7.5%	7.5%	7.7%	6.1%	7.6%	6.6%	6.4%	6.0%	5.2%
Home Care	19.2%	20.2%	18.5%	7.8%	8.0%	7.9%	5.0%	12.0%	11.2%	8.7%	7.1%	6.7%
Other HSCP	14.2%	17.3%	11.22%	6.3%	6.1%	6.2%	4.2%	3.6%	3.9%	3.7%	3.0%	2.5%
Waste Mgt	24.3%	24.0%	23.9%	9%	8.9%	8.6%	8.0%	9.5%	10.7%	8.9%	8.7%	7.9%
Facilities	26.1%	22.2%	14.6%	4.5%	4.6%	5.1%	4.6%	8.0%	5.9%	7.2%	7.2%	3.1%

7.0 SUPPORT FOR BUSINESSES

7.1 The Council continues to administer a number of funding streams for business grants on behalf of the Scottish Government. Teams within the Finance Service and the Regeneration and Planning Service have processes in place to release the support timeously whilst robust governance checks are in place to ensure that only valid payments are made.

Business grant support payments made by the Council in 2020/21 exceeded £18 million with an estimate that this will exceed £23 million once the current schemes are closed. This funding is over and above Non-Domestic Rates relief in 2020/21 and 2021/22.

A number of significant schemes are now closed with final appeals/reviews taking place. The position of these is as follows:

Strategic Framework Closure and Hardship - £3.082million to 437 Businesses
Retail, Hospitality & Leisure Top Up Grants - £2.525million to 394 Businesses
Taxi Drivers fund – £567,000 paid to 378 taxi and private hire drivers
Restart Grants- £3.635million paid to 428 Businesses

The Council has now disbursed £1.025million in the Discretionary Fund.

Support for Taxi Operator Licence Holders was agreed using Emergency Powers. Support was agreed at £1120/Licence Holder funded from the Covid Discretionary Grants Budget. The total cost of the support is estimated to be £325,000.

8.0 VACCINATION STRATEGY

8.1 The delivery of second dose vaccinations by the HSCP and GP practices to the highest risk JCVI cohorts, namely care home residents, the over 80s, over 75s and clinically extremely vulnerable will be largely complete by the time of the Committee. Second doses should also have been offered to all Health and Social Care staff by the time of the meeting. The HSCP will continue to vaccinate during the summer as housebound younger groups and new residents to care homes receive 1st and 2nd doses.

8.2 The roll out of second doses to the other JCVI priority groups continues through the mass vaccination sites at Port Glasgow and Greenock town halls in tandem with the rollout of first doses to the general population between the ages of 16 and 49. Uncertainty over vaccine supply has led to a focus on the former over the latter however the Health Board remains confident that the target of offering a first dose to all adults by the end of July remains on track. It should also be noted that planning is ongoing over the potential need for booster vaccinations later in the year and indeed how this might be delivered if there is deemed to be a requirement to deliver these annually.

9.0 TESTING

9.1 The drive through testing facility at Parklea continues to operate every second day in tandem with the Crawfordsburn walk in facility. It is undoubtedly the case that the testing capacity available was extremely helpful in the initial phase of the current pandemic wave. Access to testing is essential to

allow positive cases to be identified and limit the spread from undiagnosed cases and asymptomatic contacts. There is at this stage no intention to reduce the availability of PCR testing in Inverclyde with Crawfurdsburn set to continue for a further 6 months.

- 9.2 Asymptomatic testing has been available in Inverclyde, initially at the Gamble Halls and more recently in Boglestone Community Centre. It is intended that this should continue for the foreseeable future with the expectation that we will scale it up should the need arise. By the time of the Committee meeting the Boglestone site should also be able to offer home testing kits under the Government's universal offer.

10.0 COMMUNITY RENEWAL FUND

- 10.1 The UK Community Renewal Fund is £220million of investment for 2021-22. The fund aims to help support local areas pilot new approaches and programmes aligning national and local provision. It aims to support people and communities most in need across the UK and also prepare them to take advantage of the UK Shared Prosperity Fund when it launches in 2022. Inverclyde is considered 1 of 100 areas of most need and is therefore defined as a Priority Place for the fund.
- 10.2 The UK Government has identified 4 investment priorities for the fund: investment in skills; investment for local businesses; investment in communities and place; and, supporting people into employment. Net zero is also a priority for the fund. The fund is predominately revenue (90% revenue/10% capital). Successful bids will be for 2021/2022 only and should be scaled accordingly to ensure that interventions are financially completed by 31st of March 2022.
- 10.3 Inverclyde Council is the Lead Authority for Inverclyde. The Council is inviting applications to be submitted by noon on the 4th of June. The Council will then assess and submit successful bids to the UK Government on the 18th of June. Members will appreciate that the timings for the process are extremely tight therefore approval for the bids to be submitted may require the emergency powers procedure to be used. This will be done in the most The UK Government has indicated that they will let applicants know in late 2021.

11.0 SALARY SACRIFICE SHARED COST ADDITIONAL VOLUNTARY CONTRIBUTION SCHEME – CHANGE TO PENSIONS DISCRETIONS POLICY

- 11.1 Inverclyde Council employees who are members of the Local Government Pension Scheme already have the option of paying additional voluntary contributions (AVCs) and receive tax relief on the amount they pay via their salary. There is now an option to introduce a shared cost scheme for members of the LGPS, which offers the additional benefit (compared to the current arrangement) of reducing national insurance contributions for both the employee and the Council.
- 11.2 The cost of introducing, implementing, and administering a scheme through the services of a financial partner would be met from total employer NIC and apprenticeship levy savings of currently 14.3% of the salary sacrificed, leaving the Council with a net saving. If around 90% of the current AVC members (61) transfer to a salary sacrifice shared cost AVC arrangement, the Council can expect to achieve annual savings of around £27,940.77.
- 11.3 The employee currently receives tax relief on the amount they pay via their salary. The additional benefit from Shared Cost Scheme for the employee is reduced national insurance contributions. An example calculation is undernoted:

An example of the difference to the employee in a Share Cost and in Standard AVC Scheme is (next page):

Employee Salary:£30,000, Regular AVC: £250 per four weeks (£3,250 each year)

	Without AVC	With Standard AVC	With Shared Cost AVC
Gross four weekly pay (before main scheme contributions)	£2,500	£2,500	£2,251
Employees LGPS contribution	£152.50	£152.50	£152.50
Employee's AVC contribution	£0	£250	£1
Employer AVC contribution	£0	£0	£249
Total AVC contribution	£0	£250	£250
Employees Income Tax	£278.18	£225.68	£225.68
Employee's National Insurance	£211.68	£211.68	£181.80
Employee's four weekly pay after tax	£1,857.64	£1,660.14	£1,690.02

The Council's current Pensions Discretions Policy indicates that the Council has previously elected not to set up a shared cost AVC Scheme. In order to explore further and implement the benefits of a Salary Sacrifice Shared Cost AVC Scheme, approval is sought from the Committee to amend the Council's current discretions policy.

12.0 HEALTH & WELLBEING STRATEGY

12.1 Health & Wellbeing is a key part of our OD Strategy 2020 – 23. The annual update report on the progress of the OD strategy has been developed taking account of the impact of the Covid pandemic which has had a significant impact on how the council delivers its services, its priorities and working practices particularly in relation to health & wellbeing, communication with the workforce and flexible working.

The link to the OD Update report can be found at <https://www.inverclyde.gov.uk/jobs-and-careers/working-for-the-council/people-and-organisational-development-strategy>

12.2 The Council conducted Employee Health and Wellbeing Surveys in July 2020 to consult with our staff on how the Covid Pandemic was affecting them. We recognised that the ask of the Council and its employees had never been greater, and we wanted to understand how staff were feeling, and what could be improved to enable them to work effectively, stay safe and maintain their wellbeing. Our surveys and a survey undertaken nationally by the trade unions highlighted mental health issues and stress levels higher than normal. Our survey reassuringly indicated a large majority knew who to contact or where to access resources regarding their health and wellbeing and felt supported by the Council during this period; We are working with Unison to obtain the national union survey results for the Inverclyde area and these will be analysed and any actions coming from this will be incorporated in the Health & Wellbeing Strategy.

12.3 It was felt that further support was needed and OD, Policy & Communications developed a local and sustainable health & wellbeing strategy and plan, to build on the existing work done around wellbeing

and resilience for the workforce nationally and locally , and to tie in with our overall Covid -19 recovery plan. The 3 Pillars of the strategy are: Mental Health & Emotional Wellbeing; Physical Wellbeing and Financial Wellbeing.

The Health & Wellbeing Strategy and the Plan are attached at <https://www.inverclyde.gov.uk/jobs-and-careers/working-for-the-council/health-and-wellbeing-strategy>

12.4 At the time of writing it is proposed to introduce the strategy during Mental Health Week on 10 May 2021 and on the same day tie in a virtual Healthy Working Lives series of events to the launch of the strategy and plan. A new Mentally Healthy Workplaces course for managers and Mental Health Improvement and Suicide Prevention Course for employees will be launched on 10 May 2021 and a training event for managers is being arranged for 11 May 2021 to discuss culture towards Mental Health in the workplace and for managers to improve the wellbeing of their staff. As the launch will have occurred by the time of Committee a verbal update will be given on progress.

13.0 INVERCLYDE JOBS RECOVERY PLAN

13.1 A campaign has been launched using the theme ‘Inverclyde works’ to raise the profile of job vacancies, training and other employability initiatives to the broadest possible audiences to encourage more people into employment and training in order to support community recovery. Job vacancies, which have arisen as part of the Council’s workforce refresh programme, have been advertised locally and shared with local employability partners such as: Skills Development Scotland, Inverclyde Community Development Trust, and the local Department of Work and Pensions, to allow for a wide reach of council vacancies to the Inverclyde population. Further updates will be provided during the lifespan of the project.

14.0 IMPLICATIONS

14.1 Finance

Financial matters are the subject of a separate report from the Chief Financial Officer.

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	Other Comments
N/A					

Legal

14.2 None

Human Resources

14.3 The Head of Organisational Development, Human Resources and Communications has been consulted on the contents of this report.

14.4 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.
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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

Repopulation

14.5 There are no impacts on repopulation arising from this report.

15.0 CONSULTATIONS

15.1 The Corporate Management Team has been consulted on this report.

16.0 BACKGROUND PAPERS

16.1 None

Report To:	Policy & Resources Committee	Date:	25 May 2021
Report By:	Interim Service Director, Corporate Services & Organisational Recovery	Report No:	FIN/25/21/AP/LA
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Financial Update including ICT Strategy 2021/24 and Digital Strategy 2021/24		

1.0 PURPOSE

1.1 The purpose of this report is to update the Committee on a range of financial governance matters and seek decisions as appropriate. Specifically the report seeks approval of the Council's ICT and Digital Strategies.

2.0 SUMMARY

2.1 The following report provides a summarised update on all the relevant aspects of the Policy & Resources Committee financial governance remit in line with the decision of the 7 January Policy & Resources Committee.

2.2 The Committee's own Budget is projecting a £686,000 underspend as at 28 February 2021 largely arising from unused contingencies. This has already been adjusted for in the March, 2021 Budget decisions.

2.3 The 2020/21 General Fund Budget is projecting a surplus of £2,221,000 (1.0%) as at 28 February which is an increase in underspend of £825,000 since 31 January.

2.4 The latest summarised position of the 2020/24 Capital Programme is that the overall 3 year programme remains within acceptable limits and that there is advancement of £4.742million (36.5%) reported for 2020/21. The overall Capital Programme has £2.775million more projects than resources which represents 3.75% of available resources and is within the Council's 5% limit.

2.5 Appendix 7 shows the latest position of the Council costs associated with Covid and the various funding sources including Scottish Government Grants, use of Reserves and offsetting savings. It can be seen that after factoring in the latest information including the requirement to allocate extra funding to Inverclyde Leisure over the 2020/23 period partially offset by further grants from the Scottish Government, there is a £1.260million unallocated contingency to meet the unbudgeted costs associated with Covid from 2021/22 onwards – or to supplement the Covid Recovery Fund.

2.6 As part of the closure of the 2020/21 Year End Accounts officers are seeking approval for the creation of a number of Earmarked Reserves as set out in Section 7 and Appendix 8. Whilst work is on going in finalising the sums involved, approval by Committee would allow inclusion of the earmarked reserves in the Unaudited Accounts due to be considered by the Audit Committee on 24 June, 2021.

2.7 As part of the 2021/22 Revenue Budget it was noted that officers would bring back for Committee approval any requests for increases in the IJB contribution arising from inflationary pressures. Section 8 of the report provides the background to two inflationary uplift requests which have been considered by the CMT.

- 2.8 The proposed 2021/24 ICT Strategy is attached at Appendix 9. The Strategy identifies the key tasks for the 3 year period in the context of the changes in the use of ICT accelerated by the Covid Pandemic and highlights the need for increased resources which will require to be considered as part of the 2022/23 Budget. The Strategy contains an Action Plan against which progress will be reported to Committee.
- 2.9 The proposed 2021/24 Digital Strategy is attached at Appendix 10. This Strategy identifies developments in technology and provides an update on the technologies available to the Council. The challenge is to use the technology and experiences of service delivery during the Covid Pandemic to improve the quality and flexibility of service delivery to the users of Council services. Again, progress against the Action Plan will form part of the regular updates to Committee.
- 2.10 The regular 6 monthly update on contract awards has been enhanced to include Direct Awards and awards over £500,000 with the details included in Appendices 11-13. There has been significant procurement activity over this period much of it driven by time limited Scottish Government funding which has put considerable pressure on officers in client services, Legal and Procurement.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the projected underspends in the Policy & Resources Committee Budget and 2020/21 General Fund Budget as at 28 February, 2021 and approve the £80,000 virement from the Welfare Reforms Budget to the Anti -Poverty Budget.
- 3.2 It is recommended that the Committee notes the current position of the 2020/24 Capital Programme
- 3.3 It is recommended that the Committee agrees to allocate a further £771,000 towards funding the projected 2020/23 IL deficit and notes the current estimated unallocated contingency of £1,260,000 within the Covid Fund.
- 3.4 It is recommended that the Committee approve the creation of the new Earmarked Reserves listed in Appendix 8 as part of the 2020/21 Accounts closure process.
- 3.5 It is recommended that the Committee agree to the virement of £401,000 from the Non-Pay Inflation Contingency to the IJB to meet contract inflationary increases within Elderly Care.
- 3.6 It is recommended that the Committee approve the 2021/24 ICT and Digital Strategies and note that regular updates on progress against the Action Plans will be provided to Committee.
- 3.7 It is recommended that the Committee notes the contract award information contained in the report and Appendices 11-13.

Alan Puckrin
Interim Service Director, Corporate Services & Organisational Recovery

4.0 BACKGROUND

- 4.1 On 7 January, the Policy & Resources Committee approved the Committee arrangements during the continuing and extended Covid lockdown. One decision was that whilst the Committees would continue, reports would focus on urgent business and be smaller in number.
- 4.2 The following report provides a summarised update on all the relevant aspects of the Policy & Resources Committee financial governance remit.

5.0 2020/21 BUDGET AND COVID FUND UPDATE

- 5.1 The Committee's own 2020/21 Budget position at 28 February is as follows:
 - Net of Covid costs there is a projected £686,000 underspend, an increase of £23,000 since 31 January. Underspends in the pay and non-pay inflation contingencies make up £650,000 of the underspend,
 - The Common Good Budget is projecting a £87,070 surplus and now has a £104,420 projected balance at 31 March, 2021 (Appendix 4),
 - The 2020/23 Capital Programme is within Budget with slippage of £106,000 being reported. At 31 March spend represented 96% of projected 2020/21 spend.
- 5.2 The General Fund is projecting a surplus of £2,221,000 (1.0%) as at 28 February which is an increase in underspend of £825,000 since 31 January. Appendix 5 provides the summary position. The Health & Social Care Committee is reporting an underspend of £40,000 which will be added to the IJB Reserves at 31 March, 2021.
- 5.3 Appendix 6 reflects the position of the General Fund Reserves after factoring in the use of Reserves approved at the 18 March 2021 special Council meeting to consider the 2021/23 Budget. From this it can be seen that the projected unallocated Reserves are £425,000 greater than the 2% recommended level, which due to increased budget, is now £4.0 million.
- 5.4 Earmarked Reserves are reporting slippage of 26% against planned spend in 2020/21. As at 28 February spend is £6,576,000 and projected spend to 31 March 2021 is £ 7,593,000.
- 5.5 The consolidated 2020/24 capital budget is £76.940 million. The restated budget for 2020/21 is £12.979 million. Committees are projecting to outturn £0.198million under budget due to slippage in SPT projects with spend to end of March of £17.164 million equating to 96.6% of projected spend for the year. In the current year net advancement of £4.742 million (36.5%) is currently being reported. This is due to advancement within the Environment & Regeneration Committee (£1.169m) and Education & Communities Committee (£3.644m) and Health & Social Care (£0.035m) offset by slippage within Policy & Resources Committee (£0.106m).
- 5.6 Over the 2020/24 period the Capital Programme is reporting a £2.775 million deficit which is 3.75% of the Budget for the same period and as such within the 5% limit agreed by the Council. The position in respect of individual Committees, including the detail of individual projects, has been reported to the relevant Service Committees.

6.0 COVID FUND UPDATE

- 6.1 Appendix 7 shows the latest position of the Council costs associated with Covid and the various funding sources including Scottish Government Grants, use of Reserves and offsetting savings. It can be seen that gross expenditure, including HSCP is projected to be £35.9million. This figure excludes the significant number of Business Grants administered by the Council on behalf of the Scottish Government which now exceed £23 million.

- 6.2 Within the expenditure projections there is a £771,000 increase in the sum allocated to meet the projected Inverclyde Leisure deficit over 2020/23. The increased deficit is due to the reassessment of the impact of the Level 4 lockdown which started on 26 December and which continued until well into April. This has delayed the ability of IL to generate income and despite IL accessing the furlough scheme and receiving rental income for the use of Greenock and Port Glasgow Town Halls for vaccine delivery, has resulted in the position reported. This brings the estimated extra resources set aside by the Council to support IL over 2020/23 to £4.005 million.
- 6.3 The MBWG considered the increase in funding required by IL over the period 2020/23 and agreed to recommend that the £771,000 identified be set aside from the Covid Fund and that the impact on the level of funding support to IL in the medium term be reviewed as part of future years' budgets.
- 6.4 In addition, within the figures in Appendix 7 is £4.0million allocated to the Covid Recovery Plans. A report elsewhere on the agenda provides further detail and proposals for Members to consider and request to allocate a further £500,000 from the unallocated contingency. It can be seen that there is an unallocated contingency of £1,260,000 to meet further Covid related costs.

7.0 REQUEST TO CREATE NEW EARMARKED RESERVES

- 7.1 In line with the Council's Reserves Policy, earmarked reserves are reviewed as part of the Year End Accounts preparation. This year, due to the exceptional number of grants and on-going expenditure requirements arising from Covid, the number and value of new Earmarked Reserves it is requested to include in the Unaudited Accounts is larger than usual. Appendix 8 provides further detail. As the Accounts are still being finalised some figures may change from those shown.
- 7.2 Subject to Committee approval these earmarked reserves will be included in the Unaudited 2020/21 Accounts due to be considered by the Audit Committee on 24 June, 2021 with updates reported to the relevant Committees throughout 2021/22.

8.0 IJB INFLATIONARY UPLIFT REQUESTS

- 8.1 As part of the 2021/22 Revenue Budget it was noted that officers would bring back for Committee approval any requests for increases in the IJB contribution arising from inflationary pressures. All requests would be reported to the CMT in the first instance. The CMT have considered the 2 requests below and would recommend that Committee approve them.
- 8.2 The first proposal is for the Council to fund a 3% uplift in rates paid to external Home Care providers. This is part of an 8% uplift negotiated by officers from the HSCP supported by Legal, Procurement and Finance. The reason for the uplift being well above inflation reflects the market position during and post Covid with difficulties in employee retention and increasing costs. In return for an increase of this level HSCP will be insisting that staff travel time is paid to employees and have amended the Visit Bandings payment arrangements. The cost to the Council will be £108,000. A new Home Care contract is due to commence in April, 2022.
- 8.3 The National Care Home contract rate was ultimately agreed for one year at 3.2%. Progress on this challenging negotiation was reported to Cosla Leaders who endorsed the final sum agreed. Due to the impact of Covid it is accepted that payments to Care Home Providers will reduce in the short term but over time occupancy levels are expected to increase and could return to pre-pandemic levels. In order to smooth out the medium term budgetary pressure it is proposed that the Council meet 2% (£293,000) of the 2021/22 increase with the HSCP containing the rest. The expectation is that the IJB put any 2021/22 underspend into an Elderly Care earmarked reserve to smooth out future pressures and reduce the demands on the Council Budget.

9.0 ICT STRATEGY 2021/24 & DIGITAL STRATEGY 2021/24

- 9.1 The 2021/24 ICT & Digital Strategies are attached as Appendices 9 & 10. Both Strategies show good progress against the 2017/20 Strategy Action Plans.
- 9.2 The ICT Strategy recognises the significant impact the COVID 19 Pandemic had on the way the Council operated plus the resources and investment required to support and manage the infrastructure to provide a service to staff and customers of the Council
- 9.3 The three overarching objectives of the 2021-2024 ICT Strategy, delivering a Cloud Based platform for Office and Voice and video communications, delivering new ways of working and teaching across the corporate and school estates and maintaining levels of service and security during these transitions.
- 9.4 The Strategy illustrates how investments in applications and technologies can be used to their full extent to support new and better ways of working and deliver a stable and efficient ICT platform. The Strategy is supported by an Action Plan detailing key actions and outcomes.
- 9.5 The Digital Strategy has a wider focus and illustrates how the use of technology at every level of society has changed and the need for Council Services to be constantly challenging themselves and reviewing the possibilities new technology affords.
- 9.6 Specific Strategies are being progressed by the HSCP and Education whilst the Customer Service Strategy will continue to examine which services delivered by the Council lend themselves to on line delivery.
- 9.7 Finally, a key strand highlighted by Covid has been the need to reduce Digital Exclusion by offering facilities and support to those who cannot currently access on line services.

10.0 CONTRACT AWARDS – 1 OCTOBER to 31 MARCH 2021

- 10.1 The Policy & Resources Committee at the meeting held on 20 May 2014 agreed that six monthly reports on contract awards between £25,000 and £500,000 be submitted to the Committee by the Head of Legal & Property Services. Following a review by the CMT it has been agreed that the information should be enhanced to include contract awards over £500,000, Direct Awards, Negotiated contracts and Modifications.
- 10.2 Appendix 11 provides details of contracts awarded for the period 1 October 2020 to 31 March 2021 where the estimated price of the contract exceeds £25,000 for the supply of goods or materials/ the provision of services and where the estimated price of the contract exceeds £100,000 for the execution of works.
- 10.3 Appendix 12 provides details of direct awards; direct call-offs from frameworks; ICT negotiated contracts; and contract modifications made in the period 1 October 2020 to 31 March 2021 where the value of the contract exceeds £25,000 for the supply of goods or materials/ the provision of services
- 10.4 Appendix 13 includes, for the period 1 October 2020 to 31 March 2021, the outcome of any blacklisting protocol applications.
- 10.5 There has been significant procurement activity over this period much of it driven by time limited Scottish Government funding which has put considerable pressure on officers in client Services, Legal and Procurement. Action has been approved by the CMT to improve the capacity within the Legal and Procurement Teams and to improve overall procurement capacity within the Council.

11.0 IMPLICATIONS

11.1 Finance

Financial Implications: (One off)

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Inverclyde Leisure	PtoB	2021/23	Up to £771k		Estimated increased deficit funding required from the Covid Fund

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
Anti Poverty	Various	2021/22	£80,000	Welfare Reforms Budget	See Separate Report on the Committee Agenda
Non-Pay Inflation	Other Expenditure	2021/22	£401,000		Allocation to IJB to meet Elderly Care contract inflation increases

11.2 Legal

There are no other legal issues arising other than those highlighted in the body of this report.

11.3 Human Resources

There are no HR issues arising from this report.

11.4 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
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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

11.5 **Repopulation**

There are no repopulation issues arising from this report.

12.0 **CONSULTATIONS**

12.1 The CMT support the proposals in the report.

13.0 **BACKGROUND PAPERS**

13.1 None

REVENUE BUDGET MONITORING REPORT**CURRENT POSITION****PERIOD 11: 1st April 2020- 28th February 2021**

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)
9,099	Employee Costs	8,746	8,783	8,828	45	0.5%
534	Property Costs	522	521	521	0	-
671	Supplies & Services	971	980	1,086	106	10.8%
2	Transport & Plant	4	4	4	0	-
1,311	Administration Costs	1,317	1,314	1,130	(184)	(14.0%)
30,192	Payments to Other Bodies	33,845	33,540	33,249	(291)	(0.9%)
(28,362)	Income	(29,000)	(29,072)	(28,774)	298	(1.0%)
13,448	TOTAL NET EXPENDITURE	16,404	16,070	16,044	(26)	(0.2%)
	Earmarked reserves		(380)	(380)	0	
	Additional Funding Covid-19			(660)	(660)	
13,448	Total Net Expenditure excluding Earmarked Reserves	16,404	15,690	15,004	(686)	

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)
7,568	Finance	8,016	8,033	8,559	526	6.5%
1,754	Legal Services	1,845	1,862	1,940	78	4.2%
9,322	Total Net Expenditure Environment, Regeneration & Resources	9,861	9,894	10,498	604	6.1%
1,996	Organisational Development, Policy & Communications	2,087	2,086	2,136	50	2.4%
1,996	Total Net Expenditure Education, Communities & Organisational Development	2,087	2,086	2,136	50	2.4%
323	Chief Executive	321	321	329	8	2.5%
1,807	Miscellaneous	4,135	3,769	3,081	(688)	(18.3%)
13,448	TOTAL NET EXPENDITURE	16,404	16,070	16,044	(26)	(0.2%)
	Earmarked reserves		(380)	(380)	0	
	Additional Funding Covid-19			(660)	(660)	
13,448	Total Net Expenditure excluding Earmarked Reserves	16,404	15,690	15,004	(686)	

	Approved Reserves £000	Revised Reserves £000	20/21 Budget £000	Projected Spend £000	Projected Carry Forward £000
Earmarked Reserves	2,430	2,222	634	613	1,609
Policy & Resources Overall Expenditure	2,430	2,222	634	613	1,609

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 11	Actual To Period 11	Projected Spend	Amount to be Earmarked for 2021/22 & Beyond	Lead Officer Update
			2020/21	2020/21	2020/21	2020/21	2021/22 & Beyond	
			£000	£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	53	49	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	66	144	160	178	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	266	72	68	79	187	Used for temp enhanced resources in the CSC. £92k uncommitted.
C	Revenue Contingency	Alan Puckrin	63	30	20	22	41	Subject to reports to P&R Committee. £23k remains uncommitted within future years.
C	Anti-Poverty Fund	Alan Puckrin	1,090	369	178	227	863	Approximately £600k uncommitted and being considered as part of future anti poverty proposals. Any underspend from the recurring £1million Anti Poverty Budget to be allocated here at 31.3.21
C	Resilience & Insurance Claims - Training	Steven McNab	25	0	5	5	20	Majority of training to take place in 2020/21 due to COVID 19 restrictions this year. Mental Health training.
C	GDPR	Anne Sinclair	60	36	10	10	50	Information governance system contract awarded (2yr+1yr+1yr). Spend committed - £10k per yr. System on target to go live on 7 April 2021. Corporate training is being organised.
C	Promotion and Tourism	George Barbour	50	0	0	20	30	Additional resource in PR team, additional marketing, support for events etc. 2021 planned spend for an event as part of 'Scotland's Year of Food and Drink' and the creation of a regional food group to support the hospitality sector.
C	Peter Stanton Trust	Alan Puckrin	25	0	25	25	0	Sums paid to the Peter Stanton Trust.
C	COVID 19 - Remembrance Programme	Louise Long	40	0	0	0	40	A tender was issued for the memorial benches , two bids were received which did not meet the criteria . A further tender will be issued and a report on additional benches will be prepared. Development of Covid-19 memorial ideas continues and community engagement is expected before final plans are announced. The memorial sub group therefore expect the remaining £25k to be spent in financial year 2021/22.
Total Category C to E			2,222	626	499	613	1,609	

COMMITTEE: POLICY & RESOURCES

<u>Project Name</u>	1	2	3	4	5	6	7	8
	<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 31/3/21</u>	<u>Est 2021/22</u>	<u>Est 2022/23</u>	<u>Future Years</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	
<u>Environment, Regeneration & Resources</u>								
<u>ICT</u>								
Storage/Backup Devices/Minor Works and Projects	50		20	25	25	25	0	
Rolling Replacement of PC's	355		40	60	58	295	0	
Whiteboard/Projector Refresh	30		0	0	0	30	0	
Server & Switch Replacement Programme	234		123	74	65	160	0	
Annual Allocation	521	-	71	0		98	423	
Covid - Extra 355 Laptops (300 Corporate, 55 Schools)	140		160	140	136			
Covid - Homeworking ICT Equipment	120		100	120	120			
<u>ICT Total</u>	1,450	0	514	419	404	608	423	0
<u>Finance</u>								
Modernisation Fund	123	112	11	0		0	11	
<u>Finance Total</u>	123	112	11	0	0	0	11	0
TOTAL	1,573	112	525	419	404	608	434	0

COMMON GOOD FUND**REVENUE BUDGET MONITORING REPORT 2020/21****PERIOD 11 : 1st April 2020 to 28th February 2021**

	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	26,600	21,510	27,000
Repairs & Maintenance	4,820	9,000	8,300	490	2,000
Rates 1	26,090	19,000	17,400	21,020	24,000
Property Insurance	1,090	1,000	900		1,000
<u>ADMINISTRATION COSTS</u>	17,110	7,700	3,600	9,980	15,200
Sundries	10,910	1,500	1,400	7,780	9,000
Commercial Rent Management Recharge	2,200	2,200	2,200	2,200	2,200
Recharge for Accountancy	4,000	4,000	0	0	4,000
<u>OTHER EXPENDITURE</u>	70,320	61,500	61,500	1,640	18,000
Christmas Lights Switch On	10,500	10,500	10,500		10,500
Gourock Highland Games	29,400	29,400	29,400		0
Armistice Service	6,530	8,300	8,300	1,640	2,500
Comet Festival	13,300	13,300	13,300		0
Fireworks	12,600	0	0		0
Bad Debt Provision	(2,010)				5,000
<u>INCOME</u>	(110,250)	(121,430)	(111,400)	(144,730)	(147,270)
Property Rental	(166,250)	(167,850)	(153,900)	(164,110)	(167,850)
Void Rents 2	56,150	46,920	43,000	54,540	55,780
Internal Resources Interest	(150)	(500)	(500)	(60)	(100)
Disposal of Land				(35,100)	(35,100)
<u>NET ANNUAL EXPENDITURE</u>	9,180	(23,230)	(19,700)	(111,600)	(87,070)
<u>EARMARKED FUNDS</u>	0	0	0	0	0
<u>TOTAL NET EXPENDITURE</u>	9,180	(23,230)	(19,700)	(111,600)	(87,070)

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

Projected Fund Balance as at 31st March 2021

104,420**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
16 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
October 2019, currently being marketed
March 2014, currently being marketed
September 2012

Policy & Resources CommitteeRevenue Budget Monitoring ReportPosition as at 28th February 2021

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	16,406	15,690	15,004	(686)	(4.37%)
Environment & Regeneration	23,546	23,774	23,287	(487)	(2.05%)
Education & Communities (Note 1)	95,311	91,333	90,603	(730)	(0.80%)
Health & Social Care	52,289	52,331	52,291	(40)	(0.08%)
Committee Sub-Total	187,552	183,128	181,185	(1,943)	(1.06%)
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	7,629	7,629	0	100.00%
Earmarked Reserves	0	11,390	11,390	0	0.00%
Total Expenditure	198,698	217,501	215,558	(1,943)	(0.89%)
Financed By:					
General Revenue Grant/Non Domestic Rates	(166,076)	(183,939)	(184,257)	(318)	0.17%
Contribution to General Fund Reserves - COVID Funding					
Contribution from General Reserves	0	(1,440)	(1,440)	0	100.00%
Council Tax (Note 5)	(32,622)	(32,122)	(32,122)	0	0.00%
Integration Joint Board - Contribution to Reserves	0	0	40	40	100.00%
Net Expenditure	0	0	(2,221)	(2,221)	

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	1,120
2. Environment & Regeneration	2,676
3. Education & Communities	3,833
4. Contingency	0
5. Unallocated	
	7,629

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

Appendix 6

GENERAL FUND RESERVE POSITION
Position as at 28/02/21

	<u>£000</u>	<u>£000</u>
Balance 31/03/20		5305
Projected Surplus/(Deficit) 2020/21	2221	
Contribution to/(from) General Fund Reserves Note 1	<u>0</u>	
		2221
Earmarked Reserves Write Back - Approved P&R August 2020		3285
Earmarked Reserves Write Back - Approved Full Council Dec 2020		5392
Planned Reduction in Capital Programme		3239
<u>Planned Use of Reserves</u>		
Short Term Recovery Plans approved P&R August 2020		(180)
2021/23 Budget Funding Gap		(5050)
Excess Covid Costs 2020/21		(1440)
2021/24 Capital Programme Shortfall		(1668)
One Off Budget Pressures		(700)
Inverclyde Jobs Recovery Plan		(5600)
MBWG Proposals: Barrs Brae Steps		(40)
Feasibility Studies		(90)
Play Area Investment		(229)
Recruitment of Chief Executive		(20)
Projected Unallocated Balance 31/03/21		<u><u>4425</u></u>

Minimum Reserve required is £4.0 million

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

COVID 19 - Main Area Of Expenditure/Income loss- Update May P&R

Proposal	Total Estimated Cost £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000
Health & Social Care Partnership - IJB Return				
Fitzgerald Centre - Suspend Day Service. Loss of income	162	162		
Hillend Respite Service- Income Loss	57	57		
Homecare Commissioned Services	350	350		
Homeless Centre Inverclyde Centre	261	261		
43 TFA's	159	159		
Bed & Breakfast Support	268	268		
Care Homes- Extra beds and sustainability payments	284	284		
Care Homes - Sustainability Payments	1,933	1,933		
PPE Cots - Council	520	520		
Providers	1,075	1,075		
Additional Staffing Costs across Directorate	980	452	528	
3.3% Living Wage uplift on Care at Home Provision	135	135		
Chidrens Residential Placement Costs	986	586	400	
Equipment for working from home	100	100		
Temporary Childrens Unit	230	230		
Young Persons Mental Health Well Being	202	202		
Vulnerable Children & Young People	387	308	79	
£500 payment to HSCP employees				
Other Expenditure Areas	25	25		
Gross Expenditure before Government Grants	8,114	7,107	1,007	0
Government Grants - LMP	(6,625)	(6,625)		
- Vulnerable Children & Young People	(387)	(387)		
- Mental Health & Well Being	(202)	(202)		
- £500 Payment & Admin Grant				
Offsetting Underspends - Care Home Beds	(900)	(900)		
Net Expenditure - Integrated Joint Board	0	(1,007)	1,007	0
Education, Communities & ODHR				
Inverclyde Leisure	4,005	1,462	1,745	798
Extra Food Purchases to support deliveries/boxes etc	255	255		
Payment of School Meal Grant - £25 per fortnight.	1,407	1,407		
Pilot Food Pantry -Food Fund	60	60		
Other Food Fund Projects	129	129		

Comments
Loss of income due to suspension of all day services 6 months
Paying providers on planned hours for 7 months.
12 months loss of rent from 26 flats due to increased voids. Hopefully offset some costs via a Rent Review
One off cost of additional 43 flats. Based on actual figures.
Purchase of 32 extra beds for 12 weeks
SG Sustainability Scheme including phased reduction to November but then increased back to 100%
As at P11
As at P11
£135k is additional cost of 1.1% above what was built into budget.
Cost of 5 residential placements part year based on new placements and £400k allowance not in IJB return in 2021/22 based on Budget Pressure funding agreement.
Costs now projected to 31st March 2021
Funded by SG Grant. Underspend can be carried forward to 21/22
Share of £22million SG Grant
100% grant funded plus £XK Administration Grant
Unrealised saving
£1785k (1st £50m), £393k (Share of £25m from 2nd £50m), £200k (Share of £8m), £98k Living Wage 3.3% uplift, £3.021m from GGCH, £1.287 Winter Plan, £37k CSWO, £493k 19/20 Health . Requires further work and clarification from Health. Squared off meantime.
Share of £22 million Scottish Hardship Grant Fund
Share of £11.25million Grant
Underspend in 20/21 Social Care Budget.
Assumed to be funded by Health Directorate and IJB
Based on net income loss including £20k to open Gourrock Pool to end of October and £51k for the opening of PG Baths from 6.10.20. Subject to May21 P&R approval
Provisions funded from Food Grant- £206k + £39k + £10k
£25/fortnight FSM payment to 31.3.21
Approved 11.8.20 P&R
Belville Gardens Food Bags (£40k), Foodbank(£40k), HSCP Elderly Meals (£33k), Fairshare(£16k).

COVID 19 - Main Area Of Expenditure/Income loss- Update May P&R

Proposal	Total Estimated Cost £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000
School Holiday -Food Insecurity	256	256		
Financial Hardship Grant	852	330	522	
Level 4 Restrictions Grant	449	230	219	
£100 Christmas Payment to FSM Recipients	255	255		
£100 Easter Payment to FSM/ELC eligible Recipients	297	297		
Schools Digital Inclusion- Connectivity/WiFi and devices	414	414		
Schools Digital Exclusion - Devices	435	435		
Loss of Lets income	58	58		
Saving in Waivers due to reduced lets	(25)	(25)		
Saving in U19s Sport Grants	(21)	(21)		
Reduction in Travel Grants	(27)	(27)		
Music Tuition Income	34	34		
Loss of School Meal Income	874	724	150	
Lower provision of School Meals	(585)	(485)	(100)	
Reduction in School Milk Provision	(60)	(60)		
Loss of Wrapround income	160	130	30	
Loss of Breakfast Club Income	57	48	9	
Refunds to parents of cancelled School Trips.	7	7		
Additional School Cleaning costs	374	257	117	
Additional ELC Cleaning costs	50	35	15	
Allowance for Handsanitiser/PPE - Council Wide	250	150	100	
Balance of Education Recovery Grant	228	48	180	
Loss of library income	80	60	20	
Supply Teachers additional costs	333	303	30	
Public Conveniences	5	5		
Increased media resources to 30.9.20	11	11		
Partner nurseries and childminders	110	110		
Term Time staff working over the summer	4	4		
ELC Foodbags/£25/fortnight payments	85	85		
Extra teachers & support staff-20/22	1,697	864	833	
Extra teachers & support staff -21/22	951		951	
Support for Education during lockdown	717	3	714	
Transport Safety Costs	17	17		
Net School Transport saving	(14)	(14)		
Homeworking equipment	80	20	60	
Increased support for Health & Wellbeing of employees	50	15	35	

Comments
Reflects grant for Christmas (£161k)and Easter (£95k).
Share of £40million Grants - £140k iHeat, £27k Christmas Vouchers, £15k Starter Packs, £26k Connectivity, £62k £100 payment wider eligibility, Balance use TBC
£0.50 increase in FSM payments from 26.12.20 (£69k), Your Voice (£15k) , HAC(£124k)
Fully funded by grant and based on actual eligible payments made
Estimate Funded from £16.8million Grant or Hardship Grant
£514k approved by Committee with £414k funded from PEF/Attainment Fund . £100k balance no longer needed due to Digital Inclusion Grant
Share of £25million specific grant. Use approved , September E&C Committee
Net of saving in letting officer cost
Based on full year figures
Based on P11
Based on P11
Based on P11
Figures to 30 June 2021.
Figures to 30 June 2021.
Based on P11
Figures to 30 June 2021. Fund from 20/21 ELC Underspend
Estimated income loss to 31.3.21.
Net of insurance payouts to date
Covers period to 30.6.21 .Extra £220k agreed 3.12.20 for 21/22 Council to be split between School cleaning, Office cleaning and PPE. Funded from £1.185m Recovery Grant
Includes allowance for 21/22. Funded from £1.185m Recovery Grant
Balance of £1.185m Recovery Grant. Testing £30k, Clickview £20k, utilities £15k, leaving £163k unallocated
Basis of phased reduction in income losses
Costs to end of June 2021 & includes holiday pay. Funded from £1.185m Recovery Grant
Extra cleaning/Supervision Costs based on 6 months from August . Reviewed based on actuals
Funded from ELC underspend in 2019/20
Funded from ELC underspend in 2019/20
Funded from ELC underspend in 2019/20
Funded by SG Grant for period to 30.6.22
Funded by £60 million SG Grant in 2021/22
Funded by SG £25m (Teachers) , Digital Inclusion £10m, Home Learning Support £10m
Funded by SG Grant
Based on P7 projections
Costs of desks/chairs etc. £18k to ICT for headsets, £3k furniture to date
Increased staffing and Occupational Health costs

COVID 19 - Main Area Of Expenditure/Income loss- Update May P&R

Proposal	Total Estimated Cost £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000
Environment, Regeneration & Resources				
Building Services:				
Reduction in costs due to income reduction	(27)	(27)		
Reduction in Rev/ Capital income	199	199		
Recovery Plans - Office Works	179	179		
Loss of Property Services Fee Income	260	260		
Increased Cleaning- Non School/ELC Buildings	95	57	38	
Planning income - reduction in demand	480	330	150	
Commercial Rent- Increase in Bad Debt Provision	50	50		
Discretionary Business Grants	840	0	840	
2 x Temporary Business Development Officers	120	0	80	40
Humanitarian Aid Centres				
Software Costs	10	10		
Overtime	22	22		
Suspension of Parking Enforcement:				
- Parking Charges	304	186	118	
- Parking income saving	(68)	(50)	(18)	
- Penalty Notices	243	173	70	
Suspension of normal Waste Collection procedures - all waste to be collected via Residual Waste.				
- Additional Cost of Landfill	405	405		
- Dry Recyclates contract costs	82	82		
- Loss of external income	276	276		
- Extra manning, reopening of CA Sites	20	20		
- Social Distancing -Extra Vehicles	23	23		
- Social Distancing - Agency Drivers	107	107		
- Social Distancing Employee costs 2021	136	18	118	
- Reduced cost of landfill from reduced external income	(138)	(138)		
Roads Client:				
Reduction in income - Sales Fees and Charges	121	121		
Roads Ops Unit:				
Reduction in costs due to loss of income	(822)	(822)		
Agency Drivers	35	35		
Reduction in Rev/ Capital and NCI income	1,313	1,313		
Vehicle Charges	(71)	(71)		
Increased Burial/Cremation Income	(59)	(59)		
Grounds Services Income loss etc	22	22		
Payment to Care & Repair contractor	14	14		
Extra EHO/Trading Standards Resources	46	0	46	
Retain HoS post to co-ordinate Covid response	111	111		

Comments
Based on P11 review
Minor works, hand sanitising units, furniture removal and £40k Property fees
Figure net of fees earned from recovery plans.
Includes £38k allowance from extra £220k agreed 3.12.20 Council
Based on P11 review and an allowance for 2021/22
Based on Mid - Year assessment
Funded by Government Grant
18 month contracts funded from existing Earmarked Reserve
£5k/month software costs
No income until October 2021
No admin, cash handling maintenance
Issuing PCNs commenced mid-September but at a reduced level
Based on P5 projection
Extra costs of retendered service. Assumes 21/22 costs are built into the Budget
Based on P8 projection
To 31.3.21
To 30.9.21
Refuse Collection to 30.9.21
Based on 3 month impact
Inability to earn full Capital fees and sales income
Materials, vehicles and overtime
Covering additional absences, mostly winter maintenance
Capital only, largely resurfacing work
Reduction in Fuel and Non routine Maintenance offset by reduced MOT income
Reflects increased number of deaths since March
Loss of events income plus Bedding contract payment
60% of request . Approved 17.11.20 P&R Committee
Funded from £2.9m SG Grant
Based on 12 months to 31.3.21.

COVID 19 - Main Area Of Expenditure/Income loss- Update May P&R

Proposal	Total Estimated Cost £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000
ICT: Additional licences and equipment to support mobile working, staff overtime	260	260		
ICT: Equipment for Homeworking	100	100		
Extra technicians to support School Digital Inclusion	111	26	68	17
Statutory Additions	28	28		
Prior Years Council Tax	0	0		
Scottish Welfare Fund - Crisis Grants	447	297	150	
Discretionary Housing Payments	136	136		
One off saving in Central Repairs during lockdown	(50)	(50)		
Reduction in Registrars Income	22	22		
Administration of £130 CTR payments	20		20	
Other minor Expenditure areas	40	40		

Comments
£48k Aventail licences plus £40k 12 month Web-ex licence for 200 hosts. Allowance for overtime over the public holidays and £160k corporate laptops. Dropped £40k for school devices as no longer needed
Docking stations,screens, keyboards , headsets etc
2 posts to 30.6.22. Funded from pressures thereafter
Based on P11 monitoring
Per Q3 analysis.
Funded by increased Scottish Government Grant.
Increased funding to support Private tenancies. Funded by SG grant
Allowance based on buildings being closed and contractors unavailable
Based on P11 monitoring
Extra resource to manage the circa 10,000 payments
Admin costs for Business Grants/ Overtime / Temporary Mortuary prep & extra EP costs

Corporate Expenditure				
Council Tax, Loss of Income due to reduced collection levels	292	167	125	
Savings in Loans Charges due to reduction in interest rates	(400)	(400)		
Reduction in Internal Resources Income due to low interest rates	400	400		
Council Tax Reduction	586	293	293	
Council Tax - Long Term Empty Income Reduction	40	40		
Flu Jab for all employees	25	25		
Recovery Plans- Short Term Actions	180	180		
Recovery Plans -Medium/Longer Term Actions	4,000	0	1,500	2,500
Unallocated Contingency	1,260	0	1,260	
Capital - cost of inflation due to delays to Contracts, increases in tendering returns and contract delivery costs .	1,638	1,638		
Gross Expenditure -	27,777	13,934	10,488	3,355
Government Grant - Food Insecurity Ph1	(565)	(565)		
Government Grant - Food Insecurity Ph2	(558)	(558)		
Government Grant - Scottish Welfare Fund	(447)	(447)		
Government Grants- DHP	(136)	(136)		
Government Grant -Financial Insecurity	(852)	(852)		
Government Grant - Level 4 Restrictions Support	(450)	(450)		
Government Grant- FSM over Christmas & Easter Holidays	(267)	(267)		
Government Grant - FSM 5.1.21-29.1.21	(173)	(173)		
Government Grant -FSM 1.2.21-28.2.21	(143)	(143)		

Based on a 1.0% reduction in in-year collection in 2020/21 leading to a 0.5% increase in Bad Debt and 0.75% reduction in 21/22 leading to a 0.375% increase in Bad Debt
Offsets cost below
Reduction due to low interest rates .
Projected increase in CTR funded by the Government Grant in 20/21. No specific funding in 2021/22 .
Based on policy relaxation to 31.8.20
Approved CMT 3.9.20, includes allowance for wider support. No spend.
£80k Events, £40k Remembrance, £60k Economic Study
Proposals to come to Members -Summer 2021
Balancing figure based on proposals to 25.5.21 P&R
Based on restricted working practices, increased length of contract and after allowing for additional fees plus £90k increased ICT inflation costs. Figure exclude £600k initially allocated to the RAMP and £506k for Education funded from 1140hrs Grant
20/21 GRG
Use of balance to be approved August P&R - Specific Grant
Use approved August P&R - GRG
Share of £5million & £3 million Grants - GRG
Share of 2 x £20million -Specific Grant/GRG
Share of 2 x£15million Grant- GRG
Share of £6.95million & £4.29 million Grants- GRG
Share of £7.057million Grant - GRG
Share of £5.841 million Grant

COVID 19 - Main Area Of Expenditure/Income loss- Update May P&R

Proposal	Total Estimated Cost £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Comments
Government Grant -FSM 1.3.21-31.3.21	(115)	(115)			Share of £4.711m Grant. Specific Grant 2020/21
Government Grant- £100 Christmas Grant- Administration	(10)	(10)			Share of £400k - GRG
Government Grant - £100 Christmas Payment	(255)	(255)			Share of £15.6million Grant - GRG
Government Grant - £100 Easter Payment-Administration	(10)	(10)			Share of £400k - GRG
Government Grant- £100 Easter Grant	(297)	(297)			Share of £16.8million Grant-GRG
Government Grant - £100 2021 Summer/Christmas- Admin	(20)		(20)		Share of £800,000 Grant
Government Grant- Hardship Fund	(749)	(749)			Share of £50million Grant- GRG
Government Grant - Consequentials £155m	(2,320)	(2,320)			Share of £155million Grant - GRG
Government Grant - Consequentials £49m	(734)	(734)			Share of £49million Grant - GRG
Government Grant- Income Recovery Scheme	(2,026)	(2,026)			Share of £90 million & £110million Grant-GRG
Government Grant- Registrars Overtime	(9)	(9)			Share of £0.6million Grant - GRG
Government Grant- Council Tax Reduction	(290)	(290)			Share of £25million funding -GRG
Government Grant- Low Income £130 CTR Payment	(77)		(77)		Share of £3.82million Grant
Government Grant - EHO/Trading Standards	(46)	(19)	(27)		Share of £2.9million Funding- GRG 20/21 & 21/22
Government Grant- Test & Protect to 11.1.21	(49)	(49)			Share of £2.872million -GRG
Government Grant- Test & Protect 12.1.21- 31.3.21	(34)	(34)			Share of £1.995million -GRG
Government Grant- Test & Protect 1.4.21-30.6.21	(39)		(39)		Share of £2.275million - GRG 21/22
Government Grant - Self Isolation Admin	(22)	(22)			Share of £902.5k Grant- Specific Grant
Government Grant- Self Isolation additional Admin	(23)	(23)			Share of £0.801m Grant- Specific Grant 20/21
Government Grant- Business Grants Administration	(115)	(115)			Share of £12million Grant -GRG
Government Grant- Discretionary Business Grants	(840)	(840)			Share of £90 million Grant- GRG
Government Grant- School Transport	(17)	(17)			Share of £1.5million Grant - Capital Grant
Government Grant- Schools Return- Staffing	(1,296)	(1,296)			Share of £80 million Grant to 30.6.21 - GRG
Government Grant - Schools Staffing Ph2	(401)	(401)			Share of £25million Grant announced 2.2.21
Government Grant - School Staffing 2021/22 Term	(951)		(951)		Share of £60million , 2021/22 GRG
Government Grant- Schools Return- Operational	(263)	(263)			Share of £20million Grant - GRG
Government Grant- Schools Recovery Fund	(922)	(922)			Share of £70million- GRG
Government Grant- Schools Digital Exclusion	(435)	(435)			Share of £21.4m Capital, £3.6m Revenue - Specific Grant
Government Grant- Support for Remote Learning	(717)	(717)			Share of £45million Grant- £717k in GRG 20/21
Government Grant- General Covid support 28.1.21	(3,875)		(3,875)		Share of £259 million Grant -GRG 21/22
Government Grant - General Covid Support 16.2.21	(3,634)	(3,634)			Share of £275 million Grant to meet Covid costs/Income loss- GRG20/21
Government Grant- -2021/22 Budget Announcement	(598)		(598)		Share of £40million Grant- GRG 21/22
Gross Income	(24,780)	(19,193)	(5,587)	0	
Net Expenditure	2,997	(5,259)	4,901	3,355	
Other Funding					
Early Years Grant Underspend 19/20	(199)	(199)			2019/20 Underspend - Approved P&R Exec 16/6.
Early Years Grant Underspend 20/21	(210)	(165)	(45)		£160k Wraparound Income, £50k extra cleaning
Education Flexibilities (PEF/SAC)	(414)	(414)			Schools Digital Inclusion - Approved P&R Exec 16/6
Directorate Resources:					
Schools Budget to fund School Trips	(7)	(7)			Approved Emergency Powers July 2020.
Summer Playschemes Budget to fund Food Insecurity	(66)	(66)			Approved P&R Exec June 2020
Use of EMR to fund Business Development Posts	(120)	(120)			2 Posts for 18 months funded from Bus. Dev EMR
T&S Budget reduction to pay for Web-ex licences	(40)	(40)			CMT agreed August, 2020
Corporate Resources					

COVID 19 - Main Area Of Expenditure/Income loss- Update May P&R

Proposal	Total Estimated Cost £'000	Estimate 2020/21 £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000
Capital Programme contribution Reserves Approved 18.3.21	(501)	(501)		
	(1,440)	(1,440)		
	(2,997)	(2,952)	(45)	0
Balance to be Funded	0	(8,211)	4,856	3,355

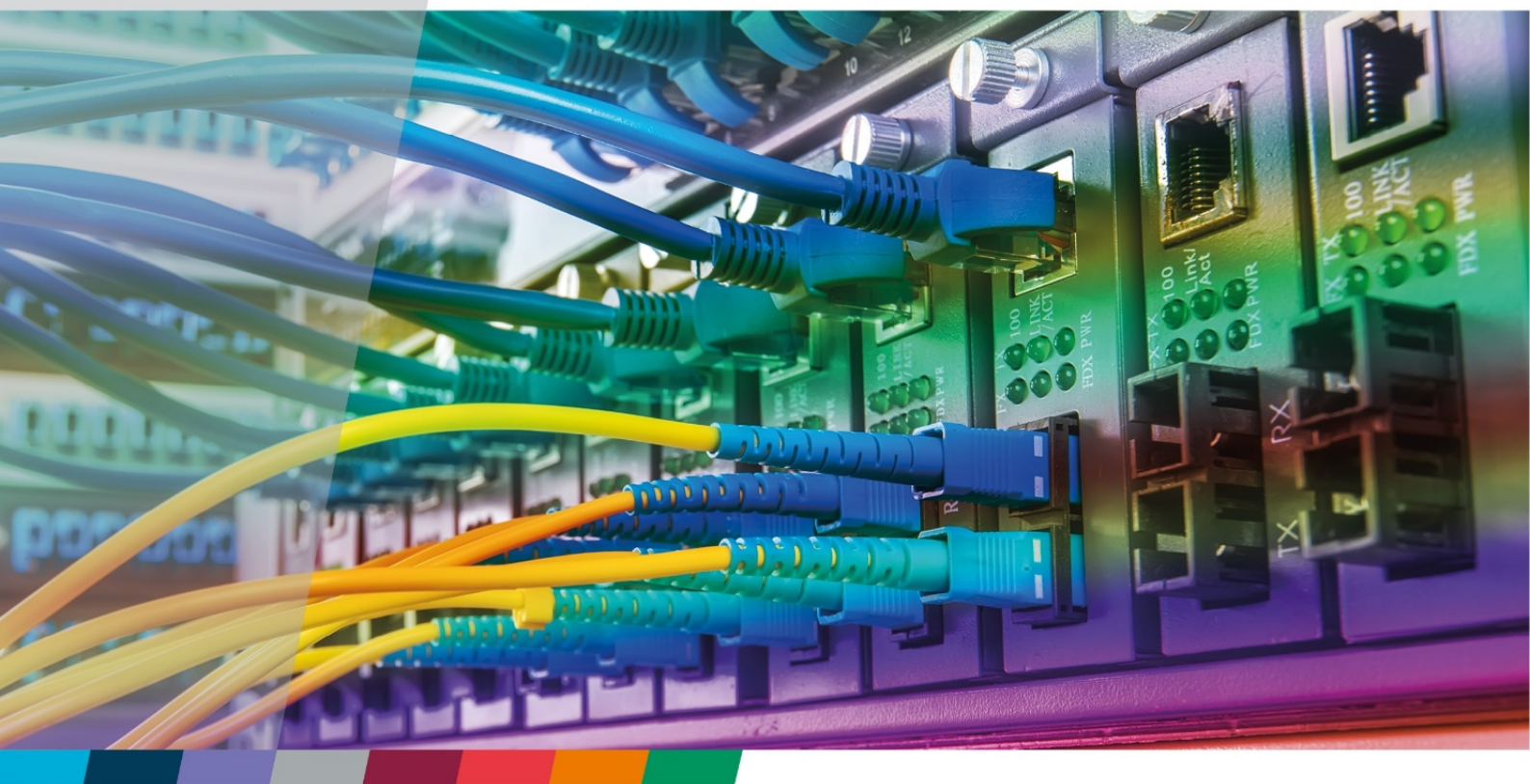
Comments
Approved by 11.8.20 P&R Cttee, costs contained in existing allocations less ELC £506k Approved use of Council Reserves to meet 21/22 costs and Recovery costs

EARMARKED RESERVES POSITION STATEMENT

Proposed New Earmarked Reserves 2021/22

Committee	Project	Total Funding 2020/21 £'000	Actual Spend Period 12 2020/21 £'000	Projected Spend 2020/21 £'000	Potential Earmarked Reserve 2021/22 & beyond £'000
Education & Communities	Covid				-
	Covid - Hardship Fund	852	330	330	522
	Covid - Inverclyde Leisure Recovery	4,005	1,417	1,417	2,588
	Covid - Extra Teachers	833	-	-	833
	Covid - Holiday Hunger	83	-	-	83
	Covid - Level 4 2nd Phase	450	230	230	220
	Covid - Education Support	1,185	965	965	220
	Covid - Digital Grant	434	371	371	63
	Covid - Desks and Equipment	80	20	20	60
	Covid - Health & Well Being (HR advisor)	50	15	15	35
	Covid - Education Recovery	717	3	3	714
	Non-Covid				
	ELC 20/21 Specific Grant Underspend	1,650	-	-	1,650
	ASN Smoothing Reserve	50	-	-	50
	ASN Review - Training	30	-	-	30
	Anti Poverty - Community Support Fund	217	-	-	217
Regeneration & Environment	Roads Assessments due to parking prohibitions contained in the Transport Scotland Act 2019.	23	-	-	23
	Anti Poverty - Apprenticeship Programme	532	61	61	471
	Covid EMR				
	PESF	88	-	-	88
	Temporary Business Development Officers	120	-	-	120
	Additional EHO/Trading Standards Resources	19	0	0	19
	ICT Technicians to support Digital School Inclusion	111	26	26	85
	Scottish Welfare Fund Crisis Grants	447	297	297	150
	Administration of CTR reduction payments	20	-	-	20
	Increased Cleaning- Non School/ELC Buildings	57	57	57	38
	Social Distancing - Refuse Collection	118	18	18	100
	Discretionary Business Grants	1198	212	212	986
	Policy & Resources:	Anti Poverty - Transfer to Existing EMR	126	0	0
Covid EMR					
Council Tax BDP		125	0	0	125
Council Tax Reduction Scheme		293	0	0	293
Covid Contingency		1109	0	0	1,109
	Covid Capital Contribution	1137	0	0	1,137

Inverclyde Council **ICT Strategy** 2021 - 2024



Digital Council - Digital Service - Digital People

Index

- 1 Executive Summary
- 2 Local Context
- 3 National Context
- 4 Asset Management Programme & Cloud Migration Strategy
- 5 Service Provision
- 6 Information Security

Appendices

- Appendix 1 2017-2020 Action Plan Review
- Appendix 2 2021 – 2024 Action Plan
- Appendix 3 – Budget Summary

1 Executive Summary.

1.1 This document sets out Inverclyde Council's ICT Strategy for the period 2021-2024.

1.2 It develops and builds on the work completed in previous ICT strategies and aims to provide an efficient, responsive and innovative service based on the following Service goals:

- Service Excellence: getting the basics right and providing reliable and stable customer service and support a flexible and resilient workforce
- Business Focus: helping the council achieve its current and future business outcomes
- Technology Innovation: Exploiting current assets and embracing emerging trends
- Digital First: Improving Digital Services for customers and services
- Enabling Service Change: Supporting services with technology enabled change including implementing a Cloud Migration programme
- Service Agility: The ability to be flexible and responsive to business needs including responding to rapid changes to working practices

1.3 The Strategy document :

- Defines the role of ICT within the Council
- Highlights external factors driving the ICT service activities
- Identifies the key areas to be addressed during the period of the Strategy
- Identifies links and dependencies with other strategies, developments and services
- Is a partner document to the 2021/24 Digital Strategy

1.4 The Strategy recognises the significant impact the COVID 19 Pandemic had on organisational changes, resources and investment required to support and manage the infrastructure to provide a service to staff and customers of the Council.

1.5 The Council's previous ICT Strategy was published in 2017 and identified Key Areas and Targets for the period 2017 – 2020.

It defined the main role of ICT and 4 key action areas to be delivered during the period of the report:

- Service Provision
- Information Security
- Core Systems
- Asset management

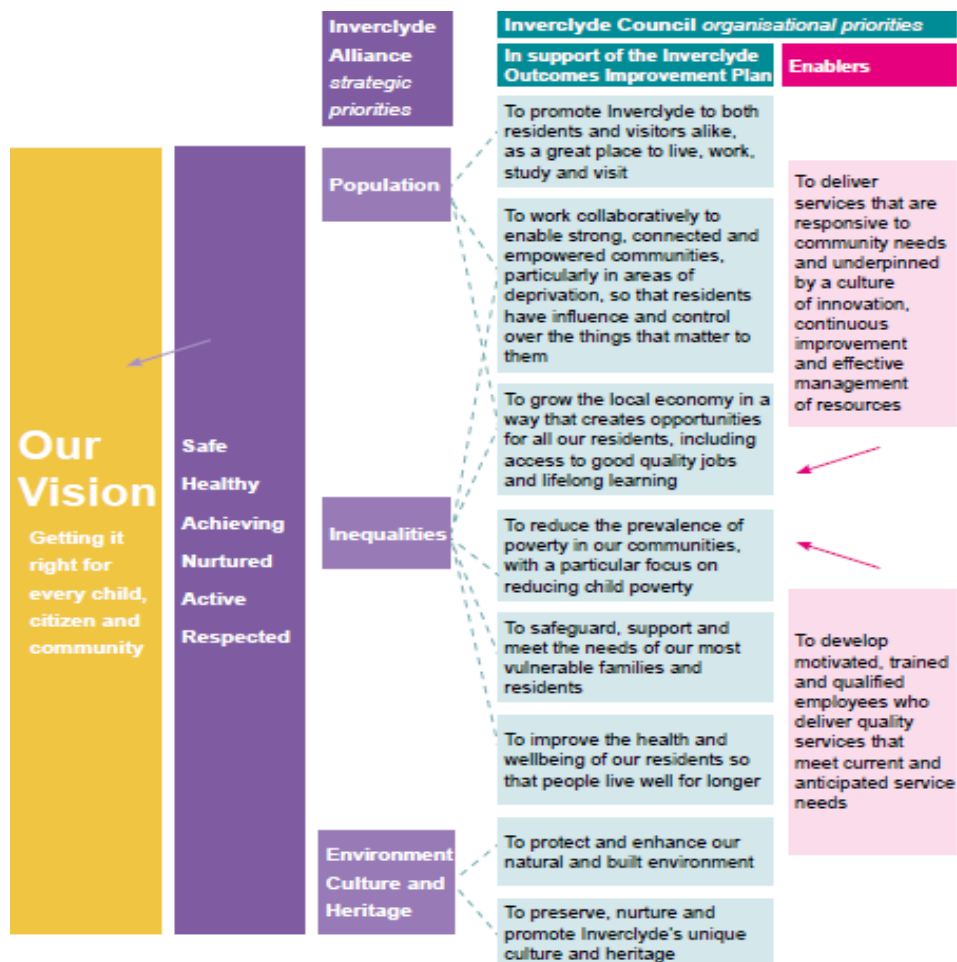
Appendix 1 shows the progress against those actions.

1.6 The Strategy supports the Council by showing how investments in applications and technologies can be used to their full extent to support new and better ways of working and deliver a stable and efficient ICT platform and is supported by an Action Plan detailing key actions and outcomes at Appendix 2.

- 1.7 There are three overarching objectives of the 2021-2024 strategy, delivering a Cloud Based platform for Office and Voice and video communications, delivering new ways of working and teaching across our corporate and school estates, maintaining levels of service and security during these transitions.
- 1.8 Key actions from the Strategy will also continue be incorporated within the Environment, Regeneration & Resources Corporate Directorate Improvement Plan and progress against the Action Plan will be reported on a regular basis to the Policy & Resources Committee.
- 1.9 The Council is committing to use current systems the life of this Strategy, however it is both accepted and anticipated that the digital landscape will continue to change significantly in the next three years.
- 1.10 In anticipation of greater collaboration between public bodies in Scotland the Council will continue to work with the Improvement Service, the Local Government Digital Office, COSLA, SOLACE and SOCITM to identify opportunities for joint and shared services where appropriate.

2 Local Context

- 2.1 Inverclyde Council and the community planning partnership, the Inverclyde Alliance, share a joint vision for Inverclyde which is 'Getting it Right for every child, citizen and community'. This vision is underpinned by shared wellbeing outcomes that the Council wants for all of Inverclyde's residents, i.e. to be Safe, Healthy, Achieving, Nurtured, Active, Respected and Responsible and Included.
- 2.2 The Inverclyde Outcomes Improvement Plan (IOIP) 2017/22 and the Inverclyde Council Corporate Plan 2018/22 set out the strategic and organisational priorities that the Council and its partners will focus on in order to deliver this Vision and the wellbeing outcomes. The diagram below shows how the Corporate Plan organisational priorities support the delivery of the strategic priorities of the Inverclyde Alliance.



- 2.3 The actions contained within this ICT Strategy heavily contribute to the delivery of the enabling priority, "To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources". It also however contributes to the delivery of several other priorities, e.g. the work in relation to the school estate supports the promotion of Inverclyde as a great place to live, work study and visit and also helps to create opportunities for residents, particularly in relation to lifelong learning. In addition, by reducing

the Council's impact on energy production and consumption the Strategy is helping to protect the local environment.

3 National Context

3.1 The Scottish Government in conjunction with COSLA has reviewed and updated the National Digital Strategy. The Government issued a discussion document: “Renewing Scotland’s Full Potential in a Digital World :Updating the Digital Strategy for Scotland”

3.2 That document has been co-produced by Scottish Government and Scottish local government (representation from COSLA, the Local Government Digital Office and the Improvement Service). ICT Services responded to the consultation process as part of a wider forum of ICT Leads and Managers across all 32 Local Authorities and defines the Scottish Government’s Principles for a Digital Nation:



On Friday March 12 2021 the Scottish Government Launched the new Strategy, the Strategy can be accessed here:

<https://www.gov.scot/publications/a-changing-nation-how-scotland-will-thrive-in-a-digital-world/>

3.3 The National Strategy has identified 3 key themes to align with the National Performance Framework and has identified priority themes for consultation and development:

People and Place

- No One Left Behind
- An Ethical Digital Nation
- Digital Education and Skills

A Strong Digital Economy

- Helping All Businesses to Become Digital Businesses A digital third sector
- Supporting Our Digital Technology Sector

Digital Government and Services

- Public Services Working for us all
- Transforming Government

- 3.4 The Council's ICT Strategy, and the partner Digital Strategy aims to align with the goals set out in the refreshed National Digital Strategy for Scotland.

4 Asset Management Programme/ Cloud Migration Strategy/Approach to Procurement

4.1 The Council has a well-established Hardware Refresh Programme that delivered a modern and reliable desktop estate across both corporate and school networks. As part of savings identified during previous budget exercises, the Council had implemented a 6 year hardware refresh programme of its desktop estate.

4.2 Following on from the COVID 19 Pandemic and the rapid shift to home working and blended learning, the Council recognises that with this changed environment, and as more services are delivered differently, a traditional desktop environment is not suitable for all future requirements. Increased use of portable devices will allow staff to work in a more flexible manner. This has budget implications as typically a laptop or tablet will not provide an equivalent lifecycle as a desktop and costs significantly more.

Comparative Price (April 21)	Desktop	Laptop	Increase
Desktop v Laptop	£319	£396	24%

It is anticipated that following the COVID 19 response and completion of the 2021 refresh programme the balance of devices will have shifted considerable in favour of mobile enabled equipment.

	Desktop PCs	Laptop PCs	Tablet PCs	Total
January 2020	936	610	117	1663
March 2021	869	1271	132	2272

A six year replacement lifecycle of a mostly laptop and tablet estate is not sustainable due to the lack of upgrade options available. The Council has targeted memory and hard drive upgrade programmes as part of the policy to “seat” it’s IT assets as long as possible. While still an option on laptop devices, it is more expensive and labour intensive to add or replace hardware. A Lifecycle Assessment paper produced by National University California indicates a typical productive term of 3 – 4 years for a typical business laptop.

Typical Lifecycle Cost Per Device

Device	Price (£)	Expected Lifecycle (Years)	Device Cost per year (£)
Desktop PC	319	6	53.16
Laptop PC	396	3	132
Laptop PC	396	4	99

4.3 As the Refresh Programme is grounded in the availability of financial resources it is recognised that given the change in the scale and nature of the estate there will need to be a significant increase in the capital resources

allocated for asset replacement from 2023/24. Based on the tables in 4.2 it is estimated that a 50% increase (£60,000) will be required in the sum allocated for the Corporate Desk Top/ Lap Top refresh from 2023/24 This will be factored into the review of the Capital Programme as part of March 2022 Budget process.

4.4 Education Services

In schools it is recognised that the way children and young people learn is changing significantly and it is imperative that way ICT is delivered changes to reflect that new approach.

4.5 ICT provides extensive support to the schools network and equipment. However it is clear that to carry forward the curricular objectives of Educational Services while maintaining a compliant and supportable ICT infrastructure, a specialised approach has to be undertaken and innovative solutions need to be devised.

4.6 It is recognised that schools have specific ICT needs, and regular meetings between ICT and Education Services maintain a close working relationship. In response to these changing needs Education Services are producing a Schools' ICT Strategy as an adjunct to the Corporate ICT & Digital Strategy documents.

4.7 The Strategy will identify a number of key areas to be developed however at its core is the requirement for children and young people to have access to the appropriate technologies required to support their learning in the curriculum.

4.8 At present the School Estates consumes 68% of the Desktop Refresh Budget. Traditionally this has been used to replace existing equipment on a like for like basis. This Education Strategy is likely to amend this and provide a more flexible approach to equipment purchasing, whilst keeping spend within existing budget limits. Education Services have implemented a working group to review ICT needs in schools in the light of lessons learned during the COVID Pandemic and will form part of the supporting evidence for the Education Services/Schools Digital Strategy.

4.9 Cloud Migration Strategy

A small number of systems, procured in the last three years, have been Cloud based and this approach will be accelerated as the Council is now in a position where a number of core system services are at a stage where renewal of hardware and licences are now required.

4.10 The significant increase in home working has required a re-evaluation of the Council's approach to Cloud base services, and aligned with the scheduled refresh of the Council's ICT and Digital Strategies it is now recommended that from a technology perspective the Council should be taking advantage of the many Cloud based services that are now available.

4.11 A significant challenge for the migration towards Cloud based resources is that the traditional Capital procurement model no longer applies. Vendors and suppliers are looking to build a stable income stream by switching to revenue based license models. Each supplier takes a slightly differing approach, but in general all look to either license per user or per device for each product

4.12 Two main areas will require attention during the lifetime of this Strategy:

1. Cloud Services

Licensing for the core desktop and server products was last renewed in 2014. The lifespan of the last supported product versions are now coming to the end of their product lifecycles. Windows 7 and Office 2013 are both being withdrawn and the Council is migrating towards Windows 10 and Office 365 across the estate. Schools were migrated in 2018 and the corporate estate will be migrated in 2021/22 as licensing and resources allow.

Included in this area as a priority will involve migrating the Council web and video conferencing service from Cisco WebEx to Microsoft Teams by September 2021 and Migrating Microsoft Exchange to a cloud based solution as part of the “onboarding” process of the Microsoft 365.

2. Voice and Call Management

The Council currently hosts all voice and call management within the data centre. The incoming lines are provided by Vodafone and this is routed via various Cisco Call Manager applications to provide extension management, voicemail and Call Centre functionality. The internal calling goes over our private network and SWAN links to the schools and other Council buildings outside of the GMB Campus. Initial costed options for Cloud based telephony have been developed following discussions with our main telephony suppliers.

There is a target of 2025 for UK communications networks to complete the closure of analogue telephony lines. The Council will aim to have completely transitioned to a replacement solution prior to the end of the 2024.

4.13 Approach To Procurement

The Council’s Procurement Manual recognises Collaborative purchasing as the most efficient way to procure Goods and Services. ICT uses wherever possible National Frameworks to procure ICT Services ensuring the best value for money available by taking advantage of the “bulk buying” power of the Scottish Public Sector.

- 4.14 ICT and Procurement Services have identified, in consultation with the relevant Services, a number of core critical systems that are significantly embedded within the operational functionality of the Council where it would be prudent to negotiate a new maintenance services contract with the incumbent supplier. Approval has been sought and given to manage these systems through negotiated contract replacements.
- 4.15 National initiatives may influence the Council's ICT future procurement strategy. In addition to existing frameworks such as SWAN, the growing availability of Cloud-based services, the role of the Improvement Service and Local Government Digital Office and other centrally-controlled procurement routes, facilitated by Corporate Procurement, will drive changes in the way the Council has traditionally procured ICT systems.
- 4.16 In order to ensure compatibility with all Council Systems a standard Technical requirements document will be included in each procurement exercise. The Council's Procurement Manual details the requirement for services to engage with ICT Services in any procurement process where there is an ICT hardware, software or services element.
- 4.17 Most Council projects start with business cases that define all costs and benefits of the proposed work. Each project should be managed within an agreed project management framework and, in order to confirm that the project has delivered the expected benefits, the final stage should be a benefits realisation exercise that measures the final, real costs incurred and the delivered benefits. These can be compared with those detailed at the project outset and the experience and lessons learned subsequently fed into future work. A 'Lessons Learned' review should take place at the end of each project.

5 Service Provision

5.1 Delivering Value for Money Services

ICT has a revenue budget of just over £2.3m. The Service aims to deliver a cost effective and efficient service. Operational support and service delivery costs, including running costs of equipment, are minimised and new ICT related developments and projects required by the organisation must deliver quantifiable efficiencies and benefits. Additional welcome resources and funding were allocated in response to the COVID pandemic,

5.2 ICT currently has a staff complement of 37 and supports just under 6000 desktop and laptops and just over 16000 individual user accounts across Corporate and Education networks. Additional staff have been approved to support the continued requirement to work in new ways and to support the developments set out in section 4 of the Strategy.

5.3 Building on Existing Investments

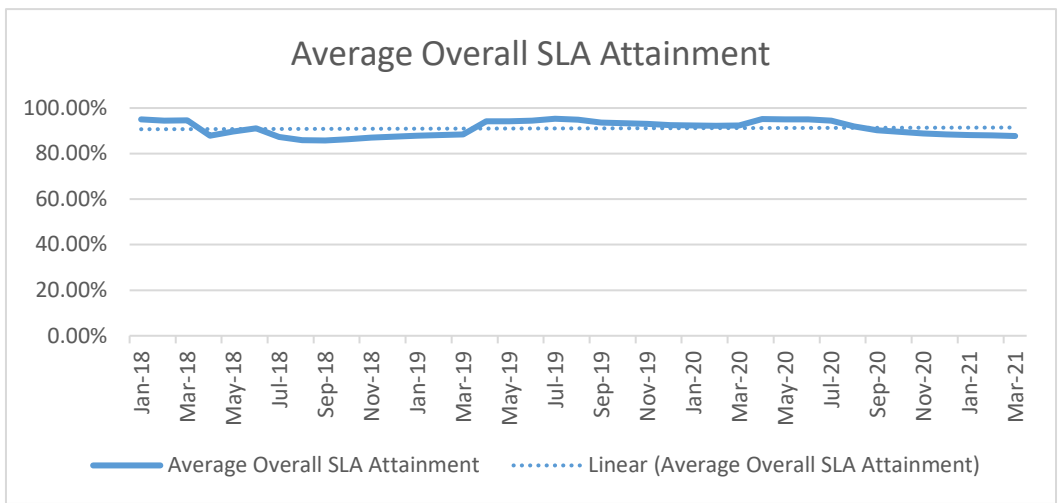
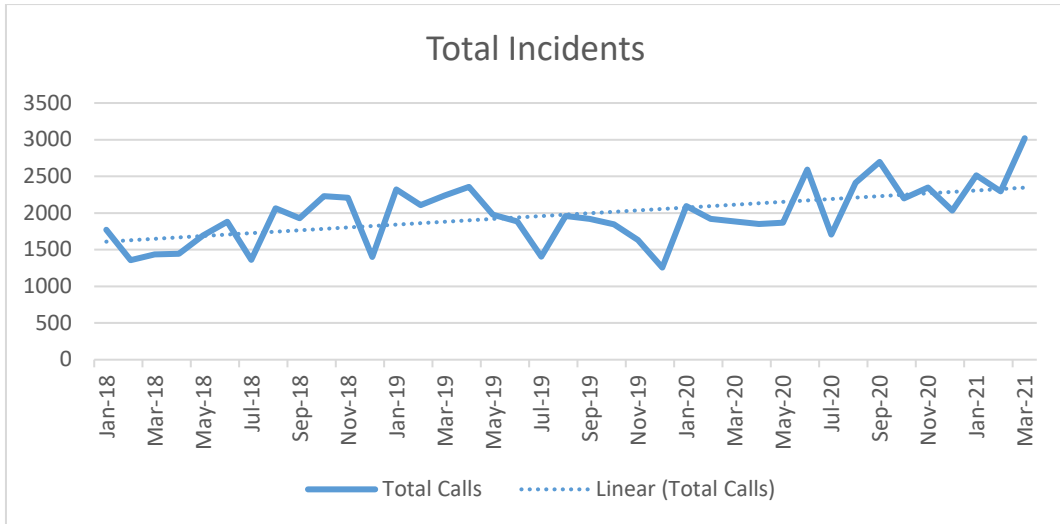
The service will, wherever possible, continue to build on and exploit previous investments. Where it is not possible to widen the use of existing systems into new service areas, the Council will continue with its established practice of procuring business solutions via Corporate Procurement and using the appropriate framework/procurement route, rather than developing these in-house. The internal development route will only be used for tactical solutions where no cost-effective existing solution is available.

5.4 As the national ICT strategy of a central procurement route has established itself, there have been increasing opportunities to 'buy into' agreed solution frameworks, co-ordinated by Corporate Procurement and Scotland Excel and the Scottish Government.

5.5 The Council procures business solutions from a diverse range of suppliers, some of whom supply several different systems to different Council services. In order to ensure these are managed effectively, the ICT Service and Corporate Procurement liaise with the major suppliers' account managers on a regular basis via the established Supplier Management Process.

5.6 Continuous Improvement

Service metrics show that the overall workload is continuing to increase steadily, almost doubling over the past three years with a continuing steady upwards linear trend and in order to at least maintain the service levels/support capabilities currently delivered, the teams need to continually develop smarter ways of working.



5.7 Performance against SLA targets has been a challenge during the migration to home and remote working although the trend remains consistently around 90% for Incidents and Service Requests and the availability of systems and network services is routinely 100%; confirmation of the quality of the infrastructure in the organisation.

5.8 Service Delivery

A core function of the ICT service is to maintain and support ICT infrastructure, systems and users to ensure Council services are delivered efficiently. As a reactive support function, this aspect of the service is expected to run as efficiently as possible. The continuing use of automated software tools, established best practice and service benchmarking will ensure the service continues to evolve and is as efficient as possible, whilst remaining fit for purpose.

5.9 Systems Delivery

The delivery of Server and System infrastructure is key in supporting the efficient delivery of Council Services. Investment in key new technologies

and further development of existing systems will continue to provide a sound basis for developing new and improved customer and service facing systems.

5.10 Project Management

There is a small Project management function within ICT to support internal and service led projects. ICT managed projects are delivered in close co-operation with services, using a formal project methodology based on PRINCE2 and Agile, to ensure that the work is properly controlled and that services are able to realise business objectives and benefits.

5.11 Working with Services

Growing demands for better outcomes from joining up services means that we need to adopt new forms of digital collaboration and co-operation across agencies. This is evident in the integration of Health and Social Care and lessons learned from the increasing requirement for closer working with other partner agencies.

5.12 The Council will continue to work with NHS colleagues to deliver a new “patient/social care” portal which provides information across the two organisation’s key systems.

5.13 The Council will also take advantage of the Scottish Wide Area Network (SWAN) to enable the sharing of ICT networks, Wi-Fi and equipment across the Council, NHS GGC and potentially other partners in future. This will provide flexible working options for staff from other agencies partnering with the Council. It is proposed that the Council is involved in any new procurement exercise to replace SWAN and to continue to take an active role in the management and development of the platform.

5.14 ICT will examine “Cloud-based” collaboration solutions as a means of providing a secure environment for cross-agency and community engagement – integrating these with the common identity platform to protect data.

5.15 ICT will engage with Service to ensure that existing systems are being used effectively and that Services are aware of the full functionality and capabilities of existing systems such as collaboration & communication tools.

5.16 The projected demographic change will provide Inverclyde Council with different challenges and demands to deliver public services. To meet the growing pressures of demand on public services and to improve services, ICT will examine the opportunities digital transformation provides to support this objective.

6 Information Security

- 6.1 The Council is obliged to conform to a number of Government security controls. Therefore it is a given that compliance with these controls will form part of any technology initiatives and developments.
- 6.2 Protecting and preventing unauthorised access to our own and our customers information is critical. Officers manage access to and protection of the Council network and facilities on a continuous basis to protect sensitive information and assist the Council in maintaining compliance with a range of legislations.
- 6.3 There is a growing requirement to deal with the issues associated with Cyber Security. Alongside providing adequate levels of security for the Council's infrastructure, ICT will support the Information Governance group in dealing with the individual data management responsibilities of each employee.
- 6.4 The continued emergence of, and transition to, Cloud Based technologies will have a significant impact on Council systems. However, the introduction of these has to be considered against the requirements of the various compliance and security regulations that apply to Councils and other public sector organisations. (e.g. SWAN/PSN Compliance)
- 6.5 There is a wide range of supporting infrastructure and software which ICT will continue to manage, maintain and improve to ensure adequate protection to our environment, ranging from firewall and internet protection, to network and remote access security, as well as antivirus and encryption software on all necessary devices.
- 6.6 Secure connectivity with partner organisations and Scottish Government is an essential part of how we do business. The Council must therefore continue to maintain its infrastructure and security systems at an adequate level to achieve our Code of Compliance i.e. recognition of our security best practice for connection to the Public Services Network (PSN), its replacement and subsequently to our partners.
- 6.7 The potential impact on privacy of new technologies is a potential issue and as new social media products emerge and there will need to be an ongoing dialogue with relevant Council services.
- 6.8 The Council is required to comply with all national level legislation, including Freedom of Information (Scotland) Act 2002 and Data Protection Act 1998 and has agreed policies relating to Acceptable Use of ICT Systems, Records Retention and Information Classification. A training programme for all employees in data protection and information security is underway across the organisation.
- 6.9 During the period of the previous ICT Strategy the Scottish Government Launched the Cyber Resilience - Scottish Public Sector Action Plan;

completion of the Cyber Essential Plus (CE+) Accreditation process was a key requirement of the plan. The Council successfully completed the assessment process and were certified on 23rd November 2018. It is anticipated that there will be a requirement to refresh this accreditation during the period of this Strategy.

- 6.10 An Annual Cyber and Information Security Report is presented to Policy and Resources Committee.

Appendix 1 - ICT Strategy Action Plan 2017 – 2020 Progress & Review

Action	Action	Milestones	Success Criteria/Target Date	Outcome
Service Provision	Continuous Improvement	Review and publish updated SLA Targets	New SLAs agreed and then met.	SLAs were agreed and implemented
	Working With Services	Regular engagement with key Services including Education, HSCP and Finance services	Deliver objectives in the Digital Strategy	Digital Strategy concluded with the implementation of new Customer Services Platform in December 2020
	Training & Skills Development	Identify training and skills required to support the service	ICT Staff have appropriate skills & knowledge to deliver high quality services Ongoing	There have been limited external training opportunities.

Action	Action	Milestones	Success Criteria/Target Date	Outcome
Information Security	Network and System Security	Support the Information Governance group in dealing with the individual data management responsibilities of each member of staff.	Corporate approach to data handling and electronic document management.	Information governance Steering Group have produced a number of Policy documents and user guides to ensure compliance.
	PSN Compliance	Use of industry partners to provide Security Assurance through the Penetration Test & IT Health check process. Maintain PSN Code of Connection compliance/accreditation	Provision of report and implementation of recommendations PSN Compliance Certificate Annual	A Penetration and IT Health Check is completed annually PSN accreditation has been completed annually.

Action	Action	Milestones	Success Criteria/Target Date	Outcome
Core Systems	Review Core Systems	Engage with services to review Core Systems. Complete a full Strengths, Weaknesses, Opportunities and Threat (SWOT) review of all core systems Determine if each identified system still provides best value and appropriate functionality.	Council Systems are robust, provide best value and appropriate functionality.	Systems have been reviewed and although none have been retired, several have been migrated to new platforms. Platform upgrades completed across a range of core Services including Customer Services, Council Tax and Electronic Document Management Systems
	Ensure that existing systems are being used effectively	Engage with services to ensure that existing systems are being used effectively. Focussing on collaboration and communication tools including the Cisco telephony systems, Cisco Jabber, JANET Video Conferencing. Evaluate Skype for Business as an alternative client.	Services have access to the tools and functions required to provide effective efficient services to customers and staff.	A number of new features and applications have been introduced.

Action	Action	Milestones	Success Criteria/Target Date	Outcome
Asset management Programme & Procurement Strategy	Hardware Refresh programme	Support requirement for children and young people to have access to the appropriate technologies required to support their learning in the curriculum	Equipment remains up to date and fit for purpose.	A continuous refresh programme has been in place.
	Supplier management	ICT Service and Corporate Procurement liaise with the major suppliers' account managers on a regular basis via the established Supplier Management Process.	Appropriate level of supplier support and best value.	Regular supplier management meetings have been held. An updated Negotiated Contracts Report has been completed.
	Cloud Based Services	Investigate migration of services to Cloud based/hosted systems.	Systems delivered efficiently and within appropriate pricing structures	Strategy developed and approved 2020 and will be implemented over 2021/24

Appendix 2 - ICT Strategy Action Plan 2021 – 2024

Action Area 1	Action	Milestones	Success Criteria	Target Date	Responsibility
Asset Management Programme & Cloud Migration Strategy	Hardware Refresh Programme reviewed to reflect new ways of working	Sufficient Funding in place Staff have the appropriate equipment to work effectively and efficiently from the most appropriate location	Sustainable refresh programme embedded Staff satisfaction surveys reflect confidence in IT Services. Line Managers are satisfied that staff have appropriate equipment	March, 2022 From 2023	Chief Financial Officer/ICT Service Manager ICT Service Manager
	Education Services – review services provided to schools to reflect new ways of teaching and delivery	Strategy approved and funding agreed Students and Staff have the appropriate equipment to learn in a flexible and rewarding way.	Sustainable funding model approved Feedback from Education Services reflect satisfaction in service delivery	March, 2022 From 2023	ICT Service Manager
	Cloud Migration Strategy	Deliver Office 365 Licensing and implement initial Cloud Migration Agree approach to deliver Telephony and other Communications Systems in the Cloud	Cloud services including MS Teams deployed to staff Contracts awarded for new Telephony approach	From August 2021 March 2022	ICT Service Manager

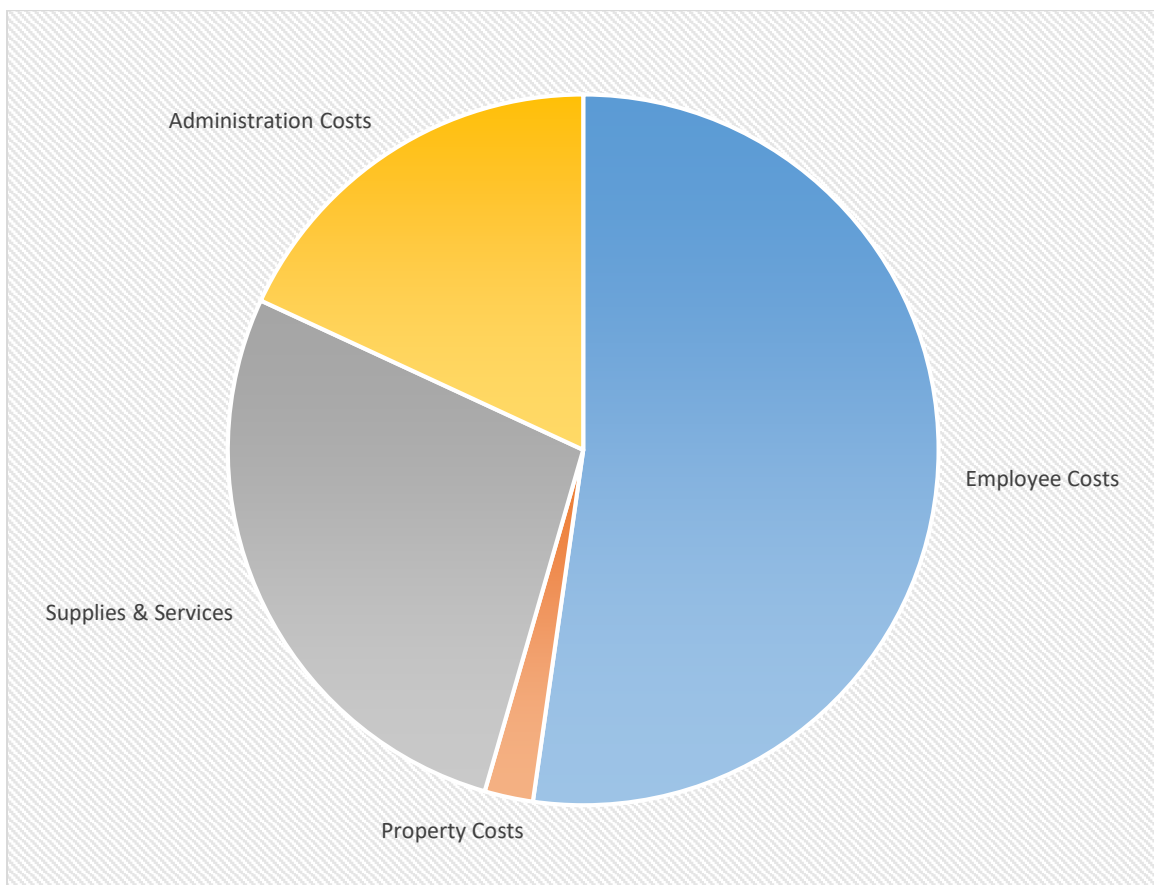
Action Area 2	Action	Milestones	Success Criteria	Target Date	Responsibility
Service Provision	Network and System Security	Support the Information Governance group in dealing with the individual data management responsibilities of each member of staff.	Corporate approach to data handling and electronic document management.	Ongoing	ICT Service Manager
	PSN Compliance	Use of industry partners to provide Security Assurance through the Penetration Test & IT Health check process. Maintain PSN Code of Connection compliance/accreditation until conclusion of programme	Provision of report and implementation of recommendations PSN Compliance Certificate	Annual Compliance Process	ICT Service Manager

Action Area 3	Action	Milestones	Success Criteria	Target Date	Responsibility
Information Security	Network and System Security	Maintain a Secure Network Infrastructure Support the Information Governance group in dealing with the individual data management responsibilities of each member of staff.	Minimise Cyber Security Incidents, Corporate approach to data handling and electronic document management.	Ongoing	ICT Service Manager
	Security Accreditation Compliance	Use of industry partners to provide Security Assurance through the Penetration Test & IT Health check process. Maintain Cyber Essentials Plus and PSN Code of Connection compliance/accreditation	Provision of report and implementation of recommendations PSN Compliance Certificate	Annually	ICT Service Manager

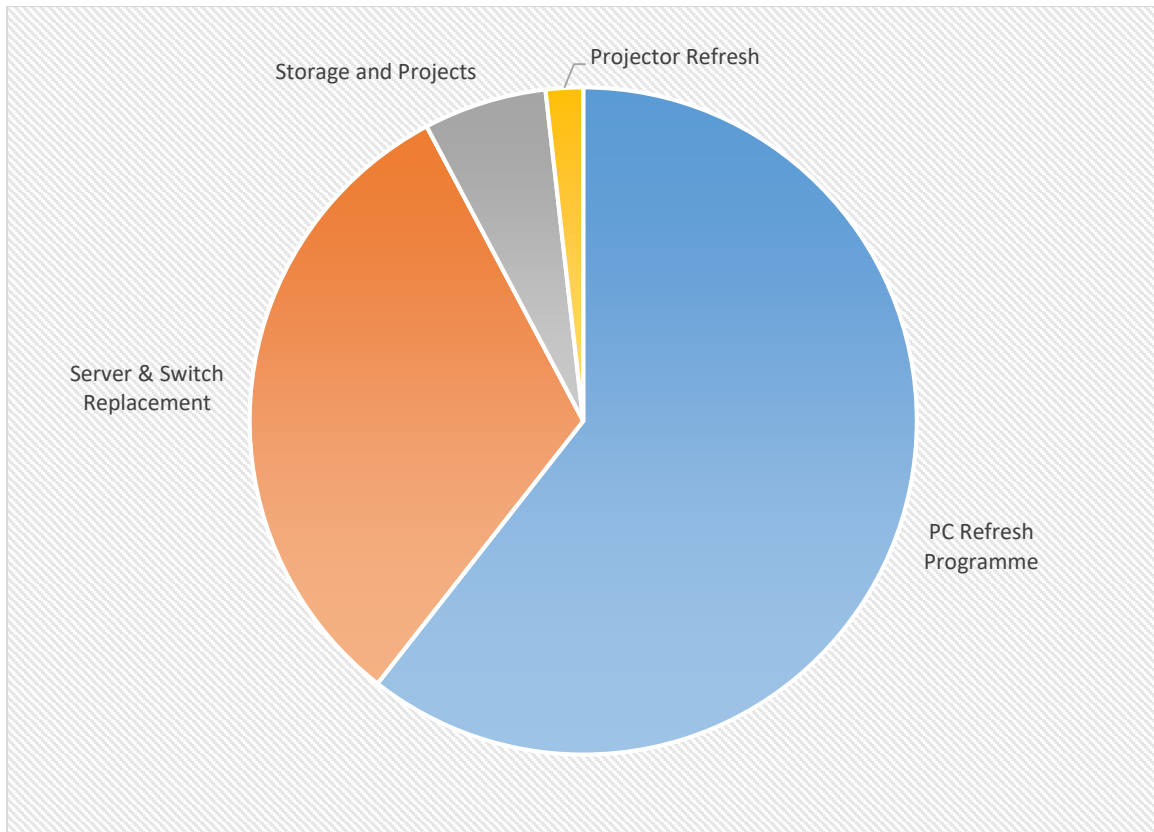
Action Area 4	Action	Milestones	Success Criteria	Target Date	Responsibility
Procurement Strategy	Use of National Frameworks to deliver value for money services	National frameworks the default approach fro available systems and services	Delivery of Value for Money Systems and Services	Ongoing	ICT Service Manager
	Account Management	Meet with suppliers to review and ensure best value and most efficient levels of delivery and support of systems	Appropriate level of supplier support and best value delivery	Ongoing	ICT Service Manager
	Project Management	Use temporary increase in Project Management resources to deliver support to services in planning and deploying projects and services	Business Cases are developed and projects are delivered on time and on budget	2021/23	ICT Service Manager

Annex 3 –Budget Summary

2021/22 Revenue Budget (£)	
Employee Costs	1,415,600
Property Costs	59,770
Supplies & Services	742,950
Administration Costs	490,220
Other Expenditure	1,800
Gross Expenditure	2,710,340
Income	(406,090)
Net Expenditure	2,304,250



<u>2021/22 Capital Budget (£)</u>	
PC Refresh Programme	335,000
Server & Switch Replacement	175,000
Storage and Projects	33,000
Projector Refresh	10,000



Inverclyde Council Digital Strategy 2021 - 2024



Digital Council - Digital Service - Digital People

Index

- 1 Executive Summary
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- 3 National Context
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- 5 Use of Online Services during the COVID 19 Pandemic
- 6 Internet availability in Inverclyde
- 7 Digital Services within Inverclyde Council
- 8 Action Plan - Enhanced Online Services
- 9 Reporting & Review

Appendices

Appendix 1 2017-2020 Action Plan Review

Appendix 2 2021 – 2024 Action Plan

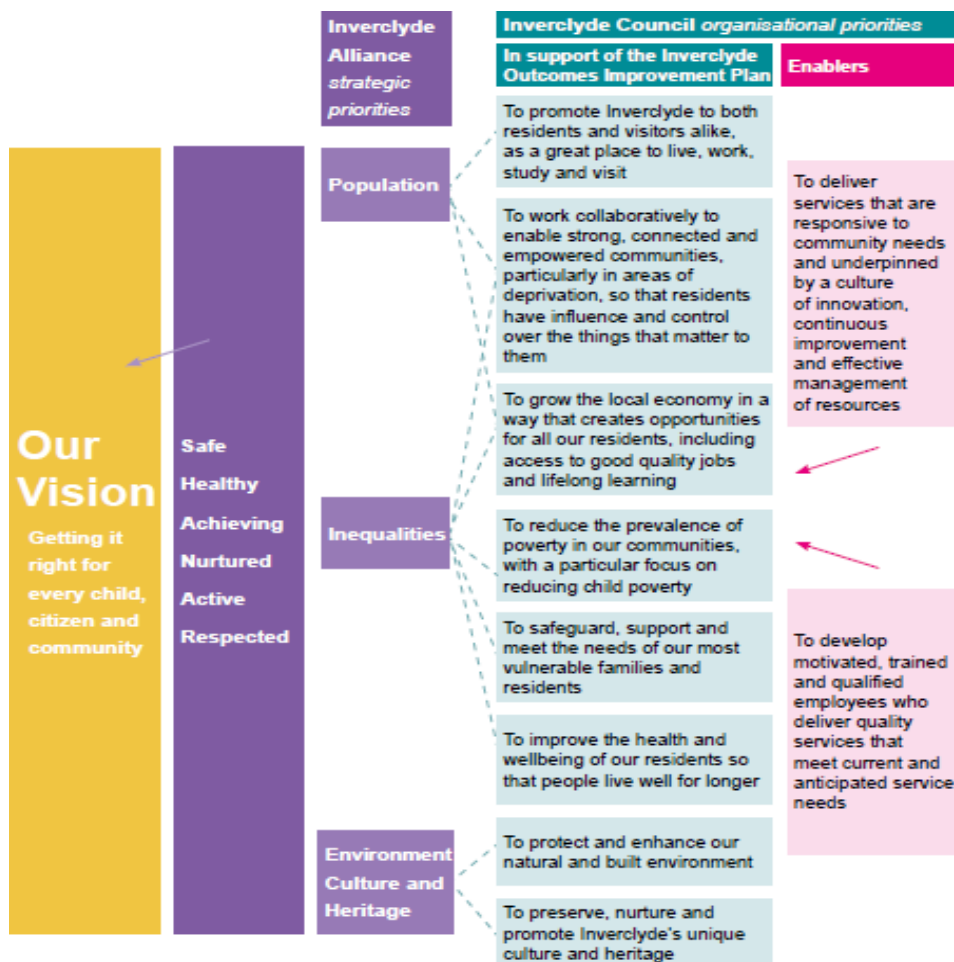
1 Executive Summary.

- 1.1 This document sets out Inverclyde Council's Digital Strategy for the period 2021 - 2024.
- 1.2 The Strategy develops and builds on the work completed in the Council's previous Digital Strategy and identifies a set of actions that will improve the accessibility and efficiency in the way Council employee and customers engage.
- 1.3 The Strategy aims to increase and promote the range of digital services available to employees and customers of Inverclyde Council and to exploit the opportunities digital services can achieve by:
- Improving user experience and interaction with Council Services
 - Reducing cost to deliver services via channel shift opportunities
 - Improving efficiencies and productivity of services
- 1.4 The Strategy is viewed as being:
- Realistic
 - Achievable
 - Pragmatic
- 1.5 The Strategy identifies and develops some key workstreams under a broad heading of "Digital Council - Digital Service - Digital People":
- Channel Shift
 - Customer Access
 - Partnership Working
 - Streamlined/Integrated Services & Processes
 - Mobile & Agile Working
- In particular it aims to build on the successful completion of the core system upgrade programmes identified in the 2017-2020 Digital Strategy in order to develop enhanced digital services.
- 1.7 The Strategy also considers some of the broader strategic objectives the Council wants to achieve and identifies opportunities to support the move from making things easier for citizens; to making life better for citizens.
- 1.8 The Digital Strategy recognises the significant impact of the COVID pandemic on the way the Council has been delivering services and aims to build on and learn from those experiences.
- 1.9 The resultant Action Plan in Appendix 2 contains a range of actions covering three broad themes.
- Improved Online Services
 - Channel Shift
 - Mobile & Agile Working

Progress against these will be reported on a regular basis to the Policy and Resources Committee.

2 Local Context

- 2.1 Inverclyde Council and the community planning partnership, the Inverclyde Alliance, share a joint vision for Inverclyde which is ‘Getting it Right for every child, citizen and community’. This vision is underpinned by shared wellbeing outcomes that we want for all of Inverclyde’s residents, i.e. to be Safe, Healthy, Achieving, Nurtured, Active, Respected and Responsible and Included.
- 2.2 The Inverclyde Outcomes Improvement Plan (IOIP) 2017/22 and the Inverclyde Council Corporate Plan 2018/22 set out the strategic and organisational priorities that the Council and its partners will focus on in order to deliver this Vision and the wellbeing outcomes. The diagram below shows how the Corporate Plan organisational priorities support the delivery of the strategic priorities of the Inverclyde Alliance.



- 2.3 The actions contained within this Digital Strategy contribute significantly to the delivery of the enabling priority, “To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources”. It also contributes to the delivery of several other priorities, e.g. the work in relation to the school estate, the promotion of Inverclyde as a great place to live, work study and visit and also helps to create opportunities for residents, particularly in relation to lifelong learning. In addition, by reducing the Council’s impact on energy

production and consumption the Strategy is helping to protect the local environment.

3 National Context

- 3.1 The Scottish Government in conjunction with COSLA has reviewed and updated the National Digital Strategy. They issued a discussion document: “Renewing Scotland’s Full Potential in a Digital World :Updating the Digital Strategy for Scotland”
- 3.2 ICT Services responded to the consultation process as part of a wider forum of ICT Leads and Managers across all 32 Local Authorities and defines the Scottish Government’s Principles for a Digital Nation:



- 3.3 On Friday March 12 2021 the Scottish Government Launched the new Strategy, the Strategy can be accessed [here](https://www.gov.scot/publications/a-changing-nation-how-scotland-will-thrive-in-a-digital-world/) .

<https://www.gov.scot/publications/a-changing-nation-how-scotland-will-thrive-in-a-digital-world/>

- 3.4 The National Strategy has identified 3 key themes to align with the National Performance Framework and has identified priority themes for consultation and development:

People and Place - No One Left Behind, An Ethical Digital Nation, Digital Education and Skills

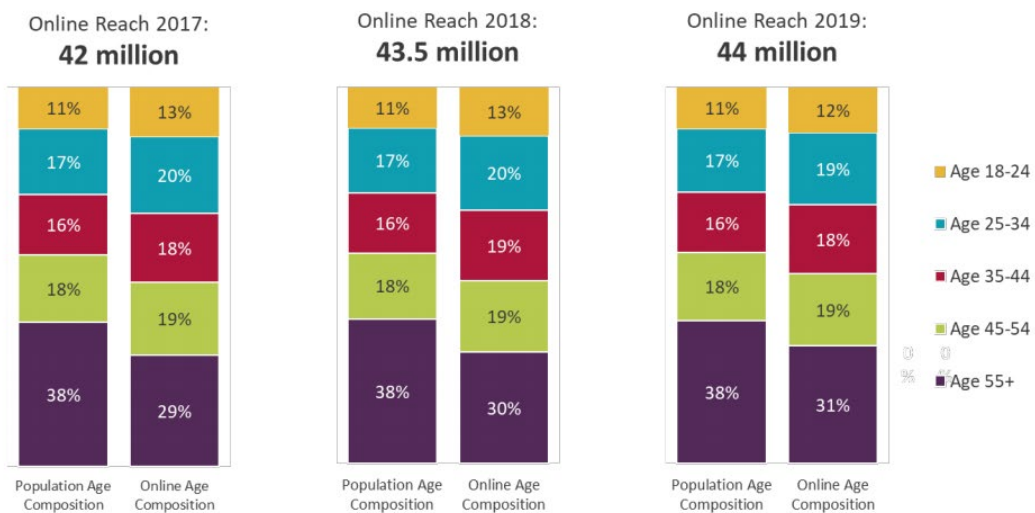
A Strong Digital Economy - Helping All Businesses to Become Digital Businesses, A digital third sector, Supporting Our Digital Technology Sector

Digital Government and Services - Public Services Working for us all, Transforming Government

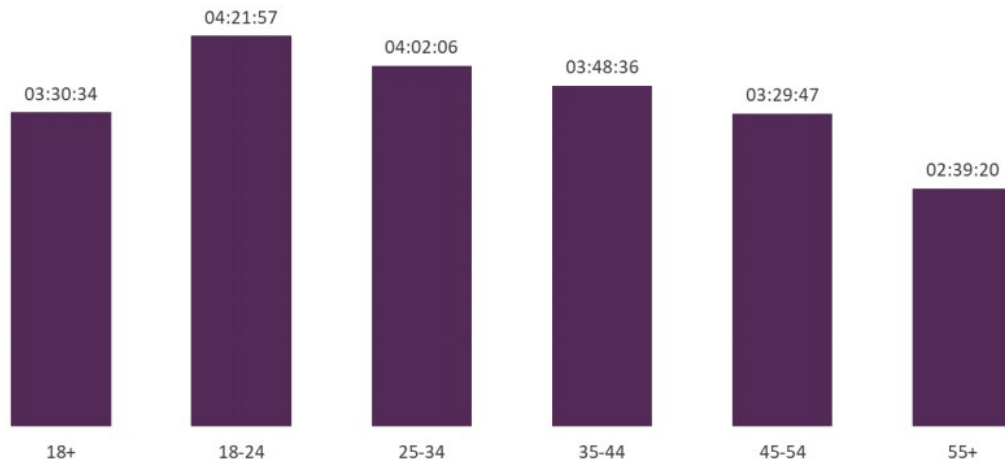
- 3.5 The Council’s Digital Strategy, and the partner ICT Strategy is intended to align with the goals set out in the refreshed National Digital Strategy for Scotland.

4 The Digital Landscape

- 4.1 The latest OFCOM Online Nation report, published in 2020 captured the changes prior to, and at the beginning of the COVID 19 lockdown. The report shows that 87% of adults aged 16+ in the UK used the internet in 2019, that 44 million adults aged 18+ accessed the internet in September 2019. As shown in the table below, younger age groups are still more likely to use the internet. Nevertheless, there has been a gradual increase in the proportion of internet users who are over-54, reflecting growing take-up among older adults:



- 4.2 Thirteen per cent of adults aged 16+ never go online, a figure that has been consistent since 2014. Older adults are more likely than average to be non-internet or Digitally Excluded (DE) users because they lack internet access and/or have low levels of digital literacy. Working-age adults (16-64s) in DE households are more than four times as likely as those in non-DE households to not use the internet (13% vs. 3%). OFCOM's 2020 Technology Tracker research suggests that 2% of households with children do not have access to the internet at home.
- 4.3 These figures show that while the direction of travel for Services remains online, there is an important demographic within communities that must be provided with alternative, non-digital access to services or the means by which to access Services digitally.
- 4.4 In September 2019 the average time spent online each day by adults aged 18+ was 3 hours 29 minutes, up from 3 hours 11 minutes in 2018. In comparison, on average, adults spent 3 hours 19 minutes watching TV on a TV set each day, and 2 hours 40 minutes listening to radio each day. Not only do a lower proportion of older people use the internet, but those who do, use it less than younger people. As expected younger adults (18-24) spend the most time online, and with each ascending age break, average time spent online declines:

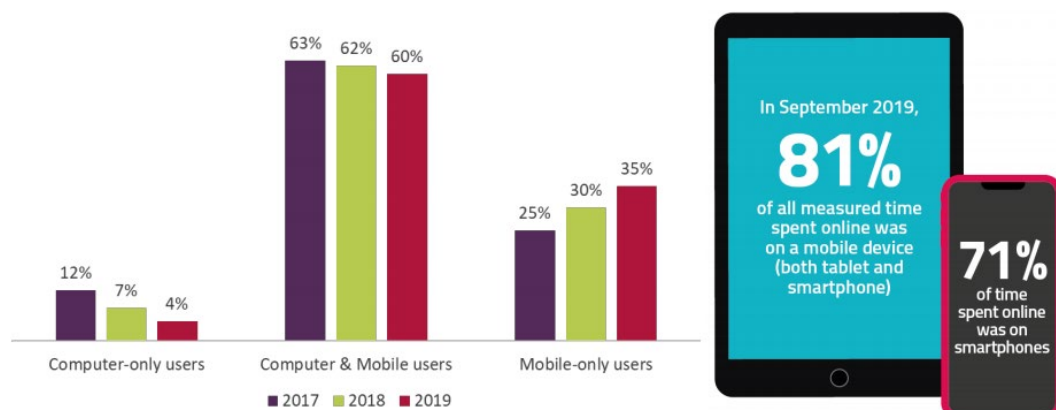


4.5 Smartphones are the most popular device for accessing the internet. Eight in ten adults aged 16+ used smartphones in 2020. In comparison, almost six in ten (57%) adults have a laptop, half (52%) have a tablet and only a quarter (24%) have a desktop PC in their households.

Smartphones are cited as the most important device for accessing the internet at home or elsewhere among all adults 16+ (60%) and this is particularly true among DE adults (66%).

Data from OFCOM show that the majority of internet users (60%) access the internet on both computers (laptop or desktop) and mobile devices (smartphones or tablets). In 2019, just 4% of internet users accessed the internet via a computer only, down from 12% in 2017.

Across the same period, the proportion who use only mobile devices has shot up: 35% of internet users accessed the internet solely via a smartphone or tablet in 2019 – a 10 percentage point increase compared to 2017. Across computers, tablets and smartphones, 71% of time spent online in September 2019 was on smartphones.



4.6 Nearly nine in ten adult internet users say they are confident going online, while almost three quarters say they are confident managing their personal data online.

In 2019, 87% of internet users aged 16 and over said they were confident in using the internet; this figure has remained broadly stable since 2014.

Internet users aged 16-24 (77%), 25-34 (64%) and 35-44 (66%) are more likely to say they are very confident compared to the average adult internet user (53%). Seven per cent of internet users say they are not confident, and this increases to a quarter (26%) among those aged 75 and over. Internet users in DE households are also more likely to say they are not confident (12%).

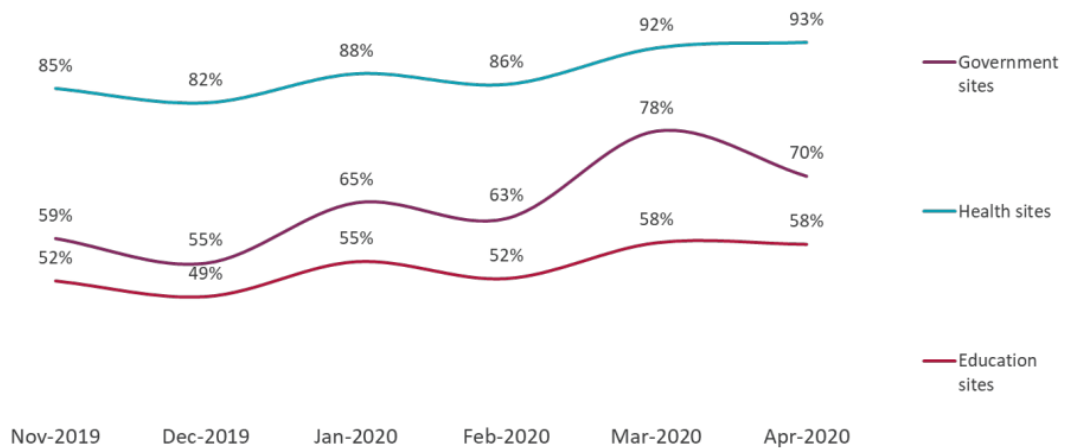
As in 2018, almost three-quarters of internet users (73%) say they are confident that they can manage access to their personal data online. More than a third (38%) state they are very confident, increasing to over half (54%) of 16-44 year-olds. As above, adults aged 75 or older (13%) and those in DE households (9%) are more likely than internet users overall (6%) to say they are 'not at all' confident.

- 4.7 As “digital natives” age the number of citizens who do not use the internet on a regular basis, or who have issue with confidence going online will likely continue to fall and the Council must reflect this in the services it provides.

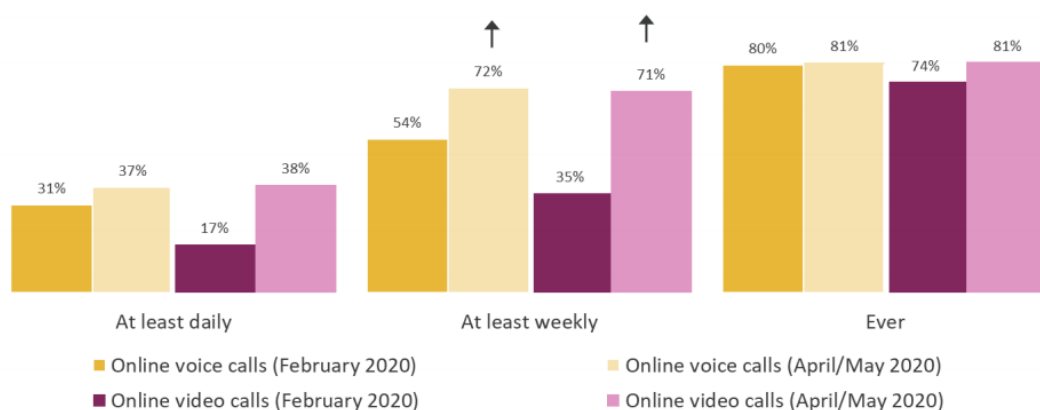
5 Use of Online Services during the COVID 19 Pandemic

5.5 OFCOM reported the importance of access to information online, demonstrated by the increased reach of education, health and government sites between January and April 2020.

Reach across education (+3 %), health (+5%) and government (+5%) sites increased between January and April 2020. In March 2020, the number of people accessing government sites rose particularly strongly:



5.6 Consumers are increasingly using services provided over the internet to communicate, including apps and websites such as WhatsApp, Facetime, Snapchat and Gmail. The use of online communication services has grown with increased mobile phone use, the availability of low-cost data plans and better connectivity, both within and outside the home—and more recently, as people have turned to online communications as a way of staying in touch during the lockdown.



5.7 The Council will need to examine how to respond to this change in behaviour and consider whether further communication channels should be made available to replace or enhance existing, phone, face to face or “one-way” online services.

6 Internet availability in Inverclyde

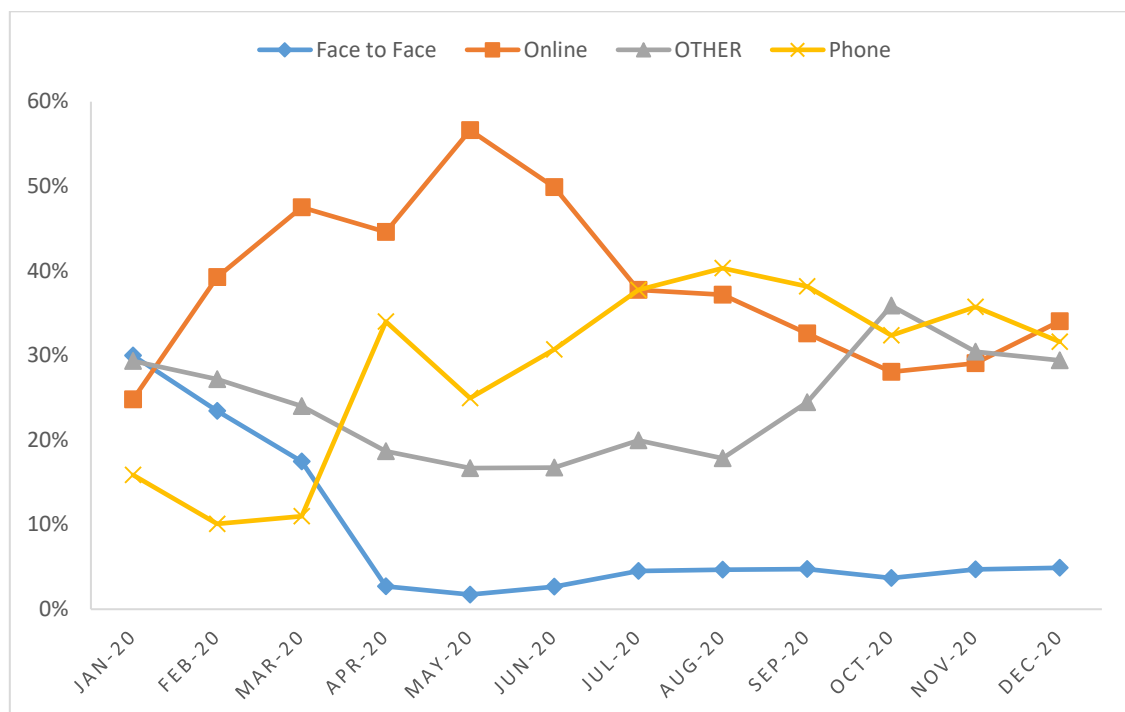
- 6.1 In the last 15 years a significant investment by the Scottish Government and the telecommunications companies has seen the delivery of Super-Fast Broadband to over 97% of the population of Inverclyde.
- 6.2 The Digital Scotland R100 programme aims to expand coverage to the remaining population by the end of 2025.
- 6.3 Virgin Media, as part of their "Cable My Street" programme deployed their fibre infrastructure in Kilmacolm and Gourock, expanding their already extensive network in Greenock and Port Glasgow and offering further choice for residents in these areas.
- 6.4 Free Wi-Fi is available in all of Inverclyde's public libraries. The Council and Greenock Town Centre Regeneration Forum are developing a town-centre Wi-Fi service to provide free internet access in public spaces in Greenock but with plans to expand across the area in conjunction with major public realm works planned for the Waterfront and the areas around West Blackhall Street.
- 6.5 Community Learning and Development have identified 9 Community Facilities that will have public Wi-Fi and suitable IT equipment provided for the use of residents in these key locations. Each Site will have laptops and tablets available for use for learning and training and for access to online services.

7 Digital Access within Inverclyde Council

7.1 This phase of the Council's Digital road map will develop the work completed in the previous Digital Strategy. It will build on new and updated services deployed over the past three years and aim to deliver to improved Digital Services and Access.

The Strategy has identified key themes and actions to be developed as follows:

7.2 Covid restrictions forced changes to the way many face to face interactions took place. The effective closure on the Customer Service Centre to public access plus a change at Scotland wide level to remote Death Registration will mean that Service delivery models post Covid will be different in many cases to pre-Covid. The chart below shows the change in the Customer Service Centre payment channels from January to December 2020.



7.3 As a result of the experience of the ability of customers, to adapt to changes, the Council ceased cash collection at the CSC from April 2021. This is expected to be the first of a number of channel shift opportunities to be implemented.

7.4 Channel Shift

- Increase number of services which can be made available digitally.
- Increase convenience for customers.
- Identify channels which can be closed.

Customer Access

- Improve customer ease of access to services online.
- Improve accessibility of services to all customers.
- Improve efficiency of services provided to customers.

Customer Satisfaction:

- Increase levels of customer satisfaction
- Decrease duplication of customer jobs (getting it right first time).
- Integrate customer service functions
- Reduce reputational damage or negative media coverage.
- Reduce Transaction Times
- Increase customer awareness of online and digital services.

Technology

- Centralise customer responses via IT systems.
- Improve customer communication - actions tracked in real time.
- Implement Telecare/Digital first approach
- Implement and expand the use of Mobile/Flexible working
- Increase systems integration
- Improve Wi-Fi access able across estate.

Mobile & Agile Working

- Achieve efficiencies and increases in productivity through roll out of mobile / agile working across council workforce
- Review office estate to enable mobile/agile working.
- Review Mobile Working policies and practices.

Measurable Benefits

- Create a reliable and measurable set of customer satisfaction standards through both qualitative and quantitative means.
- Quantify financial benefits.

7.5 Education Services are developing a Digital Strategy for Schools that recognises that Education Services' ICT provision needs to be more flexible and not be focused solely around a classroom based learning and teaching environment, with fixed desktop computers. It identifies short, medium and long term targets that will enable a planned period of development and cultural change towards identified outcomes.

7.6 The Health and Social Care Partnership have developed A Digital Strategy - Digital Health and the Transformation of Care. HSCP plan to engage with the public and other partners on ways to improve access to information and support within our communities by supporting education, health literacy and self-management to people to access information.

8 Action Plan – Enhanced Online Services

- 8.1 The recent upgrade to the CRM System has enhanced the ability to offer online services in a much more dynamic and agile way. Along with the upgraded payment system, more “Order, Book and Pay” service will be identified and implemented.
- 8.2 The recent upgrade to the Verint Lagan CRM product will enhance the ability to offer online services in a much more dynamic and agile way. Along with the upgraded payment system, more “Order, Book and Pay” service will be identified and implemented.
- 8.3 ICT and Customer Services have identified the following service areas to be delivered during the period of the Strategy:
- Work with suppliers to fully enable the ability of customers to book and pay for calendared and transactional services such as bulky uplifts.
 - Review and Develop additional services to be digitised or enhance existing online services to provide additional functionality
 - Enhance the range of services available via Web-Self Service, including integration of MyAccount authentication.
 - Review and revise the range of services available via the Inverclyde Online smartphone “app”, and determine whether it is still “fit for purpose” or an alternative approach should be developed for mobile integration with the CRM system.
- 8.4 The Council is committing to use the current CRM and associated platforms through the life of this Strategy, however it is both accepted and anticipated that the digital landscape will continue to change significantly in the next three years.
- 8.5 In anticipation of greater collaboration between public bodies in Scotland the Council will continue to work with the Improvement Service, the Local Government Digital Office, COSLA, SOLACE and SOCITM to identify opportunities to work collaboratively where appropriate.

9 Reporting & Review

- 9.1 ICT Services will report against the Action Plan to the Policy and Resources Committee on a regular basis.
- 9.2 Key actions from the Strategy will also continue be incorporated within the Environment, Regeneration & Resources Corporate Directorate Improvement Plan and monitored via the Officer Digital Access Working Group.

Appendix 1 - Digital Strategy Action Plan 2017 – 2020 Progress & Review

Action	Action	Milestones	Success Criteria	Outcome
Customer Focus	Provide Improved online Services	Allow customers to book & pay for services online. Increase the range of services available via Web Self-Service Allow Council Tax administration via the Council website	Delivery of extended range of services available.	CRM System upgraded and first services deployed Online Council Tax System implemented
	Increase customer feedback opportunities to design, improve and promote services. Enable citizens to track and monitor progress of queries, orders, applications etc.	Enable opportunity to allow citizen to rate experiences. Conduct regular citizen surveys to gather feedback. Provide training & qualification opportunities for all customer facing staff.	Increased use of Digital Channels. Improved Customer Service & satisfaction	Digital and ICT Services included in Staff Satisfaction Surveys Questions on Digital Access included in the Citizens Panel process
Working Practices	Identify and implement agile working opportunities subject to appropriate Business Case	Produce appropriate business cases for Digital Access group consideration & implement if required. Review physical infrastructure – building layouts. Provide staff with full access to information online. Optimise use of existing buildings via appropriate Equipment/Access/Permissions & Hot Desk Facilities.	Delivery of agile working solutions for appropriate staff. Improved access to Council information to all employees	Requirement to implement home working in response to COVID 19 necessitated rapid deployment of home and remote working systems
	Review home and Mobile working Policies	Identify opportunities with ECMT	New working practices and policies introduced	Policies reviewed and updated in response to changing environment but due to be reviewed again as part of Covid Recovery.
	Develop a range of management and business intelligence reports and the creation of a central Customer Service dashboard of management information reports in order to improve and target service delivery.	Define specifications and identify appropriate functions to be offered.	Delivery of a range of reports and information required by services	Dashboard enhanced and reported to P&R Committee on a regular basis.

Action	Action	Milestones	Success Criteria	Outcome
Infrastructure	Implement an open Data Policy	Develop a clear policy in line with customer expectations and national developments.	Open data policy published and implemented.	Open data policy published by DPO
	Investigate further systems integration	Engage with suppliers to identify possible system integrations to allow additional services to be available to staff and customers Develop business case for presentation to Digital Access Group if appropriate.	Further systems become available online.	Updated CRM and Payment Systems implemented
	Consolidate and improve ICT offering in Community Facilities	Identify key access hubs & refresh equipment/improve digital access.	Reduce Digital Exclusion	Pilot scheme identified. Infrastructure installed. Awaiting public reopening of services in 2021

Appendix 2 - Digital Strategy Action Plan 2021 – 2024

Action Area 1	Action	Milestones	Success Criteria	Target Date	Responsibility
Provide Improved online Services	Work with suppliers to fully enable the ability of customers to book and pay for calendared and transactional services such as bulky uplifts.	Allow customers to book & pay for services online. Increase the range of services available via Web Self-Service October 2021	Delivery of extended range of services available.	Over Strategy Period	ICT Service Manager with Heads of Service.
	Review and Develop additional services to be digitised or enhance existing online services to provide additional functionality	Additional Services available online March 2022	Delivery of extended range of services available.	Over Strategy Period	ICT Service Manager with Heads of Service

Action Area 2	Action	Milestones	Success Criteria	Target Date	Responsibility
Channel Shift	Open new channels of communication including messaging and Social Media routes Increase convenience for customers.	The number of ways customers can interact with the council increases reflecting changes in demographics September 2022	Delivery of extended range of services available.	2022	ICT Service Manager with Corporate Communication Manager
	Identify channels which can be closed.	Review of Channels and identify if any can or should be closed April 2023	Provide only those channels needed by customers	Over Strategy Period	ICT Service Manager with Heads of Service

Action Area 3	Action	Milestones	Success Criteria	Target Date	Responsibility
Mobile & Agile Working	As part of Organisational Recovery following the COVID 19 Pandemic, all Services to review and if necessary develop systems to allow enhanced home and remote working	<p>Opportunities identified as part of the Business Continuity short term Recovery Actions- September,2021</p> <p>Projects developed to allow greater flexible working – December,2021</p> <p>Funding agreed – March,2022</p>	Efficiencies achieved and increases in productivity through roll out of mobile / agile working across council workforce	<p>Business Cases developed Dec 2021</p> <p>Funding approved- March, 2022</p>	CMT and all Heads of Service
	As part of Organisational Recovery following the COVID 19 Pandemic , Office layouts to reflect greater flexible/remote working	<p>Develop Proposals for CMT consideration – October 2021</p> <p>Funding considered- March,2022</p> <p>Project Delivery – From 2022</p>	Better use of Council office estate	<p>Funding approved 2022/23 Budget</p> <p>Adjustments delivered from 2022</p>	Head of Property Services/ ICT Service Manager
	As part of Organisational Recovery, ensure the appropriate policies are in place to support new ways of working	Review Mobile Working and related HR Policies by September 2021	Staff can work safely and securely backed by appropriate policies and support	October 2021	Head of ODHR

Action Area 4	Action	Milestones	Success Criteria	Target Date	Responsibility
Other Digital Strategies	Education Services Digital Strategy	Coordinate with Education Services to ensure provision of Digital Services to schools meets the requirement of modern learning and teaching.	Delivery of extended range of services in schools	Over Strategy Period	ICT Service Manager with Education Services
	Health & Social Care Partnership Digital Strategy	Coordinate with HSCP to ensure provision and delivery of Digital Services to staff, patients and other service users that meet the needs of delivering digital Health and Social Care.	Delivery of extended range of services for staff and service users	Over Strategy Period	ICT Service Manager with HSCP

DATE OF AWARD	TITLE	NAME OF SUCCESSFUL TENDERER	LOCATION OF SUCCESSFUL TENDERER	CONTRACT AMOUNT	CONTRACT TERM	SME YES/NO	NUMBER OF LOCAL COMPANIES WHO SUBMITTED A TENDER	CONTRACT LOTTED YES/NO
CONTRACT AWARDS								
30-Sep-20	Larkfield Early Learning Centre	Hub West Scotland (and CCG (Scotland) Ltd.)	Glasgow	£2,926,553	One Off	No	None	No
05-Oct-20	(Phase 3) Port Glasgow Town Centre Improvements ENV0396	Hillhouse Quarry Group Ltd t/a MacAsphalt	Paisley	£122,103	One Off	Yes	None	No
08-Oct-20	Sale of Obsolete Computers CP0379/IT	Tes-Amm (Europe) Ltd	Irvine	Schedule of Rates Estimated £40k income (£10k per annum income)	4 Years	Yes	None	No
08-Oct-20	Mini Competition under the Scottish Government National ICT Products Office Equipment Framework SP-16-013 Supply, Delivery, Installation and Maintenance Cover of Multifunctional Devices CP0350	Konica Minolta Business Solutions (UK) Limited	Essex	Schedule of Rates - Estimated £1.4m (£276/annum)	5 Years	No	None	No
14-Oct-20	Provision of a Property Valuation Service CP0376	Avison Young (UK) Limited	Glasgow	Schedule of Rates Estimated £300k (£60k per annum)	5 Years	No	None	No
15-Oct-20	Replacement of 3G Synthetic Pitches, Parklea, Port Glasgow PRO0834	Allsports Construction & Maintenance Limited	Dalkeith	£540,701	One Off	Yes		No
16-Oct-20	Scotland Excel Dynamic Purchasing System 27-17 Treatment and Disposal of Recyclable and Residual Waste Mini Competition under Lot 10 Treatment and Recycling of MRF Outputs ENV0410	Regen Waste Limited	Newry, Co Down	Schedule of Rates Estimated £1.8 m (£450k per annum)	4 Years	Yes	None	No
29-Oct-20	Replacement of 3G Synthetic Pitch, Inverclyde Academy, Greenock PRO0836	Sportex Group Limited	Grangemouth	£213,414	One Off	Yes	None	No
06-Nov-20	Mini - Competition for the Provision of Road Lighting and Traffic Sign Lighting Maintenance Crown Commercial Services Framework RM1089 - Traffic Management Technology 2 Lot 9 - Street Lighting and Exterior Lighting ENV0376	Amey OW Limited	London	Schedule of Rates Estimated £1.2m (£600k per annum)	2 Years	No	None	No
11-Nov-20	Provision of the Printing, Packaging and Distribution of Garden Waste Permits ENV0411	PermiServ Limited	London	Schedule of Rates Estimated £44k (£11k per annum)	4 Years	No	None	No
25-Nov-20	Supply and Delivery of Cycle Lane Defenders ENV0418	Meon Limited	Portsmouth	£59,124	One Off	Yes	None	No
12-Jan-21	Construction of Dedicated Cycle Track within the Town of Greenock ENV0414	Hillhouse Quarry Group Ltd/a MacAsphalt	Paisley	£195,491	One Off	No	None	No

04-Feb-21	Mini-Competition under Scotland Excel Framework 0618 – Audio Visual Supply, Delivery & Installation of Active Panels PRO0852	AVMI Kinly Ltd	Sunbury-On-Thames	£482,785	One Off	No	None	No
08-Feb-21	A770 Traffic Signal Linking, Installation and other associated works ENV0408	Lochwynd Limited	Glasgow	£366,767	One Off	Yes	None	No
11-Feb-21	Lyle Fountain Restoration Works PRO0838	Lost Art Limited	Wigan	£56,120	One Off	Yes	1	No
12-Feb-21	DDA Pedestrian Crossings ENV0417	Boyd Brothers (Fauldhouse) Limited	Livingston	£243,877	One Off	Yes	None	No
15-Feb-21	William Street Toucan Crossing ENV0426	J.H. Civil Engineering Limited	Airdrie	£244,030	One Off	Yes	None	No
16-Feb-21	PRO0842 CSE Engineering Consultancy Services 20/024	Harley Haddow Limited	Glasgow	Schedule of Rates (Estimated £80k)	One Off	Yes	None	No
18-Feb-21	PRO0841 MEP Engineering Consultancy Services	Davie + McCulloch Ltd	Glasgow	Schedule of Rates (Estimated £80k)	One Off	Yes	None	No
25-Feb-21	CP0361/HSCP Provision of Community Connectors in Inverclyde	Inverclyde Community Care Forum	Greenock	£355k (£85,000 per annum)	3 Years	Yes	1	No
05-Mar-21	Landscaping of Former Nursery Site, Kelly Street, Greenock PRO0828	McLaren Plant Ltd	West Lothian	£190,899	One Off	Yes	None	No
24-Mar-21	Mini-Competition under Lot 1 (Option B) of the Scotland Excel Framework 0816 Organic Waste Provision of a Food Waste Processing Service for the period from 01 July 2021 until 30 June 2023 (with an option for Inverclyde Council to extend until 30 June 2024 and a further option for Inverclyde Council to extend until 30 June 2025) ENV0438	Keenan (Recycling) Limited	Aberdeen	Schedule of Rates Estimated £208k (£52k per annum)	4 Years	Yes	None	No

DATE OF AWARD	TITLE	SUPPLIER	LOCATION OF SUPPLIER	CONTRACT AMOUNT	CONTRACT TERM	SME YES/NO
DIRECT AWARDS						
14-Oct	Provision of a Specialist Dementia Service to include day care; enhanced day sensory care services and young onset dementia services	Alzheimer's Scotland Action on Dementia	Edinburgh	Schedule of Rates £432k (estimated £216k per annum)	2 Years	No
26-Oct-20	Provision of an Integrated Children's Service	Barnardo's Services Limited	Essex	Schedule of Rates £462k (estimated £231k per annum)	2 Years	No
04-Dec-20	Provision of an Inverclyde Home Starter Pack Service	Starter Packs Inverclyde	Greenock	£75,000 (£37.5k per annum)	2 Years	Yes
15-Dec-20	Provision of a Specific Fuel Poverty Response/Initiative Advice Service	The Wise Group	Glasgow	£200,000 (Year 1 £40k; Year 2 £160k)	2 Years	Yes
16-Dec-20	Provision of a Financial Advice and Information Service	Financial Fitness Resource Team	Greenock	£120,000 (£60k per annum)	2 Years	Yes
23-Mar-21	Provision of an Independent Advocacy Service for Adults	Circles Network	Warwickshire	£36,112	4 Months	Yes
DIRECT CALL OFF FROM FRAMEWORK						
02-Oct-20	Detailed Design for Dunrod Road Remedial Works	SWECO UK Ltd	Leeds	£26,760	One Off	No
16-Dec-20	Provision of an Information Governance Management System	Computer Application Services Ltd	Edinburgh	£41,000 (£10.2k per annum)	4 Years	Yes
25-Nov-20	Election Management System	Democracy Counts Ltd	Warrington	£48,000 (£12k per annum)	4 Years	Yes
ICT NEGOTIATED CONTRACTS						
18-Jan-21	MFD Extension to Lease (1 st Oct 20 until 28 th February 21)	Konica Minolta	Essex	£25,626	5 Months	No
30-Mar-21	MFD Extension to Lease (1 st Mar 20 until 30 th June 21)	Konica Minolta	Essex	£20,500	4 Months	No
MODIFICATIONS						
31-Mar-21	Contract Modification- Provision of a School Age Counselling Service	Action for Children Services Ltd	Glasgow	£180,000	1 Year	Yes

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Report To: Policy and Resources Committee **Date:** 25 May 2021

Report By: Head of Organisational Development, Policy and Communications **Report No:** PR/05/21/KB

Contact Officer: Karen Barclay, Corporate Policy Officer **Contact No:** 01475 712065

Subject: SOLACE Improving Local Government Benchmarking Framework 2019/20

1.0 PURPOSE

1.1 The purpose of this report is to provide the Committee with details of the Local Government Benchmarking Framework (LGBF) 2019/20 and to highlight Inverclyde’s performance across the range of indicators. More information is provided in the Appendix.

Appendix

2.0 SUMMARY

2.1 The LGBF indicators are grouped across nine service areas. The Framework 2019/20 comprises 91 measures (excluding housing), however, performance information is currently only available for 73 indicators. It is proposed to submit a further report to the Committee when information regarding the other measures is available.

2.2 In 2019/20, Inverclyde Council was placed in the top two quartiles for 68% of the indicators, while 11% were in the third quartile and just over a fifth (21%) were positioned in the fourth quartile. As outlined in the following table, the Council’s performance has improved year-on-year since 2017/18 which is extremely positive for Inverclyde:

	2017/18	2018/19	2019/20
Measures in Quartiles 1 and 2	59%	66%	68%
	38 indicators	47 indicators	50 indicators
Position in the national rankings for the number of measures in Quartiles 1 and 2	Joint 3rd	Joint 1st	1st.

2.3 Councils’ performance across the spectrum of indicators will vary, depending on a variety of factors including deprivation levels, investment and policy decisions and population density.

2.4 A briefing on the LGBF 2019/20 was arranged for the Elected Members on 25 May 2021.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- a. notes the progress made on Inverclyde’s performance with the LGBF 2019/20; and
- b. agrees to receive a further report when the information regarding the indicators mentioned at paragraph 5.4 has been published.

Ruth Binks
Corporate Director – Education, Communities and Organisational Development

4.0 BACKGROUND

4.1 The Society of Local Authority Chief Executives (SOLACE) *Improving Local Government* initiative was developed to:

- support SOLACE to drive improvement in local government benchmarking;
- develop a comparative performance support framework for Scottish local authorities;
- support Councils to target transformational change in areas of greatest impact: efficiency, costs, productivity and outcomes; and
- focus on the *big ticket* areas of spend, plus corporate services.

4.2 At its meeting on 17 November 2020, the Policy and Resources Committee agreed to receive a report on the LGBF 2019/20 when the indicators had been published and the Council's performance in relation to other Scottish local authorities was known; this report fulfils that remit.

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4.3 When interpreting the data, it is vital to remember that Councils' performance across the spectrum of indicators may vary, depending on a variety of factors including deprivation levels, investment and policy decisions and population density.

4.4 Given the wide-ranging information outlined in this report, a briefing was arranged for the Elected Members on 25 May 2021.

5.0 LOCAL GOVERNMENT BENCHMARKING FRAMEWORK INDICATORS 2019/20

5.1 On 26 February 2021, the Improvement Service published the LGBF 2019/20 figures; an overview of the Framework is available to view here: [Improvement Service - Local Government Benchmarking Framework](#) and information on Councils' performance here: [My Local Council](#). Additionally, on 26 February 2021, the LGBF National Overview Report 2019/20 was published: [National Benchmarking Overview Report 2019/20](#); this document provides information on how much local authorities spend on particular services, service performance and how satisfied people are with the major services provided by Councils.

5.2 In line with public performance reporting requirements, the relevant LGBF 2019/20 information has been published on the Council's website: [Statutory Performance Indicators](#). The LGBF indicators were displayed on this web page by 31 March 2021, together with all the indicators the Council is required to report on, per Audit Scotland's Statutory Performance Indicators Direction 2018.

5.3 Paragraphs 5.8-5.16 provide information on the local and national performance of the LGBF 2019/20. More details are provided in the Appendix.

Appendix

5.4 For the year 2019/20, Inverclyde Council is reporting on 91 LGBF indicators (excluding housing). However, performance details are currently only available for 73 measures. Information for 11 indicators is expected in May or June 2021; it is proposed to submit a further report to the Committee when information regarding those measures is available. The 2019/20 data is not available for seven indicators, more details of which are included at paragraphs 5.7, 5.13 and 5.15.

5.5 The LGBF indicators are grouped across nine service areas and the following table provides an overview of our 2019/20 performance:

	2019/20				Total
	1st quartile	2nd quartile	3rd quartile	4th quartile	
Children's services	7	8	0	1	16
Corporate services	5	0	1	2	8
Adult social care	4	6	1	0	11
Culture and leisure services	2	3	1	2	8
Environmental services	3	4	2	6	15
Corporate assets	0	1	1	0	2
Economic development	3	2	1	3	9
Financial sustainability	1	1	1	1	4
Tackling climate change	0	0	0	0	0
Total	25	25	8	15	73
Total %	34	34	11	21	100

5.6 The Council's performance has improved year-on-year since 2017/18 which is extremely positive for Inverclyde:

	2017/18	2018/19	2019/20
Measures in Quartiles 1 and 2	59%	66%	68%
	38 indicators	47 indicators	50 indicators
Position in the national rankings for the number of measures in Quartiles 1 and 2	Joint 3rd	Joint 1st	1st.

5.7 Children's services

This section of the Framework 2019/20 comprises 31 indicators.

Data from Teacher Judgements was not collected because of the Covid-19 pandemic, therefore information on the four literacy and numeracy indicators is not available for the reporting year 2019/20.

Across the board, the percentage of Inverclyde pupils gaining 5+ Awards at Level 5 and at Level 6, including those living in the most deprived areas, increased between 2018/19 and 2019/20.

We saw improvements in four of the six Tariff Scores, the most significant of which was the increase of 116 in the Average total tariff – SIMD Quintile 3, which rose from 969 in 2018/19 to 1,085 in 2019/20. While there was a decrease in the Average total tariff – SIMD Quintiles 4 and 5 - by 35 and 36 respectively - it should be noted that the performance of both measures was still high at 1,080 (SIMD Quartile 4) and 1,173 (SIMD Quartile 5).

While the attainment results are encouraging, it should also be noted that the absence of external information led to the 2020 grades being based on teacher estimates; the data should therefore not be used to show any pattern (either improvement or decline) from 2019.

All of our funded early years provision was graded good/better which placed us joint first in the country for this measure.

The increase in the participation rate for 16-19 year olds per 100 pupils (from 91.77% in 2018/19 to 92.92% in 2019/20) resulted in our position in the national rankings improving from 17th to 14th which places us in the second quartile for this measure.

5.8 Corporate services

This section of the Framework 2019/20 comprises eight indicators.

We saw a further decrease in the gender pay gap at the Council, which fell by 0.66% to 7.52% in 2019/20, the lowest figure since this measure was introduced to the Framework in 2015/16.

While the average number of working days per employee lost through sickness absence increased slightly for teachers and all other local government employees (by 0.03 and 0.12 days respectively), our position in the national rankings improved by one in each case and we retained our position in the first quartile in both instances.

Our performance regarding the number of invoices that we paid within 30 days improved (rising from 95.86% in 2018/19 to 96.13% in 2019/20) which resulted in our position in the national rankings increasing from 9th to 5th which takes us from quartile two to quartile one.

5.9 Adult social care

This section of the Framework 2019/20 comprises 11 indicators.

Between 2018/19 and 2019/20, our home care costs per hour reduced by £3.24 to £25.80 which resulted in an improved position in the national rankings, rising from 25th (quartile four) to 16th (quartile two).

While our residential costs per resident for people aged 65 or over increased slightly (by £8 to £383 per week), there was a modest improvement in our position in the national rankings (moving from 14th position in 2018/19 to 13th in 2019/20).

We saw increases with three of the four customer satisfaction measures (which are measured biennially). The most significant increase was the percentage of adults supported at home who agreed that they are supported to live as independently as possible: this improved by more than 10% between 2017/18 and 2019/20 (rising from 80.36% to 90.6%). Our position in the national rankings consequently improved for this measure: 21st in 2017/18 (quartile three) to 3rd (quartile one) in the last reporting year.

Although there was a marginal decrease (of 0.79%) in the percentage of carers who feel supported to continue in their caring role, our 2019/20 figure of 38.9% is still comfortably above the national average for this measure (of 34.28%). Additionally, our position in the national rankings improved from 10th to 4th which takes us from quartile two to the first quartile.

While the number of re-admissions to hospital within 28 days (per 1,000 discharges) increased very slightly (by 0.05%), the number of days that people spent in hospital when they were ready to be discharged (per 1,000 population) (75+) increased from 86.68 days to 162.23 days; however, it should be noted that our 2019/20 figure for the latter measure is considerably better than the national average of 773.78 days and we are placed 2nd in the country for this measure.

5.10 Culture and leisure services

This section of the Framework 2019/20 comprises eight indicators.

Satisfaction with all culture and leisure services - libraries, parks and open spaces, the McLean Museum, and leisure facilities - all fell between 2016/19 and 2017/20. However, the cost of those facilities also fell, with the exception of libraries which rose very slightly.

The most significant decrease in costs related to Museum visits which fell by £33.52 from £39.20 in 2018/19 to £5.68 in 2019/20 which is closer to what we would expect for this measure. As the Watt Institution was closed April-November 2019, the bulk of these visitor figures represent the number of times the collections database and website were accessed during 2019/20. It is lower than the year before due to a change in analytics software. The new software is much more efficient at removing false page views generated by *web crawlers* and, due to GDPR, people can now opt out of having their site visits recorded.

5.11 Environmental services

This section of the 2019/20 Framework comprises 15 indicators.

While the net cost of street cleaning per 1,000 population increased by £778, satisfaction with street cleaning is at its lowest level (67.6%) since 2010/14. Similarly, our Street Cleanliness Score - 84.29 - is also at its lowest level since 2010/11.

Although we saw a decrease in the cost of maintenance per kilometre of roads, there were increases in three of the four classes of roads that should be considered for maintenance treatment.

All costs relating to trading standards, environmental health, money advice and citizen advice per 1,000 population decreased between 2018/19 and 2019/20.

Following a peak at 57.21% in 2017/18, the percentage of total household waste arising that was recycled fell by 2.05% to 53.95% which resulted in a decrease of five places in the national rankings to 11th (quartile two).

5.12 Corporate assets

This section of the Framework 2019/20 comprises two indicators.

Between 2018/19 and 2019/20, there were falls of 2% and 5.47% respectively in the percentage of our operational buildings that are suitable for their current use and in the percentage of the internal floor area of our operational buildings that is in a satisfactory condition. These results are partially explainable by the introduction of new condition surveys which provide a more accurate picture of our property portfolio.

5.13 Economic development and planning

This section of the Framework 2019/20 comprises 10 indicators.

The number of unemployed people assisted into work from Inverclyde Council operated/funded employability programmes increased by more than a quarter, rising from 20.32% in 2018/20 to 25.94% in the last reporting year. This performance resulted an improved position in the national rankings, changing from 8th to 2nd.

While the increase in the number of Business Gateway start-ups per 10,000 population was fairly modest (at 0.34), it resulted in our position changing from 17th overall to 13th which means we moved from the quartile three to quartile two for this measure.

Information is not available for 2019/20 on the average time taken (in weeks) to deliver a business or industry planning application decision.

Our investment in economic development and tourism per 1,000 population increased by more than £11,000 to its highest level (£125,039) since 2016/17.

The percentage of people earning less than the Living Wage was the highest it has

been (30.9%) since 2012/13. This resulted in our position in the national rankings falling from 22nd (quartile three) to 29th (quartile four).

Our town centre vacancy rates were the highest in Scotland last year. While the national average in 2019/20 was 11.71%, it should be noted that the range for this measure is significantly broad with the Orkney Islands placed 1st overall with a figure of 2.27% while our figure was 20.75% in the last reporting year.

5.14 Financial sustainability

This section was introduced to the Framework 2019/20 and comprises four indicators.

The first measure in this section concerns useable reserves. Our total useable reserves figure, expressed as a percentage of the Council's annual budgeted revenue, was 24.21%, a slight increase (of 0.66%) from 2018/19. This positions us at 6th in the country and in the first quartile. (Orkney Islands and Shetland Islands Councils are significant outliers in terms of this measure with figures of 272.9% and 308.79% respectively.) The Council's Reserves Policy was approved by the Policy and Resources Committee in 2019.

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The next indicator focuses on the proportion of the Council's revenue that is not committed to projects. Our uncommitted General Fund Balance figure, expressed as a percentage of the Council's annual budgeted net revenue, was 2.75% in 2019/20, a marginal increase (of 0.08%) from the previous reporting year. This is slightly below the Scottish average (of 3.8%) and positions us at 13th in the country and in the second quartile. (Again, it should be noted that Orkney Islands and Shetland Islands Councils are significant outliers with figures of 10.4% and 30.04% respectively.)

The third measure in the financial sustainability section looks at the proportion of a Council's income that is used to meet financing costs, net of investment income. In terms of the ratio of financing costs to the net revenue stream - General Fund, Inverclyde's figure for 2019/20 was 12.63%, a decrease of 2.24% from 2018/19. This positions us at 31st in the country and in quartile four.

The final indicator in this part of the Framework examines the extent to which Councils' budgets reflect actual spending. Our actual out-turn as a percentage of budgeted expenditure was 98.77% in the last reporting year which represents an increase of 0.64% on 2018/19. This positions us at 23rd in the country and in the third quartile.

5.15 Tackling climate change

This section was introduced to the Framework 2019/20 and comprises two indicators; the details for the last reporting year are not yet available, however, historical information is included in the Appendix. Additionally, the Council's Climate Change Plan, which covers the period 2017/22, was approved in 2018 and is available to view here: [🔗 Climate Change Plan](#).

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6.0 IMPLICATIONS

6.1 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 (if applicable)	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

6.2 Legal

The Council is required to publish the LGBF indicators as part of its statutory obligation for public performance reporting.

6.3 Human Resources

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

6.4 Equalities

(a) Has an Equalities 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.
X	No.

(c) Data Protection

Has a Data Protection 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: Provision of Council Services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde support the Council's aim of retaining and enhancing the area's population.

7.0 CONSULTATION

- 7.1 Each Directorate has considered the relevant indicators and will use them as part of self-evaluation processes they undertake to inform future improvement planning, including the devising of the Corporate Directorate Improvement Plans 2022/25.

8.0 CONCLUSION

- 8.1 Inverclyde Council's performance across the spectrum of indicators varies, depending on a variety of factors including deprivation levels, investment and policy decisions and population density.

9.0 LIST OF BACKGROUND PAPERS

- 9.1 Statutory and Key Performance Indicators Annual Report 2019/20 – report to the Policy and Resources Committee on 17 November 2020.

SOLACE Improving Local Government Benchmarking Framework 2019/20

Comparison of local performance 2017/18-2019/20

		Performance			Rank		
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Children's services - 31 indicators							
CHN 1	Cost per primary school pupil	5,246.00	5,464.00	5,429.00	15th	19th	11th
CHN 2	Cost per secondary school pupil	7,244.00	7,413.00	7,313.00	16th	21st	14th
CHN 3	Cost per pre-school education place	7,204.00	7,330.00	7,692.00	32nd	29th	25th
CHN 4	% of Pupils gaining 5+ Awards at Level 5	62	66	67	17th	9th	11th
CHN 5	% of Pupils gaining 5+ Awards at Level 6	32	36	38	18th	10th	11th
CHN 6	% of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 5	46	52	54	8th	4th	5th
CHN 7	% of Pupils living in the 20% most deprived areas gaining 5+ Awards at Level 6	17	22	27	12th	4th	4th
CHN 8a	Gross cost of <i>children looked after</i> in residential-based services per child per week	3,010.00	2,763.00	-	9th	6th	-
CHN 8b	Gross cost of <i>children looked after</i> in a community setting per child per week	262.14	231.62	-	9th	5th	-
CHN 9	Balance of care for <i>looked after children</i> - % of children being looked after in the community	86.43	86.34	-	22nd	22nd	-
CHN 10	% of Adults satisfied with local schools	2015/18 86.33	2016/19 86	2017/20 78	2015/18 4th	2016/19 4th	2017/20 7th
CHN 11	% of Pupils entering positive destinations	93.3	95.82	-	26th	8th	-
CHN 12a	Overall average total tariff	883	886	934	18th	14th	10th
CHN 12b	Average total tariff – SIMD Quintile 1	633	699	767	13th	5th	4th
CHN 12c	Average total tariff – SIMD Quintile 2	766	833	844	16th	6th	6th
CHN 12d	Average total tariff – SIMD Quintile 3	1,089	969	1,085	3rd	7th	3rd

SOLACE Improving Local Government Benchmarking Framework 2019/20

Comparison of local performance 2017/18-2019/20

		Performance			Rank		
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
CHN 12e	Average total tariff – SIMD Quintile 4	1,135	1,115	1,080	5th	6th	12th
CHN 12f	Average total tariff – SIMD Quintile 5	1,290	1,209	1,173	4th	11th	16th
CHN 13a	% of Primary 1, 4 and 7 pupils combined achieving the expected Curriculum for Excellence Level in literacy	new indicator for 2018/19	76	-	-	9th	-
CHN 13b	% of Primary 1, 4 and 7 pupils combined achieving the expected Curriculum for Excellence Level in numeracy	new indicator for 2018/19	82	-	-	8th	-
CHN 14a	Literacy attainment gap: Primary 1, 4 and 7 pupils combined - % point gap between the least deprived and the most deprived pupils	new indicator for 2018/19	20.69	-	-	12th	-
CHN 14b	Numeracy attainment gap: Primary 1, 4 and 7 pupils combined - % point gap between the least deprived and the most deprived pupils	new indicator for 2018/19	17.52	-	-	15th	-
CHN 17	% of Children meeting developmental milestones	76.35	75.79	-	32nd	32nd	-
CHN 18	% of Funded early years provision which is graded <i>good</i> or better	95.83	95.83	100	8th	9th	1st
CHN 19a	School attendance rates per 100 pupils	-	92.23	-	-	26th	-
CHN 19b	School attendance rates per 100 <i>looked after children</i>	-	87.41	-	-	11th	-
CHN 20a	School exclusion rates per 1,000 pupils	-	20.97	-	-	19th	-
CHN 20b	School exclusion rates per 1,000 <i>looked after children</i>	-	141.18	-	-	14th	-

SOLACE Improving Local Government Benchmarking Framework 2019/20

Comparison of local performance 2017/18-2019/20

		Performance			Rank		
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
CHN 21	Participation rate for 16-19 year olds per 100	91.6	91.77	92.92	20th	17th	14th
CHN 22	% of Child protection re-registrations within 18 months	4	9.38	-	12th	25th	-
CHN 23	% of <i>Looked after children</i> with more than one placement in the last year (August-July)	13.57	15.61	-	2nd	7th	-
Corporate services - 8 indicators							
CORP 1	Support services as a % of total gross expenditure	3.16	3.18	3.42	4th	4th	7th
CORP 3b	% of the highest paid 5% employees who are women	53.92	58.67	59.88	15th	6th	8th
CORP 3c	The gender pay gap	8.71	8.18	7.52	30th	30th	30th
CORP 4	The cost per dwelling of collecting Council Tax	13.34	10.23	10.09	29th	27th	27th
CORP 6a	The average number of working days per employee lost through sickness absence – teachers	5.18	4.92	4.95	9th	4th	3rd
CORP 6b	The average number of working days per employee lost through sickness absence – all other employees	10.58	10.36	10.48	10th	7th	6th
CORP 7	% of Income due from Council Tax received by the end of the year	95.52	95.67	95.35	24th	24th	22nd
CORP 8	% of Invoices sampled that were paid within 30 days	97.13	95.86	96.13	1st	9th	5th
Adult social care - 11 indicators							
SW 1	Home care costs per hour for people aged 65	28.69	29.04	25.80	22nd	25th	16th

SOLACE Improving Local Government Benchmarking Framework 2019/20

Comparison of local performance 2017/18-2019/20

		Performance			Rank		
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
	or over						
SW 2	Self-directed support (Direct Payments and Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+	5.56	5.32	5.05	12th	12th	16th
SW 3a	% of People aged 65 and over with long-term care needs who receive personal care at home	67.78	65.16	65.82	6th	11th	11th
SW 4b	% of Adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life	76.56	-	82.76	25th	-	10th
SW 4c	% of Adults supported at home who agree that they are supported to live as independently as possible	80.36	-	90.6	21st	-	3rd
SW 4d	% of Adults supported at home who agree that they had a say in how their help, care or support was provided	77.32	-	81.72	12th	-	5th
SW 4e	% of Carers who feel supported to continue in their caring role	39.69	-	38.90	10th	-	4th
SW 5	Residential costs per week per resident for people aged 65 or over	391.00	375.00	383.00	15th	14th	13th
SW 6	Rate of re-admission to hospital within 28 days (per 1,000 discharges)	91.6	92.77	92.82	9th	9th	9th
SW 7	% Proportion of care services graded <i>good</i> (4) or better in Care Inspectorate inspections	92.11	82.09	79.37	3rd	15th	19th
SW 8	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population) (75+)	172.08	86.68	162.23	2nd	1st	2nd

SOLACE Improving Local Government Benchmarking Framework 2019/20

Comparison of local performance 2017/18-2019/20

		Performance			Rank		
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Culture and leisure - 8 indicators							
C&L 1	Cost per attendance at sport facilities	2.59	1.57	1.12	17th	6th	5th
C&L 2	Cost per library visit	3.25	1.99	2.04	18th	13th	13th
C&L 3	Cost of museums per visit	12.93	39.20	5.68	28th	28th	19th
C&L 4	Cost of parks and open spaces per 1,000 population	24,592.00	26,990.00	26,093.00	23rd	25th	29th
C&L 5a	% of Adults satisfied with libraries	2015/18 78.67	2016/19 78.87	2017/20 75.2	2015/18 9th	2016/19 9th	2017/20 15th
C&L 5b	% of Adults satisfied with parks and open spaces	2015/18 88.33	2016/19 88.37	2017/20 87.7	2015/18 10th	2016/19 8th	2017/20 9th
C&L 5c	% of Adults satisfied with museums and galleries	2015/18 72.67	2016/19 67.23	2017/20 54.9	2015/18 10th	2016/19 13th	2017/20 25th
C&L 5d	% of Adults satisfied with leisure facilities	2015/18 87	2016/19 84.67	2017/20 80	2015/18 3rd	2016/19 3rd	2017/20 3rd
Environmental services - 15 indicators							
ENV 1a	Net cost per waste collection per premise	41.96	36.96	40.98	2nd	1st	3rd
ENV 2a	Net cost of waste disposal per premise	94.89	101.71	92.19	11th	18th	12th
ENV 3a	Net cost of street cleaning per 1,000 population	18,883.00	19,492.00	20,270.00	28th	29th	28th
ENV 3c	Street Cleanliness Score	87.1	89.6	84.29	29th	26th	30th

SOLACE Improving Local Government Benchmarking Framework 2019/20

Comparison of local performance 2017/18-2019/20

		Performance			Rank		
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
ENV 4a	Cost of maintenance per kilometre of roads	26,674.00	23,834.00	22,562.00	31st	31st	29th
ENV 4b	% of A class roads that should be considered for maintenance treatment	2016/18 24.1	2017/19 19.03	2018/20 20.6	2016/18 12th	2017/19 4th	2018/20 6th
ENV 4c	% of B class roads that should be considered for maintenance treatment	2016/18 36.13	2017/19 29.68	2018/20 30.78	2016/18 23rd	2017/19 15th	2018/20 17th
ENV 4d	% of C class roads that should be considered for maintenance treatment	2016/18 39.61	2017/19 42.67	2018/20 43.93	2016/18 21st	2017/19 27th	2018/20 28th
ENV 4e	% of Unclassified roads that should be considered for maintenance treatment	2014/18 38.91	2015/19 38.69	2016/20 37.97	2014/18 20th	2015/19 20th	2016/20 19th
ENV 5	Cost of trading standards and environmental health per 1,000 population	24,206.00	25,522.00	23,445.00	24th	26th	25th
ENV 5a	Cost of trading standards, money advice and citizen advice per 1,000 population	4,165.00	4,719.00	4,512.00	10th	11th	10th
ENV 5b	Cost of environmental health per 1,000 population	20,041.00	20,803.00	18,933.00	24th	27th	27th
ENV 6	% of Total household waste arising that is recycled	57.21	56	53.95	5th	6th	11th
ENV 7a	% of Adults satisfied with refuse collection	2015/18 90	2016/19 86.73	2017/20 86.07	2015/18 3rd	2016/19 5th	2017/20 4th
ENV 7b	% of Adults satisfied with street cleaning	2015/18 73.33	2016/19 71.27	2017/20 67.6	2015/18 13th	2016/19 10th	2017/20 11th
Corporate assets - 2 indicators							
CORP-ASSET 1	% of Operational buildings that are suitable for their current use	92.37	92.91	90.91	6th	6th	9th
CORP-ASSET 2	% of Internal floor area of operational buildings in a satisfactory condition	91.41	92.01	86.54	14th	13th	23rd

SOLACE Improving Local Government Benchmarking Framework 2019/20

Comparison of local performance 2017/18-2019/20

		Performance			Rank		
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Economic development - 10 indicators							
ECON 1	% of Unemployed people assisted into work from Council operated/funded employability programmes	21	20.32	25.94	8th	8th	2nd
ECON 2	Cost of planning and building standards, per planning application	7,407.00	9,033.00	7,148.00	31st	32nd	31st
ECON 3	Average time (in weeks) per business and industry planning application	8.42	7.79	not available	14th	9th	not available
ECON 4	% of Procurement spend spent on local enterprises	28.54	31.36	27.49	13th	12th	16th
ECON 5	Number of Business Gateway start-ups per 10,000 population	11.17	18.3	18.64	29th	17th	13th
ECON 6	Investment in economic development and tourism per 1,000 population	93,656.00	113,769.00	125,039.00	22nd	22nd	24th
ECON 7	% of People earning less than the Living Wage	23.8	26	30.9	23rd	22nd	29th
ECON 8	% of Properties receiving superfast broadband	95.47	97.1	97.5	7th	6th	6th
ECON 9	Town centre vacancy rates	20.78	17.72	20.75	26th	30th	32nd
ECON 10	Immediately available employment land as a % of total land allocated for employment purposes (in the Local Development Plan)	85	77.27	74.56	3rd	7th	8th
Financial sustainability - 4 indicators							
FIN SUS 1	Total useable reserves as a % of Council annual budgeted revenue	28.77	23.55	24.21	5th	7th	6th
FIN SUS	Uncommitted General Fund Balance as a %						

SOLACE Improving Local Government Benchmarking Framework 2019/20

Comparison of local performance 2017/18-2019/20

		Performance			Rank		
		2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
2	of Council annual budgeted net revenue	3.55	2.67	2.75	12th	17th	13th
FIN SUS 3	Ratio of financing costs to net revenue stream - General Fund	14.04	14.87	12.63	32nd	32nd	31st
FIN SUS 5	Actual out-turn as a % of budgeted expenditure	98.33	98.13	98.77	25th	24th	23rd
Tackling climate change - 2 indicators							
CLIM 1	CO ₂ emissions area-wide per capita	4.17	4.09	-	6th	7th	-
CLIM 2	CO ₂ emissions area-wide: emissions within scope of the local authority per capita	4.1	4.02	-	5th	5th	-

Report To:	Policy & Resources Committee	Date:	25 May 2021
Report By:	Interim Service Director Corporate Services and Organisational Recovery	Report No:	PR/08/21/MM
Contact Officer:	Martin McNab	Contact No:	01475 714246
Subject:	Recovery Action Plans		

1.0 PURPOSE

1.1 The purpose of this report is to seek approval for the proposals for funding from the Council's Covid Recovery Fund and to bring the Organisational and Partnership Recovery Action Plans to the Committees attention.

2.0 SUMMARY

2.1 The proposals for spend from the Council's £4m Covid Recovery Fund are attached at Appendix 1. These proposals are supported by the Members' Budget Working Group. Approval is sought from the Committee for these spending proposals.

2.2 The Corporate Management Team have developed an Organisational Recovery Action Plan whilst Officers and partners have been working on an updated Action Plan for Partnership Recovery. Subject to Committee approving the spending proposals in Appendix 1 the final action plans are attached as Appendices 2 (Organisational) and 3 (Partnership).

2.3 The Organisational and Partnership Action Plans will be the centrepieces of updated Organisational and Partnership Recovery Plans which will be brought for approval to the full Council meeting and Alliance Board meeting in June 2021.

3.0 RECOMMENDATIONS

3.1 That the Committee approves the proposals for spend against the Covid Recovery fund contained in Appendix 1 and agrees to allocate a further £500,000 from the Covid Fund to the Recovery Action Plans.

3.2 Subject to recommendation 3.1 that the Committee approves the Organisational Recovery Action Plan at Appendix 2.

3.3 Subject to the relevant proposals in Appendix 1 being approved that the Committee notes the Partnership Recovery Action Plan at Appendix 3 which will go to the June Alliance Board for approval.

Martin McNab
Interim Head of Service – Public Protection & Covid Recovery

4.0 BACKGROUND

- 4.1 Members will recall that a report was brought to the September 2020 Policy & Resources Committee presenting the Organisational Recovery Plan for approval and the Partnership Recovery Plan for noting. Many of the actions from the plans were short or medium term and have been progressed. This, together with the setting aside of £4 million in the 2021-22 budget for Covid Recovery, means that it is an appropriate time to replace the plans.
- 4.2 Since the 2021-22 budget was agreed in March, officers have been working to refresh the action plans of both plans through an Organisational Recovery Group and, in the case of the Partnership Recovery Plan, through the three working groups reporting to the overall Recovery Working Group. This has resulted in the proposals for investment in Recovery contained in Appendix 1. These have been agreed by the Corporate Management Team and are supported by the Member's Budget Working Group and are presented to the Committee for approval.
- 4.3 If Committee approve the proposals in Appendix 1 they are asked to approve the Organisational Recovery Action Plan in Appendix 2 and to note the Partnership Recovery Action Plan in Appendix 3. The full Organisational Recovery Plan will then be brought to the June Council meeting for approval and the Partnership Recovery Plan will be taken to the June Alliance Board for approval.

5.0 GOVERNANCE

- 5.1 Once the action plans are approved, targets and key critical successes will be set where possible against each outcome. Lead officers will provide updates to monitor hard and soft outcomes of the relevant interventions on a regular basis. A quarterly progress report on the Organisational Recovery Plan will be submitted to the Policy and Resources Committee on a quarterly basis, commencing September 2021, with similar reporting frequency to the Alliance Board for the Partnership Plan. The overall spending plan will be reported alongside the Organisational Recovery Plan to Policy and Resources.

6.0 IMPLICATIONS

6.1 Finance

The Council agreed to allocate £4million towards Covid Recovery. Having considered the Action Plans the MBWG would support the allocation of a further £500,000 from the Covid Fund in order to deliver the full list of proposals in Appendix 1.

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Covid Recovery Fund	Various	2021-23	£4,500		Includes a £450k unallocated contingency

Annually Recurring Costs/(savings)

Cost Centre	Budget Heading	With effect from	Annual net impact £000	Virement From	Other Comments
N/A					

6.2 Legal

There are no immediate legal issues arising from this report.

6.3 Human Resources

There are no HR issues arising from this report outwith those included in the Action Plans.

6.4 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

6.5 Repopulation

Repopulation of Inverclyde will potentially be impacted on by the success of the areas recovery from Covid 19.

7.0 CONSULTATIONS

7.1 The Corporate Management Team and the Members' Budget Working Group have been consulted on the proposals.

8.0 BACKGROUND PAPERS

8.1 Recovery Plans – Community and Corporate, Policy & Resources Committee 15 September 2020 **PR/37/20/SA**

Covid Recovery Plans
Financial Implications of Options

Plan/Theme	Issue	One off Cost £000
O5	Enhanced Cleaning - Buildings (net extra cost) 2021/22	286
O5	Additional Cleaning Materials /Sanitiser/Wipes 2021/22	100
O5	Cornalees/Lunderson Bay Cleaning Toilets - 12 months	13
O5	Helpline Continuation - 12 months	45
O5	Increased Occ Health Provision - 24 months	30
O5	Additional HR Support to Services - 24 months	95
O5	Additional ICT Service Desk Technicians - 18 months	105
O5	Extra Temporary Capacity - Pottery Street Depot	100
		<hr/> 774 <hr/>
ECS 1	Extra Duke of Edinburgh Opportunities- 2 years	200
ECS 1	Earlier implementation of Universal P4-7 School Meals	192
ECS 3	Lighting, Gourock Amphitheatre	45
ECS 3	Launch of Sports Strategy	10
ECS 3	Signage for Rankin Park	10
ECS 3	Large Outdoor Festival in 2022	350
ECS 3	Allocation to Localities for Recovery Events	120
ECS 3	Small Grants/Waivers to support small groups restarting	10
ECS 4	Marketing Post & Support for Discover Inverclyde - 2 Years	220
ECS 4	Contribution to City Region Marketing Campaign - 2 Years	50
		<hr/> 1207 <hr/>
HW 1	Establish Inverclyde Cares Board & Memorial	40
HW 1	Provide passess for leisure access for physical activity	50
HW 1	Support participation in groups and to re-engage with communities	60
HW 1	Develop Food to Fork project to promote Growing Strategy	30
HW 2	Develop Wellbeing Campaign	35
		<hr/> 215 <hr/>
ER1	Rent Relief Scheme	150
ER1	Town Centre Promotion/Events	200
ER1	Support for Digital Marketing	150
ER1	Import/Export/Access to Stock Support	50
ER1	Extension to Discretionary Grants Scheme	500
ER1	Extension to Pay and Display suspension - 12 months	349
ER2	Investment in Clyde Muirshiel Park	250
ER2	Investment in Council Parks to encourage outdoor activity	200
		<hr/> 1849 <hr/>
Contingency	10% Contingency for new initiatives/increased costs	400
		<hr/> 4445 <hr/> <hr/>

Appendix 2

		Organisation 1 - Workforce Flexible/Motivated/Effective Workforce				
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
O1.1	Review key HR Policies	Review and revise : Agile Working Policy and Procedures including any impacts on Family Friendly Policy, Terms & Conditions and Health & Well Being Policies	Head of Organisational Development, Policy and Communications	Sep-21	Existing	Health & Well Being Strategy, ICT Strategy, 02 Property
		Approval of revised policies and financial implications factored into the 2022/23 Revenue Budget	Head of Organisational Development, Policy and Communications	Sep-21	Tbc 2022/23 Budget	2022/23 Revenue Budget Asset Management Plan(Offices)
O1.2	Training & Support	Training and Support requirements and funding requested as part of the 2022/23 Budget	Head of Organisational Development, Policy and Communications	Nov-21	Tbc 2022/23 Budget	People and OD Strategy, Health and Well Being Strategy
O1.3	Flexible Working Hours Scheme	Review options for the operation of flexible working hours scheme	Head of Organisational Development, Policy and Communications	Sep-21	Existing	Family Friendly/ Terms and Conditions Asset Management Plan (Offices)
What will success look like?		Flexible, motivated and effective workforce. Reductions in sickness and reduced turnover in key positions .				

Appendix 2

		Organisation 2 – Property Efficient use of property and medium term investment decisions which reflect Best Value.				
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
O2.1	Office AMP	Identify areas for investment in the Campus based on decisions around key HR Policies and new ways of working	Interim Head of Property Services	Oct-21	Existing for proposals	O1 Workforce O3 Technology
		Identify costs and timescales and secure increased funding via the 2022/23 Budget	Interim Head of Property Services	Dec-21	Tbc 2022/23 Budget	2022/23 Budget
O2.2	Depots and other Council Property	Identify modifications required based on the new ways of working	Interim Head of Property Services	Oct-21	Existing for proposals	O1 Workforce O3 Technology
		Identify costs and timescales and secure increased funding via the 2022/23 Budget including revenue implications	Interim Head of Property Services	Dec-21	Tbc 2022/23 Budget	2022/23 Budget
What will success look like?		Offices that better reflect the needs of the business and provide flexible working environments. Potential identification of surplus space				

Appendix 2

Organisation 3 – Technology Sustainable ICT investment programme driven by Strategic decisions around workforce, technology and governance.						
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
O3.1	Digital Strategy 2021/24	Approval of a Revised 2021/24 Digital Strategy	Interim Service Director Corporate Services & Organisational Recovery	May-21	Existing	ICT Strategy 2021/24
		Develop specific resourced proposals for consideration as part of the 2022/23 Budget	ICT Service Manager	Dec-21	Tbc 2022/23 Budget	O1 Workforce O2 Property 2022/23 Budget
O3.2	Education Digital Strategy	Develop an Education Digital/ICT Strategy which reflects Scottish Government policy and learning from Covid	Head of Education	Sep-21	Existing	Education Service Improvement Plan
		Develop specific resourced proposals for consideration as part of the 2022/23 Budget	Head of Education	Nov-21	Tbc 2022/23 Budget	ICT Strategy 2021/24 2022/23 Budget
O3.3	ICT Strategy 2021/24	Approval of a Revised 2021/24 ICT Strategy	Interim Service Director Corporate Services & Organisational Recovery	May-21	Existing	Digital Strategy 2021/24
		Implement Office 365 (including MS Teams)	ICT Service Manager	Aug-21	Existing	O1 Workforce O4 Governance
		Quantify increased funding requirement for expanded and improved ICT estate	ICT Service Manager	Oct-21	Tbc 2022/23 Budget	O1 Workforce O2 Property 2022/23 Budget
		Identify key systems requiring replacement during the ICT Strategy timeframe and secure funding as part of the 2022/23 Budget	ICT Service Manager	Dec-21	Tbc 2022/23 Budget	O1 Workforce 2022/23 Budget
What will success look like?		An ICT infrastructure which meets the needs of the organisation and is sustainably funded				

Appendix 2

Organisation 4 – Corporate Governance Council Structure & Governance processes that reflect learning from Covid, Council Priorities and the opportunities afforded by technology.						
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
O4.1	Revise Key Governance Documents	Review and revise Scheme of Delegation, Standing Orders, Financial Regulations in light of the new ways of working	Interim Head of Legal Services/Interim Service Director Corporate Services & Organisational Recovery	Dec-21	Existing	Review of Committees O5 Council Structure
		Deliver training on revised Documents to all parties	Interim Head of Legal Services/Interim Service Director Corporate Services & Organisational Recovery	Mar-22	Existing	
O4.2	Committee Review	Report on interim Committee delivery proposals	Interim Service Director Corporate Services & Organisational Recovery	Jun-21	Existing	Business Continuity Recovery
		Proposals for longer term format of Committees	Interim Head of Legal Services/Interim Service Director Corporate Services & Organisational Recovery	Sep-21	To be Confirmed	O2 Property O3 Technology Revision of key Governance Documents
O4.3	Planned Restructure 2022	Current interim Structure to be reviewed, proposals approved and implemented	Chief Executive	Apr-22	Tbc 2022/23 Budget	Best Value Audit post 2022/23
O4.4	New Scottish Government Priorities	Review Programme for Government of new Scottish Government and reflect in new structure	Chief Executive	Dec-21	Existing / New SG Funding	Corporate Plan
O4.5	2022/23 Budget	Deliver a balanced 2022/23 Revenue Budget and 2022/25 Capital Programme	Interim Head of Legal Services/Interim Service Director Corporate Services & Organisational Recovery/CMT	Mar-22	Existing	Corporate Plan Covid Recovery Plans
What will success look like?		Revised Structure and Updated Governance documents which reflect Council priorities ,the new ways of working and opportunites afforded by technology. Committees which give equality of access and make use of the technology available				

Organisation 05 - Business Continuity Medium Term Outcomes to Support Service Continuation 21/22						
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
O5.1	Additional Cleaning	Enhanced cleaning required to June 2022	Head of Culture, Communities & Educational Resources	Schools To June 22 Other to March22	Net Cost Schools £150k Other Buildings £136k	01 Workforce 02 Property
		Cost of materials including sanitiser, wipes PPE etc.	Head of Culture, Communities & Educational Resources	For 2021/22	£100K net based upon 20/21 outturn	01 Workforce 02 Property
		Extra cleaning required to open all public conveniences from 26 April	Head of Culture, Communities & Educational Resources	For 2021/22	£13k for Cornalees & Lunderson Bay	Partnership Recovery Plans
O5.2	Continuation of Helpline for 21-22	Continuation of Helpline 21-22 - Mon -Sat	Interim Head of Service - Public Protection and Covid Recovery	For 2021/22	£45K total 21/22 £42K Salary (45 hours pw at grade 5) Plus £3K supplies	Health & Well Being Recovery Plan
O5.3	HR Support for Employees	Increased Occupational Health Provision	Head of Organisational Development, Policy and Communications	For 2021/23	£30k	O1 - Workforce
		Additional HR Advisor to Support Services	Head of Organisational Development, Policy and Communications	Jun-21	£ 95k Salary - two year cost	O1 - Workforce
O5.4	ICT Support for Continued Home Working/ Blended Learning	2 additional Servicedesk technicians for 18 months	ICT Service Manager	Jun-21	£105k (18 month cost)	O1 Workforce O3 - Technology
O5.5	Phased return of employees to Offices & Depots	Phased return plan approved by CMT.	CMT	From Jun-21	£100k(Depot)	O1 - Workforce O2 Property O3 Technology
O5.6	Phased return to Schools and other public facing Council properties	Phased return plan approved by CMT.	CMT	Jun-21	Contained in existing budget	Health & Well Being Recovery Plan. Education,Leisure & Culture Recovery Plan
What will success look like?		Continued delivery of services including reopening schools and support for home working through 21-22				

Organisation 06 - HSCP HSCP Inverclyde residents receive effective and efficient HSCP service to meet their needs. Inverclyde Health & Social Care staff are supported to improve their wellbeing.						
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
O6.1	Service Delivery	Any outstanding actions within HSCP Recovery Plan will merge with the refreshed IJB Strategic Plan.	Corporate Director, Health & Social Care Partnership	Jun-21	No resource requirement	IJB Strategic Plan
		Day Centre provision is reviewed and new model developed in line with social distancing guidance.	Head of Health & Community Care	Aug-21	Within existing budget	IJB Strategic Plan
		Waiting list will be addressed by expansion of Access 1st and Request for Assistance Team so that Access to services is easy, well signposted, people receive the right service at the right time.	Head of Health & Community Care/Head of Service, Childrens & Criminal Justice Services	Sep-21	£500k (IJB Reserves)	IJB Strategic Plan
O6.2	Staff Wellbeing	Enhanced Staff Wellbeing plan delivered across all Health and Social Care workforce	Corporate Director, Health & Social Care Partnership	By March 22	£50k (existing)	Links to Interim Workforce Plan
What will success look like?		<ul style="list-style-type: none"> • Services effected delivered • Waiting lists reduced • Staff sickness reduced • Staff recruitment improved • HSCP will be delivered effectively and services resume in full. 				

Appendix 2

Organisation 07 - Education & Communities - Gaps in learning and experiences will be addressed. Young people will benefit from improved use of technology to enhance their learning.						
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
07.1	Schools Education	Additional Temporary Resources to support pupils with any gaps in learning or experiences	Head of Education	April 21 - June 22	£1.515 million (SG Grant)	Attainment Challenge Plan
07.2	Education Digital Strategy	Develop an Education Digital/ICT Strategy which reflects Scottish Government policy and learning from Covid	Head of Education	April 21 - June 31	Potential SG Funding 2022/23 Budget	O3 Technology
07.3	Free School Meals	Earlier implementation of Universal P4-7 School Meals	Director of Education, Communities and OD	Aug 21 - March 22	Recovery Funding up to £192k	Childrens Service Plan/CDIP
What will success look like?		Young people will be provided with support to catch up on any missed learning supported by appropriate technology.				

Appendix 2

Organisation 08 - Environment & Regeneration						
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
O8.1	Job Recovery Plan	Delivery of over 200 employment opportunities within the Council and wider Community.	Interim Service Director Environment and Economic Recovery	Mar-23	£6.0 million (Already approved)	OD & HR Strategy Economic Recovery
What will success look like?		Increased opportunities for young people and those from SIMD areas. Cost effective service delivery which benefits from sharing best practice.				

High Level Outcomes for: Education, Culture and Sport		ECS1 - All young people in Inverclyde have a successful return to their education and any gaps in attainment or experiences are addressed					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
ECS 1.1	Ensuring that guidelines continue to be followed for a safe return to education	Schools, Early Years establishments and WCS ensure all risk assessments are in place and national guidance is followed. College establishing blended and on campus learning provision for all students - including the school college partnership		Head of Education/WCS	April -21 - August 22	Core	IC Organisational plan
ECS1.2	Attainment gap continues to reduce	The attainment challenge continues to address gaps in educational attainment through targeted interventions.		Head of Education	April 21 - June 22	Core	IC Organisational plan/Attainment Challenge plan/Service Improvement plan
		Recovery teachers and support is in place in all establishments - including a process to quality assure use of allocation		Head of Education	April 21 - June 22	SG funding /1140	IC Organisational plan/Attainment Challenge plan/Service Improvement plan
		Recovery programmes at all levels are in place - including the school college partnership programme and WCS		Head of Education/WCS	April 21 - June 22	WCS Deferral funding. Education recovery funding	IC organisational plan
ECS1.3	Summer of fun	A summer programme is in place to give young people and students opportunities for experiential activities. This is in addition to all other summer programmes that would normally take place.		Corporate Director Education, Communities & Organisational Development	July/August 21	SG funding - expected (Further details needed)	Childrens Services Plan
ECS 1.4	Free School Meals	Earlier implementation of Universal P4-7 School Meals		Corporate Director Education, Communities & Organisational Development	Aug21 to March 22	Recovery Funding up to £192k	Childrens Service Plan/CDIP
ECS 1.5	Duke of Edinburgh and increased outdoor experiences	Ensure that Duke of Edinburgh Opportunities and outward bound type activities are available to all secondary pupils. Not only to catch up with missed experiences during COVID-19 but also to provide extra opportunities to support Mental Health		Service Manager Communities	June 2021 - March 2023	Recovery Funding £200K	CLD Strategic Plan
What will success look like?		Every Young person in Inverclyde will have had the opportunity to catch up on missed experiences. The Attainment gap linked to deprivation will continue to be reduced and young people will be provided with support to catch up on any missed learning.					

Appendix 3

High Level Outcomes for: Education, Culture and Sport		ECS2 - Educational establishments have taken forward the lessons learned from COVID-19 to provide an improved and more flexible curriculum - especially with regard digital provision					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
ECS 2.1	Curriculum	The curriculum has been adapted to ensure a focus on health and wellbeing and to explore different ways of learning and teaching		Head of Education	April 21 - June 22	PEF/Attainment Challenge/1140	Service Improvement Plan/CDIP/organisational plan
ECS 2.2	Digital Strategy	Agree an ambitious educational digital transformation strategy which will take place over the next 10 years		Head of Education	April 21 - June 31	Budget process from 22/23	Organisational Recovery plan
		College - ensuring all students are digitally equipped and given the skills and support to ensure that they can access online and blended learning.		WCS	April 21 - June 22	WCS core fund	WCS Recovery Plan
What will success look like?		All learners in Inverclyde benefit from a curriculum and approaches to learning that is progressive and has learned lessons from the experiences of COVID 19					

High Level Outcomes for: Education, Culture and Sport		ECS 3 - Inverclyde has held a series of arts, cultural and sporting events to promote the area - especially the outdoors. The events will promote both physical and mental health and wellbeing					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
ECS 3.1	Culture recovery	Culture Collective - a series of cultural activities held in the community to support COVID 19 recovery		Head of Educational Resources Culture and Communities	Sep-22	Creative Scotland	LOIP (new action)
		Money for lights for Gourock Amphitheatre to support events linked to Culture Collective		Interim Head of Property Services	Dec-21	Recovery Funding £45k	LOIP
ECS 3.2	Sports recovery	Sports and physical activity strategy will be resumed post COVID -19. Launch of Strategy		Head of Educational Resources Culture and Communities	Jul-21	Recovery Funding £10k	CDIP
		Signage for Rankin Park to promote tennis and biking areas		Interim Head of Property Services	Sep-21	Recovery Funding £10k	Sports Strategy
		Undertake development phase of the Green Connections Programme, Initially focussing on five priority project areas, knitted together by NCN75, the Programme aims to progress previous strategy work to detailed design, costing and delivery stages.		Nature Scot	June 21-Dec 22	Bid to Sustrans	LOIP (but not yet progressed because of funding)
ECS 3.3	Hold an outdoor festival May/June 2022 (MELIORA)	Establish working group to bid for further funding and links across Inverclyde. Festival of the outdoors to be held May/June 2022. Big IL event. Any money for charity to be raised for the Inverclyde Community fund to fund projects.		Corporate Director Education, Communities and OD	June 21-Aug 22	Recovery Funding £350k	Link to Economic town centre events bid
ECS 3.4	Supporting Community	Allocation of money to localities for recovery events		Head of Educational Resources Culture and Communities	June 21-Aug 22	Recovery Funding £120k	LOIP/CLD Strategic Plan
		Small grants and waiver of fees to support small organisations to resart		CVS	June 21-March 22	Recovery Funding £10k	LOIP
What will success look like?		A large event has taken place that has helped to promote Inverclyde beyond its borders and also has raised morale through a focus on health and the environment. A series of events has taken place as part of a co-ordinated strategy to improve mental and physical health and wellbeing through culture and the arts. Employment opportunities have been created linked to both culture and sport					

High Level Outcomes for: Education, Culture and Sport		ECS 4 - Tourism to the area will have increased and Inverclyde will have benefitted from positive promotion					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
ECS4.1	Tourism and marketing	Tourism and visitor marketing support and delivery to embed the 'discover Inverclyde' call to action and co-ordinate tourism and visitor promotion to further increase profile through place marketing by creation of a two year marketing/tourism post and associated marketing budget (£150K); support for the work of Inverclyde tourism group as the front face of tourism in Inverclyde for visitors and cruise passengers (£30K) and the creation of new interpretation and marketing material, aligned to 'discover Inverclyde' call to action for a range of locations including Lunderston Bay, Greenock Cut, and the new Cruise Visitor Centre (£40K)		Service Manager Corporate Communication, Tourism and H&S	June 21 - June 23	Recovery funding £220K	Health and wellbeing; Sports Strategy; Environment and Regeneration
		Contribution to support city region-wide marketing campaigning with a funding allocation of £25K per year for two years contingent on other areas contributing funding to support wider marketing. If no opportunities available across wider city region funding would revert back to support additional Inverclyde-led or local partnerships tourism marketing.		Chief Executive	June 21 - June 23	Recovery funding £50k	Environment and Regeneration
What will success look like?		Increased tourists visit Inverclyde.					

High Level Outcomes for: Health and Wellbeing		HW 1 - The Inverclyde community is supported to reconnect socially to recover from the impact of COVID.					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
HW1.1	Creating a social movement that promotes kindness and neighbourly communities	Establish Inverclyde Cares Programme Board .Potential to link with SG Commemorating Covid 19 fund for memorials		Corporate Director/CO HSCP	June 21- March 2022	IJB funding and Recovery Funding £40k	HSCP Strategic Plan
		Listening to communities, establishing communication/engagement.		Service Manager CLD and Communities	June 21- March 2022	IJB	LOIP and CLD 3 year strategy
HW1.2	Supporting people to reconnect who have remained at home during COVID	Additional investment in community connectors to support people to join groups, re-engage with communities.		Your Voice	June 21- March 22	Recovery Funding £60k	HSCP Strategic Plan
		Community Connectors provide passes for leisure for access to physical activity		Corporate Director/CO HSCP	June 21- March 22	Recovery Funding £50k	Health and Wellbeing
		Development of Food to Fork to promote gardening inline with food growing strategy.		HSCP/3rd sector	June 21 - March 22	Recovery Funding £30k	Food Growing Strategy as part of Community Empowerment Act
What will success look like?		People across Inverclyde more active supporting their recovery from COVID and promoting wellbeing.					

High Level Outcomes for: Health and Wellbeing		HW2 - The Inverclyde community is supported emotionally to recover from the impact of COVID					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
HW2.1	Mental Health Support	Target school aged children to access counsellors and mental wellbeing support in schools and promotion through the curriculum		Head of Education	April 21 - June 22	Scottish government funding	Appendix 3 Children's Services Plan
		Provide referral pathways for all children, young people and families to access early intervention mental wellbeing support		Service Manager Children & Families, Specialist Children's services	April 21 - June 22	Scottish government funding	Children's Services Plan
		Develop training for early year practitioners to support families in the early years		Early years QIM	April 21 - June 22	Early years funding	Children's Services Plan
		Develop Trauma informed training and practice for professionals working with children and families		Principal Educational Psychologist/MH Programme Board	April 21 - June 22	Core	Children's Services Plan
		Implement Staff Wellbeing Plan across all Health & Social Care Workforce		Corporate Director/CO HSCP	Mar-22	IJB £50K	Interim Workforce Plan
		Develop a Wellbeing Campaign to ensure communities know where to go to access the right support and the right time		3rd sector-TBC	April 21 - June 22	Recovery Funding £35k	LOIP/Strategic Plan
HW2.2	Early Intervention	Develop consistently high early intervention for children and young people through early help to ensure children and young people get the right support at the right time.		Head of Education/Head of Children and Families	April 21 - June 23	Anti Poverty fund	Children's Services Plan
		Council Helpline remains available to support community members who are isolating due to COVID		Interim Head of Public Protection&Recovery	April 21 / March 22	Council Recovery Plan	Council Organisational Plan
What will success look like?		All families and young people are supported by a joined up approach to services providing support for mental health and other interventions. Elements of the Children's Services plan will have been prioritised to provide support for COVID recovery					

High Level Outcomes for: Economic Recovery		ER1 - Support local Businesses to recovery from Covid 19					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
ER 1.1	Furlough Extension	Provide support to the business community to extend the Furlough scheme where they have been unable to reopen.		Interim Service Director Environment & Economic Recovery	April 21 - April 22	Core (former West Scotland Loan Fund) (Capped at £175K)	Business Recovery Scheme
ER 1.2	Rent Relief Scheme	Create a rent relief scheme for business who are unable to meet their legal commitments to provide significant importance to the economy.		Interim Service Director Environment & Economic Recovery	April 21 - April 23	Recovery Funding £150k	Business Recovery Scheme
ER 1.3	Town Centre Promotion	Create three events in each location to promote Town Centre Activity in Kilmacolm, Port Glasgow, Greenock and Gourock for local traders.		Interim Director Environment & Economic Recovery	June 21 - March 23	Recovery Funding £200k	Local Development Plan
ER 1.4	Digital Marketing	Provide support to local businesses to ensure that their Marketing Strategy online is fit for purpose.		Interim Director Environment & Economic Recovery	June 21 - March 23	Core + Recovery Funding - £150k	Business Recovery Scheme
ER 1.5	Impact of Brexit and Covid on Stock	To provide specialist support to local businesses to remove barriers to gaining access to stock affected both by Covid and Brexit including import and export advice.		Interim Director Environment & Economic Recovery	April 21 - March 22	Recovery Funding - £50k	Business Recovery Scheme
ER 1.6	Extension to Discretionary Grant Scheme	To extend discretionary grant scheme support beyond existing Scottish Government intervention.		Interim Director Environment & Economic Recovery	April 21 - March 22	Recovery Funding - £500k	Business Recovery Scheme
ER 1.7	Business Support Schemes	To continue the delivery of the Scottish Government Business Support Schemes		Interim Service Directors Regen&Planning/Corporate Services &Org. Recovery	April 21- March 22	Scottish Government Funding	Business Recovery Scheme
ER 1.8	Town Centre Parking	Extension of Pay and Display suspension in town centre car parks		Head of Roads and Environmental Shared Services	May 21-March 22	Recovery Funding £349k	Business Recovery Scheme
ER 1.9	Workforce Development	Provision of fully subsidised training to eligible large and small orgs. to up-skill/ re-skill their existing workforce. Training will enable employers to address key skills gaps within their workforce;allow them to become more productive and efficient, as well as helping with recovery.		Assistant Principal: Enterprise and Skills	April 21 - December 21	£1m (West Region)	Business Recovery Scheme
ER 1.10	Workforce Development	Provide support to local businesses to train their staff via a Modern Apprenticeship (MA) gaining industry experience, skills, workplace training and recognised vocational qualifications		Assistant Principal: Enterprise and Skills	April 21 - March 22	£450k (West Region) approved	Business Recovery Scheme
What will success look like?		The impact of Covid on the business community of Inverclyde is minimised whilst the support for individual businesses is maximised.					

High Level Outcomes for: Economic Recovery		ER 2 - The Inverclyde community is supported to become more physically active to recover from Covid 19					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
ER 2.1	Investment in Clyde Muirshiel Regional Park	Provide Investment to the existing facilities at Lunderston Bay, Cornalees and Path infrastructure to promote physical activity and healthy pastimes.		Interim Head of Property Services	April 2021- March 2022	Recovery Funding - £250k (Naturescot £72k)	Sports Strategy, health and wellbeing
ER 2.2	Investment in Council Parks Estate	Upgrade facilities at Kilmacolm, Coronation and King Street Parks to support outdoor activities		Head of Roads and Environmental Shared Services	April 2021- March 2022	Recovery Funding- £200k	Sports Strategy, Health and Wellbeing
What will success look like?		Given the increased demands on our outdoor spaces, during Covid this investment will future proof the facilities in the short to medium term ensuring they remain accessible to the people of Inverclyde.					

High Level Outcomes for: Economic Recovery		ER3 - The Inverclyde community is supported into employment to recover from Covid 19 Jobs Recovery					
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans
ER 3.1	Job Recovery Plan	Delivery of 210 employment opportunities within Inverclyde Council and the wider Community.		Interim Director Environment & Economic Recovery	April 2021-March 2022	£6m (already approved)	Economic Recovery
ER 3.2	Economic Business Case	Joint Commissioning of Economic business case via City Region Intelligence Hub		Chief Executive	April 2021-March 2022	£25k (already approved)	Economic Recovery
What will success look like?		210 Individuals employed within the Council and wider community					

Report To:	Policy and Resources Committee	Date:	25 May 2021
Report By:	Corporate Director, Education, Communities Organisational Development	Report No:	PR/09/21/RB
Contact Officer:	Ruth Binks	Contact No:	712761
Subject:	Proposals for Anti-Poverty Interventions 2021-2023		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with a series of proposals on the deployment of funds allocated to anti-poverty in Inverclyde, including governance and interventions.

2.0 SUMMARY

- 2.1 In the 2020 Scottish Indices of Multiple Deprivation (SIMD) report a number of data zones within Inverclyde are highlighted as amongst the worst in Scotland, with Greenock Town Centre rated number one in Scotland.
- 2.2 Prior to the SIMD 2020 being published, the Council and its Alliance Partners had already identified three of Inverclyde's six localities (Port Glasgow, Greenock East and Central, Greenock South and South West) as having the greatest level of inequalities, poverty and deprivation in Inverclyde.
- 2.3 The Council, along with the Integration Joint Board, have allocated £1million for specific action to address these inequalities and this papers sets out a range of potential targeted interventions to address these inequalities, along with proposals on governance to support the management of the intervention.
- 2.4 Committee allocated extra funding for Scottish Welfare Fund and Discretionary Housing Payments in 2017. In recent years this funding has not been required. It is proposed to vire the unallocated £80,000 from the Welfare Reforms Budget to the Anti-Poverty Budget thus increasing the annual sum available to £1.08million.
- 2.5 As part of the recovery from Covid-19 pandemic, Inverclyde Council conducted a series of community listening events across the six localities and a survey monkey questionnaire during February/March 2021. This was established to engage the community on activities and interventions that will impact on inequalities, poverty and deprivation in Inverclyde and this helped generate the proposals contained in Section 5 of the report.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that;
- The Policy and Resources Committee approve the proposals set out in Section 5 and approve the virement of £80,000 from the Welfare Reforms budget to the Anti -Poverty budget.
 - The Policy and Resources Committee note that officers will continue to develop proposals to utilise the remaining funds for Members to consider in the context of the Covid Recovery Plans

- c) The Policy & Resources Committee note that regular updates on the progress of projects and the impact of the investment will be presented to Committee.
- d) The Policy and Resources Committee note that longer term proposals for the use of the recurring budget in light of any changes to Scottish Government Policy/Funding will be reported as part of the 2022/23 Budget.

Ruth Binks
Corporate Director
Education, Communities & Organisational Development

4.0 BACKGROUND

- 4.1 The Scottish Government published the Scottish Index of Multiple Deprivation (SIMD) report on 28 January 2020. The SIMD is a Scottish Government tool for identifying places in Scotland suffering from deprivation. It uses data relating to multiple aspects of life (income, employment, health, education, access, crime and housing) in order to gain the fullest possible picture of deprivation across Scotland.
- 4.2 Inverclyde is the area with the largest local share of deprived areas, with 45% of data zones among the 20% most deprived in Scotland. Greenock Central is ranked as the most deprived data zone in Scotland.
- 4.3 Prior to Covid -19 pandemic the Council, along with the Integration Joint Board, allocated £1million for specific action to address inequalities and deprivation with a focus on initiatives to address unemployment and employability, support for people experiencing difficulties with alcohol and drugs, mental health or people who are experiencing food insecurities.
- 4.4 The issues faced by the affected by the targeted client group are often complex and multi-generational – so in order to address this a holistic approach across the three Directorates of the Council was adopted via the formation of a senior officer Anti-Poverty Group.
- 4.5 The Anti-Poverty Steering Group provides strategic leadership, monitoring and guidance on the multifaceted challenges associated with this local priority. The Anti-Poverty Steering Group comprises of the two Corporate Directors and the two Interim Service Directors, Head of OD, Policy & Communications with Secretariat provided by the Education and Communities Service.
- 4.6 In March 2021, Inverclyde Council completed a series of Community Listening Events and Community Survey Monkey across the 6 Localities, to discuss with key stakeholders what needs to change to offer better support and to meet the needs of people living in Inverclyde and specifically within the most deprived communities. Key themes include;
 - Employment, life skills and apprenticeships for young people and people who are most marginalised from the job market, offer intensive on going and follow up support. Quality employment opportunities for those who have lost their jobs or been furloughed. Ensuring co-ordination and communication so that people who need support for benefits or employment know where to access it and that the services are sharing information for the benefit of the individual.
 - Mental Health and Isolation was discussed at every community listening event and more support is required at grass root level for people to build their resilience and skills. The stakeholders agreed that having safe community spaces would offer local services that were easily accessed and relevant to the community.
 - Food and Utility Insecurity are a concern of many of the stakeholders who participated, food insecurity was affecting those living in poverty prior to Covid 19 pandemic and this has been exacerbated during the lock down period, especially for those who are not entitled to the additional benefits but have experienced a reduction in their income.
 - Asset Based Community Support – People within the smaller localities have worked together to develop services and volunteering opportunities to meet the short term needs of the community with kindness and compassion. These immediate needs include food, clothing, utilities and digital access, which are accumulating and adding to family stress and mental health. Collaborative service support for those who are on the poverty margin but do not qualify for the benefits available was highlighted across many of the localities.

5.0 PROPOSALS AND GOVERNANCE

- 5.1 It is proposed that the implementation, management and monitoring of the day to day interventions of the Anti-Poverty initiatives will be the responsibility of a 0.6 dedicated team leader. Two year budget - Costs for backfilling the redirected hours- £72,000.

- 5.2 Delivery, governance and monitoring of the interventions will be the responsibility of the Implementation Group, consisting of Service Manager – Regeneration, Service Manager - Business Support Engagement, Financial Inclusion and Workforce, Finance Manager – Education and Exchequer, Service Manager Policy, Performance and Partnership and Service Manager Strategy and Support Services, This group will be Chaired by Head of Culture, Communities & Educational Resources.

The Anti-Poverty Steering Group will lead the strategic overview including reporting on anti-poverty initiatives to Inverclyde Council Policy and Resources Committee. The Anti-Poverty Steering Group will be Chaired by Corporate Director Education, Communities & Organisational Development. An organigram of this proposed structure is attached as appendix 1 of this report.

The Anti-Poverty team leader post will be responsible for the collation of project updates, but not responsible for the delivery of each individual project. The project lead will help those involved with the projects to monitor delivery and evaluation of the projects as well as anticipated medium term outcomes. Updates will be reported to the Policy and Resources Committee on a regular basis. It should be noted that longer term outcomes and longitudinal impact on poverty will be harder to measure for many of the projects.

INTERVENTIONS PROPOSED

5.3 Employment - £1,037,000

It is proposed to implement two local Employment pilots to offer support to a cohort of 20-30 year old males who are unemployed with alcohol or drugs dependencies, often with mental health issues. Males tend to make up at least 70% of the alcohol and drug service population and these clients do not engage effectively with the Council or other support services due to their chaotic lifestyle which often includes crime. It is proposed to provide a pipeline of three dedicated Grade 6 outreach support posts for 24 months to these individuals; to engage with them, gain their trust, provide intensive activities through a diversionary approach with a view to making them job ready after one year and provide them with one years' worth of paid employment in year 2, with appropriate ongoing support. An initial pilot will target Greenock Town Centre clients with a second pilot following in Port Glasgow Town Centre, each pilot will support 15 clients. In the SIMD 2020 figures Inverclyde's most deprived data zone, which is located in Greenock town centre, has an income deprivation rate of 48% and an employment deprivation rate of 44%. Further analysis of our most deprived town centres datazones has identified a cohort of 20-30 year old males with complex barriers to employment, often mental health and addictions, and involved in crime. There are major challenges to be overcome in relation to reducing poverty and deprivation, increasing employment opportunities, improving health and reducing health inequalities. To be successful in tackling this issue it will need to be delivered through stronger, more targeted collaborative working which we consider these pilots capable of achieving as well as the added benefit in year two of paid employment being reinvested in the community.

5.4 School Linked Social Workers £202,000

Based on the findings of the CELSUS work around early intervention and child neglect and the links to poverty it is proposed to allocate two full time social workers to the most deprived school cluster areas in Inverclyde. The service will be piloted for an initial two year period and the social workers can be redeployed at the end of this period if the pilot stops.

5.5 Business Start Up - £167,000

Employ a dedicated business development officer for a two year period to provide business start-up and business development support in the most deprived data zones. (SIMD 2020). This funding will be allocated between employment costs £92,000 salary / support development costs £75,000.

5.6 **Food Insecurity - £124,000 for two years**

The first Inverclyde Zero Waste Food Pantry opened in early December 2020 and the membership has steadily increased to more than 400 members at the end of March 2021. The table below provides an update of the location members of the pantry

Postcode	Members
PA14	37
PA15	98
PA16	244
PA18	3
PA19	20

Providing a total of £60,000 towards the running costs of the Pantry for the next 2 years which will offer the Inverclyde Community Development Trust with medium-term financial security for the existing pantry whilst it bids for other funding sources to help support and expand the Pantry longer term.

Inverclyde Council has two annual memberships to Glasgow FareShare to supply food to key stakeholder organisations and to the Inverclyde Zero Waste Food Pantry who distribute to their local service users. The cost of the two Fare Share membership will be £64,000 for two years.

5.7 **Fuel Insecurity - £200,000**

Combining the anti-poverty fund with hardship funding will enhance local partnerships with the third and community sector organisations such as IHeat to provide service support for households who are financially insecure. IHeat already support older people over 75 years to ensure that they do not have debts because of utility bills. IHeat currently offer advice, information and funding of £75 for utilities. During Covid -19 pandemic lock down this was increased to £150 of grants because older people were shielding or self-isolating and therefore would be likely to use more gas and electricity. This will be scaled to include people over 70 years with an annual cost of £80,000 per annum.

5.8 In addition, Inverclyde households will receive support through the Wise Group Energy Crisis Fund (IHeat) to ensure that their energy supply is sustained whilst working with the household to equip them with the tools, skills and knowledge to manage their energy usage in future.

- Households with prepaid meters: will receive a £49 top up grant funding provided up to three occasions for households who have prepaid metering that is in or in danger of self-disconnection.
- Households who pay by quarterly credit or monthly budget will receive a one-off charitable grant of £50 that will be allocated to the Customers energy billing account.
- Households with a prepaid meters will be given the opportunity to discuss the option of changing to a lower tariff that meets the needs of the household. This option will be in discussion and at the discretion of the energy provider depending on any outstanding debts. It is likely that the utility company will carry out a credit check prior to agreeing to change the meter however, IHEAT energy advocacy will support the customer to ensure the best utility deal is offered.

5.9 **Financial Fitness - £60,000**

Inverclyde Council provide Financial Fitness with £30,000 of grants per year to offer support in benefits advice and financial management, this provides people across the community with a choice of services for them to seek support and assistance regarding their finances. This cost was previously met from the Welfare Reform Budget.

5.10 **Starter Packs - £74,000**

Starter Packs is a small community organisation who provides those on the lowest income with a range of household products to assist with their first tenancy. Starter Packs also receives £14,000 towards rent for a two year period. This cost was previously met from the Welfare Reform Budget.

5.11 **Early Intervention Support and Mentoring for Families - £104,000**

To provide mentoring and coaching support for families living on low income, and who have challenges with mental health and anxiety. This proposal will provide £52,000 of funding per year to employ staff for a 24 month period to establish and develop a local referral service support for families requiring early intervention support. The funding will equate to supporting approximately 25 to 30 families in Inverclyde in the first 12 months of the initiative.

5.12 **Tail o'the Bank Credit Union - £8,000**

To support Tail o'the Bank with funding for non-domestic rates relief for the period 2021/23.

5.13 **Other Anti-Poverty Initiatives**

These proposals are not the only initiatives or services that will work towards mitigating poverty and deprivation in Inverclyde. Policies and plans such as Attainment Challenge, the Child Poverty Action Report, Inverclyde Outcome Improvement Plan and the Recovery Plans all take cognisance of poverty, deprivation and inequalities as a priority. Many services that the Council provides have either a direct or indirect impact on trying to alleviate families and residents from the impact of poverty including:

- Employability Schemes
- Scottish Welfare Fund/Discretionary Housing Payments
- Attainment Fund
- Early implementation of universal provision of P4 School Meals
- More generous qualifying criteria for FSM and Clothing Grants
- More generous free School Transport eligibility for FSM recipients
- Free internet access in many Council Facilities
- Heating support/grants for the over 75s

Therefore it can be seen that prior to the events of COVID-19, Inverclyde Council already had a strong record for enhancing national initiatives or being early adopters of interventions to alleviate poverty. Enhanced support continued during the pandemic. Direct examples of this include:

- The Council gave £100 Council Tax credit to around 3700 households in 2021/22 (Cost £370k)
- The Council gave an extra £5/fortnight to qualifying pupils during the lockdown/home working period
- 620 more children qualified for the £100 Christmas and Easter payments to FSM recipients

5.14 The proposed initiatives in this report take into account the recovery period post Covid-19. Beyond the initial 2 years of this plan, consideration needs to be given to ensure that Inverclyde Council support takes into account the national context and any future Scottish Government initiatives that are put in place. The longer term sustainability of any interventions needs to be taken into account. In future years, the Council may wish to consider continuing to opt to enhance any national policies; for instance continuing with the more generous threshold for free school meals, or to increase the amount of any grant payments made. If this is the case, then consideration will need to be given as to how this will be funded.

5.15 **Summary of Finance**

Proposal	Two year budget
Dedicated team leader (0.6FTE)	£72,000
Local Employment pilots	£1,037,000
Dedicated business development officer	£167,000
School linked Social Workers	£202,000
Food Insecurity Year 2 Pantry and Fare Share Membership	£124,000
Fuel Insecurity	£200,000
Financial Fitness	£60,000

Starter Pack	£74,000
Early Intervention Support and Mentoring for Families	£104,000
Credit Union	£8,000
Total Allocated	£2,048,000
Contingency	£112,000
Total funding	£2,160,000

6.0 IMPLICATIONS

6.1 Finance

Committee allocated extra funding for Scottish Welfare Fund and Discretionary Housing Payments in 2017. In recent years this funding has not been required. It is proposed to vire the unallocated £80,000 from the Welfare Reforms Budget to the Anti-Poverty Budget thus increasing the annual sum available to £1.08million.

In addition there remains almost £800,000 in the Anti -Poverty Earmarked Reserve. Officers will develop further proposals for Members to consider later in 2021.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Anti-Poverty Fund	Various	2021/23	£2048k		£112k remains unallocated over 2021/23

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 other than those highlighted in the report.

6.3 Human Resources

Any HR implications are highlighted in the report.

6.4 Equalities

Equalities

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

X

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?

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?

	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**

Tackling the deep seated inequalities in Inverclyde will have a positive impact of the area's population.

7.0 CONSULTATIONS

7.1 The MBWG support the proposals in this report.

8.0 BACKGROUND PAPERS

8.1 None

Inverclyde Anti-Poverty Governance Structure

