

A meeting of the Inverclyde Council will be held on Thursday 10 June 2021 at 4pm.

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 that this meeting will be recorded.

ANNE SINCLAIR
Interim Head of Legal Services

BUSINESS

****Copy to follow**

1. Apologies and Declarations of Interest	Page
NEW BUSINESS	
2. Minutes of Meetings of The Inverclyde Council, Committees, Sub-Committees and Boards	
Inverclyde Council (22 April 2021)	(pp 90-95)
Audit Committee (27 April 2021)	(pp 96)
Planning Board (Special) (28 April 2021 at 10am)	(pp 97-99)
Planning Board (Special) (28 April 2021 at 2.30pm)	(pp 100-106)
Health & Social Care Committee (29 April 2021)	(pp 107-109)
Environment & Regeneration Committee (4 May 2021)	(pp 110-111)
Inverclyde Council (Special) (4 May 2021)	(pp 112-118)
Planning Board (5 May 2021)	(pp 119-120)
Local Review Body (5 May 2021)	(pp 121-123)
Education & Communities Committee (11 May 2021)	(pp 124-128)
General Purposes Board (12 May 2021)	(pp 129)
Policy & Resources Committee (25 May 2021)	(pp 130-132)
** Local Police & Fire Scrutiny Committee (27 May 2021)	(pp
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** Local Review Body (2 June 2021)	(pp
General Purposes Board (9 June 2021)	To next meeting

3.	COVID–19 Update Report Report by Interim Service Director Environment and Economic Recovery	p
4.	Organisational Recovery Plan Report by Interim Service Director Corporate Services & Organisational Recovery	p
5.	Financial Strategy 2021/31 - Update Report by Interim Service Director Corporate Services & Organisational Recovery	p
6.	Administrative Arrangements: Cycle of Council, Committee, Sub-Committee and Board Meetings to June 2022 Report by Interim Head of Legal Services	p
7.	Proposals for the Future Delivery of Council/Committee Meetings Report by Interim Service Director Corporate Services & Organisational Recovery	p
8.	Health and Social Care Integration – Appointment of Vice-Chair to Integration Joint Board Report by Interim Head of Legal Services	p
9.	Review of The Inverclyde Council (Prohibition of Alcohol In Designated Public Places) Byelaws 2010 Report by Interim Head of Legal Services	p
10.	Local Government Pay Claim – Notice of Motion by Councillor Jackson Report by Interim Head of Legal Services	p
<p>The documentation relative to the following item has been treated as exempt information in terms of the Local Government (Scotland) Act 1973 as amended, the nature of the exempt information being that set out in the paragraphs of Part I as detailed in the minute of the relevant Committee, Sub-Committee or Board.</p>		
NEW BUSINESS		
11.	Business in the Appendix	p
<p>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 Council on public health grounds. The Council considers that, if members of the public were to be present, this would create a real or substantial risk to public health, specifically relating to infection or contamination by Coronavirus.</p>		

Enquiries to – **Diane Sweeney** – Tel 01475 712147

Report To:	Inverclyde Council	Date:	10 June 2021
Report By:	Interim Service Director Environment and Economic Recovery	Report No:	IC/06/21/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 Council on actions taken to mitigate the risks around the Covid-19 outbreak.

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.

3.0 RECOMMENDATION

- 3.1 That members note the actions taken to date to mitigate the effects of the Covid-19 outbreak in Inverclyde.
- 3.2 That members note the Local Government Overview Report 2021.

Martin McNab
Head of Public Protection & Covid Recovery

4.0 BACKGROUND

- 4.1 Since the last update to Council on 22nd April the overall rate in Inverclyde to a low of just over 1 case per 100k on the 6th May. Since then however the impact of the “Indian” variant has taken effect in Inverclyde. At the time of writing the rate stands at 32 cases per 100K. This still compares favourably with the Scottish rate of 66 and the average GGC rate of 115. As members will be aware this is a fast developing situation and a verbal update will be given on the case numbers at the time of the meeting.
- 4.2 The vaccination programme has continued to roll out with the majority of vaccinations given since the last update being second doses. The emphasis is expected to shift over the next few weeks to the delivery of first doses to the remaining population over 16. At the time of writing 77% of the Inverclyde adult population had received a first dose and 46% had received a second dose. This compared with Scotland and GGC rates of 74% and 70% for first dose and 47% and 41% for second dose.

5.0 ORGANISATIONAL RESILIENCE

- 5.1 The Council's Corporate Resilience Management Team (CRMT) continues to meet fortnightly however the HSCP's Local Resilience Management Team (LRMT) has moved to meeting as required. Both groups are however in a position to step up the frequency of meetings if circumstances indicate that this would be useful.
- 5.2 The GGC Health Board wide resilience partnership meetings continue to be 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 with colleagues from GGC and constituent local authorities. In addition the Chief Executives of the six local authorities and the Health Board still meet regularly to monitor the overall situation.

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 2nd June 2021:

<u>Council</u>	
Historic average absence rate (%) (Pre Covid-19 to give a baseline comparator)	4.3%
Absence rate on 02 June 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 5.0%</p> <p><u>Essential Services Breakdown (% of Service Area)</u></p> <p>Home Care 5.4%</p> <p>Other HSCP 2.5%</p> <p>Waste Management 5.9%</p> <p>Facilities 3.2%</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 (the breakdown of absence levels amongst essential services is not available for the 1st and 14th April dates):

	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	02.06.21
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%	5.0%
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%	5.4%

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%	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%	5.9%
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%	3.2%

7.0 SUPPORT FOR BUSINESSES

7.1 With Inverclyde moving to level 2 on the 17th May and subsequently to level 1 the main business support schemes administered by the Council on behalf of the Scottish Government have closed. Final reviews and appeals are now being concluded for the various schemes.

Total support payments exceed £23 million over the period of the various lockdowns over and above Non-Domestic Rates relief in 2020/21 and 2021/22.

Separately from the national schemes the Partnership Recovery Plan being reported to this meeting contains a number of measures to support business in Inverclyde over the coming year and beyond.

8.0 VACCINATION STRATEGY

8.1 The HSCP and local GP practices have completed the delivery of second doses to the over 75s, care home residents and the clinically vulnerable. The vaccination roll out through the centres in Greenock and Port Glasgow Town Halls has focussed mainly on the delivery of second doses sequentially to the age cohorts over 50. The delivery of first doses to younger age cohorts has been taking place however and the pace of this is likely to increase over the coming weeks. At the time of writing 88% of 40-49 year olds in Inverclyde had received their first dose.

8.2 The Council and HSCP are working with the Health Board to look at the small percentage of those who have not attended appointments for vaccination. Early figures from the Health Board suggest that this is running at 6.8% in Inverclyde, roughly equivalent to Renfrewshire. The comparative figure in Glasgow is 12.1%. There is a noticeable increase in “did not attend” figures as we go down through the age groups. Work is ongoing to look at how we can target messaging at those who have not taken up the offer of vaccination to encourage them to come forward. Members will note that the first “drop in” vaccination clinics have now been held in Greenock and Port Glasgow targeting those who may have missed appointments.

8.3 Members may also be aware that trials are beginning on booster vaccinations to assess whether there will need to be a round of boosters in the autumn. Planning is underway with the Health Board on how this might be delivered in Inverclyde.

9.0 TESTING

9.1 The drive through testing facility at Parklea continues to operate every second day in tandem with the Crawfurdsburn 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 until the end of September.

9.2 Asymptomatic testing continues to be available at 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. There is also now a degree of mobile testing capacity developed by other local authorities in GGC which could be available under mutual aid arrangements should there be a flare up of cases centred in Inverclyde in future. Packs of 7 Lateral Flow Device kits are now available to all and can be ordered through online by following the process in NHS Inform. Test kits can also be collected from Crawfurdsburn Community Centre and the Boglestone Community Centre testing site.

10.0 REGULATION

10.1 The Environmental Health & Trading Standards teams in Public Protection continue to carry out advisory & enforcement visits to businesses to ensure compliance with the current Coronavirus regulations. These include following up complaints from the public and employees in businesses and engaging with Police Scotland, the Health & Safety Executive and other agencies where powers under the regulations or other legislation lie with those bodies. Most recently advisory visits have been made to hospitality businesses as the restrictions on these have been eased.

11.0 HEALTH & WELLBEING

11.1 The Organisational Recovery Plan actions approved by the May Policy & Resources Committee include funding to allow the helpline to continue for the remainder of 2021-22. This will enable the service to plan for any possible setbacks in our progress out of the pandemic and to continue to support those required to self-isolate either as cases or contacts. Members should be aware that for the Indian or Delta variant expanded contact tracing to include contacts of household contacts who are not themselves positive can lead to larger numbers being required to self-isolate.

12.0 STREAMING OF FUNERALS

12.1 The procurement process has been completed for the streaming service with three tenders submitted. The tenders have been evaluated and the contract will have been awarded by the time of the Council meeting with streaming of funerals having commenced at the beginning of June.

13.0 CRUISE SHIP VISITS SCHEDULED 2021

13.1 At the time of writing cruise ship visits to Scottish ports have yet to be given the go ahead by the Scottish Government. Officers continue to work with Peel Ports, cruise operators and public health to ensure that this any resumption is safe and in accordance with any guidance issued as and when the green light is given for a resumption.

14.0 LOCAL GOVERNMENT OVERVIEW 2021

14.1 Audit Scotland published the above report on 27th May. The report deals with how local government dealt with the pandemic and contains the following key messages:

- The Covid-19 pandemic is having a profound impact on all aspects of society, including the economy, jobs, and the physical and mental health of the public
- Relationships with communities have been vital
- Levels of service disruption have varied
- Some services were delivered virtually
- The workforce demonstrated the versatility to take on new roles
- There were significant changes in council governance structures and processes
- Councils continue to face significant financial challenges, and these have been exacerbated by the pandemic
- The Scottish Government has provided substantial additional financial support, but the nature and timing of funding has created further challenges for councils
- Councils have started to plan for longer term recovery from the crisis
- There has been some ongoing learning resulting from the emergency response to the pandemic

The full report is available at [Local government in Scotland Overview 2021 | Audit Scotland \(audit-scotland.gov.uk\)](https://www.audit-scotland.gov.uk/local-government-in-scotland-overview-2021).

14.2 The report contains a number of case studies on initiatives delivered in Councils, many of which will be familiar from similar initiatives delivered in Inverclyde. These include support services for those shielding, digital learning initiatives, close working with communities and the third sector and the redeployment of council staff to priority areas. Inverclyde Council is specifically mentioned with regard to early financial planning.

15.0 IMPLICATIONS

15.1 Finance

None

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					

15.2 Legal

None

15.3 Human Resources

None

15.4 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.
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NO

15.5 Repopulation

There are no impacts on repopulation arising from this report.

16.0 CONSULTATIONS

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

17.0 BACKGROUND PAPERS

17.1 None

Report To:	Inverclyde Council	Date:	10 June 2021
Report By:	Interim Service Director Corporate Services and Organisational Recovery	Report No:	IC/05/21/MM
Contact Officer:	Martin McNab	Contact No:	01475 714246
Subject:	Organisational Recovery Plan		

1.0 PURPOSE

1.1 The purpose of this report is to seek approval for the Organisational Recovery Plan 2021-22.

2.0 SUMMARY

2.1 The Policy & Resources Committee of 26 May approved the Council's spending proposals for organisational and partnership recovery and the Organisational Recovery Action Plan.

2.2 This report seeks approval for the overall Organisational Recovery Plan 2021-22 which incorporates the approved action plan. The plan is attached at Appendix 1. The risk register for the plan is attached at Appendix 1A for members' information.

2.3 Those actions in the Partnership Recovery Plan which required Council funding were also approved at the May Policy & Resources Committee. The Partnership Recovery Plan goes to the Alliance Board on 14 June for approval and is attached at Appendix 2 for noting by members.

3.0 RECOMMENDATIONS

3.1 That the Council approves the Organisational Recovery Plan for 2021-22.

3.2 That the Council notes the Partnership Recovery Plan for 2021-22.

4.0 BACKGROUND

- 4.1 The Council budget approved in March 2021 set aside £4m for Covid Recovery. The delivery of recovery actions to utilise this funding is set out in the Organisational and Partnership Recovery 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. Proposals for investment in recovery both at an organisational level and for the community were approved at the May Policy & Resources Committee. This has allowed the attached Organisational Recovery Plan to be completed for approval.
- 4.3 It is intended that any incomplete actions in the plan going into 2022-23 will be incorporated into the Corporate Directorate Improvement Plans for 2022-25. For this reason the Recovery Plan only covers the financial year 2021-22.
- 4.4 The Partnership Recovery Plan will be presented for approval at the 14 June meeting of the Alliance Board. It is attached at Appendix 2 for members noting.

5.0 ORGANISATIONAL RECOVERY PLAN

- 5.1 The plan highlights a number of achievements since the 2020 plan. These are detailed on page 8 of the plan and include amongst others:
- The delivery of remote learning in Inverclyde schools
 - The distribution of 1200 laptops to young people in secondary schools
 - The delivery of the helpline to assist those self-isolating and those in need
 - The establishment of the community pantry
 - The delivery of £23m of business grants
 - The Council's workforce refresh scheme
- 5.2 The Action Plan contains 8 high level outcomes in 5 subjective areas together with 3 directorate specific outcomes as below:
- Workforce
 - Property
 - Technology
 - Corporate Governance
 - Business Continuity
 - HSCP
 - Education & Communities
 - Environment & Regeneration

Each outcome has a number of actions below it. Updates on progress will be provided to the Policy & Resources Committee from September onwards.

5.0 IMPLICATIONS

5.1 Finance

Proposals for investment in recovery were approved at the May 2021 Policy & Resources Committee. There are no new financial implications arising from this report.

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					

5.2 Legal

There are no immediate legal issues arising from this report.

5.3 Human Resources

There are no HR issues arising from this report.

5.4 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

5.5 Repopulation

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

6.0 CONSULTATIONS

6.1 The Corporate Management Team has been consulted on and approved the plans.

7.0 BACKGROUND PAPERS

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

Recovery Action Plans, Policy & Resources Committee 25 May 2021 **PR/08/21/MM**

Covid-19

**Organisational Recovery Plan
2021 - 22**

Appendix 1

INVERCLYDE
HSCP
Health and Social
Care Partnership

Inverclyde
council





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Foreword

At the time of writing, Covid-19 has gone past its one-year anniversary since the World Health Organisations (WHO) declared it a Pandemic.

The country has also marked the anniversary of the first nation-wide lockdown.

For many it was a time of reflection looking back at a year which has been truly unprecedented in our lifetime.

For public services like Inverclyde Council and our Health and Social Care Partnership (HSCP), that looking back has been coupled with looking ahead to how we support our communities through recovery and beyond.

Last year we produced two 'Recovery Plans' one an organisation plan and another on how the council and HSCP and a range of other partners through Inverclyde Alliance will support recovery.

This document is a follow up to that original Organisational Recovery Plan and should be read alongside a new version of the Partnership Recovery Plan.

They both build on that work and they map out how we will support our area through recovery from a starting point where the vaccinations programme is starting to show the way out of the Pandemic.

In this plan you will find a range of actions aimed at supporting community and business recovery.

They include how we will support our services to be more agile and in some cases delivering services differently.

It aims to encourage more resilience throughout support for recovery with more jobs opportunities using our position as the largest employer in Inverclyde to lead the way as part of our Inverclyde works jobs and employability programme.

Learning the lessons from Covid-19 means recognising that some areas will need more investment including our capacity to do more activity online and being more digital.

It includes additional support for families by bringing forward universal free school meals for primaries four to seven.

Helping to make sure as an organisation we are protecting our employees and customers while still delivering high quality accessible services will be key priorities.

The council has three directorates covering the vast range of services delivered locally.

This Recovery Plan sets out the actions each of these Directorates singularly and together will deliver to continue to support Inverclyde towards, through and beyond recovery from the worst effects of Covid-19.



Aubrey Fawcett
Chief Executive, Inverclyde Council



Background

The 2020 Organisational Recovery Plan detailed how Inverclyde Council had responded to the initial wave of the Covid-19 pandemic. Since then we have obviously proceeded through a number of stages of easing and re-imposition of restrictions as the infection rate across the country has ebbed and flowed.

In general Inverclyde Council services have dealt well with these changes and have taken on a number of additional duties as new aspects of the national response have been implemented. These have included increased business support being administered by the council and supporting the roll out of the vaccination programme. Some of the key achievements since the last plan are detailed on page 8 of the plan.

The main focus of this recovery plan however is on the actions required to make Inverclyde Council a more modern and flexible organisation, building on our experience of responding to the pandemic. These actions are detailed from page 12 onwards.

Some of these actions will be completed in the lifetime of the plan but it is likely that a number will continue and the intention is that these will be captured in the normal improvement planning process for the council from 2022 onwards.



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

Impact of Covid-19

The Organisational Recovery Plan approved in September 2020 detailed many of the impacts of the initial wave of Covid-19 on the community and Inverclyde Council. The subsequent wave of Covid-19 peaked in Inverclyde at the end of December 2020 through to January 2021. The impact was initially very severe in terms of the numbers of cases with Inverclyde briefly having the highest infection rate in Scotland at over 580 cases per 100k. There were a number of contributory factors to this including the new (Kent) variant arriving in Inverclyde at a point just before Christmas when hospitality settings had reopened. Fortunately although the rate peaked at a very high level it also declined more rapidly in Inverclyde than in many adjacent areas.

The new lockdown implemented on 26 December 2020 obviously required a number of services to step back up to support the community as had been the case earlier in the year. It also coincided with the roll out of vaccinations, initially to care home residents and health and social care staff but quickly extending to other groups.

Inverclyde Council, working closely with colleagues in NHSGGC, was also involved in the roll out of asymptomatic testing using lateral flow devices to health and social care settings and schools and then to the wider population through the provision of a testing centre.

The new lockdown involved the majority of pupils being returning to distance learning. This was followed by a phased return of pupils to school culminating in a full return from 19 April 2021 with all of the attendant logistical planning required to accomplish this.

The changes in restrictions in both directions since the last recovery plan has obviously also entailed a great deal of contact to support the community and businesses through the process including the administration of significant sums in both discretionary and non-discretionary business grants.





Inverclyde in comparison with the rest of Scotland

Comparative death rates attributable to Covid-19

The 2020 Recovery Plan highlighted the significant impact of the first wave of the pandemic with Inverclyde having the highest death rate in Scotland through that first wave. Although the area has tragically suffered many more deaths in the second wave these have been at a relatively lower level than in the majority of other areas. For comparison the death rate in the “second wave” in Inverclyde was 11.77 per 100k of population. This placed us 13th out of the 32 Scottish local authorities and at a lower level than all of the other local authorities in the Greater Glasgow and Clyde Health Board area. Overall since the start of the pandemic Inverclyde has suffered a death rate of 27.26 per 100k, the second worst level in the country as a whole.

The reasons for the lower rate in the second wave are not entirely clear however the fact that the rate in Inverclyde, although peaking at a very high level, declined very rapidly means that the overall number of infections in the second wave will have been lower than many other areas. The reasons for the decline are not yet known but factors may include an increased willingness of the population to abide by restrictions given our previous experience and the relatively good availability of testing.

The fact that the 11 worst affected areas in terms of the overall death rates since March 2020 are in the West of Scotland bears out many of the observations in the 2020 Organisational Recovery Plan regarding the impact of inequalities on the progress of the pandemic.





Impact on the economy

There can be no doubt that the Covid-19 pandemic has had an enormous impact on both the public and private sectors. In the case of the former record borrowing has been required to mitigate some of the impacts of Covid-19 and to finance the response.

In the case of the private sector the full impact will not be known for some time however the impact of successive lockdowns on businesses has obviously had a significant effect on both the long term viability of many businesses and the business models of many more.

In support of businesses Inverclyde Council has, at the time of writing dispersed over £23 million in various business support payments over and above the support given by Non Domestic Rates relief in 2020/21 and 2021/22. Plans for further support for the business sector are contained in the Partnership Recovery Plan.



Organisational achievements since the 2020 Recovery Plan

Service delivery

The 2020 plan was written at a time when the Country had emerged from the first lockdown and was looking forward to continued incremental recovery. As we are now all aware the impact of new variants has since led to a variety of restrictions from the tiered regime in the autumn of 2020 through to the lockdown imposed on 26th December 2020 from which we are gradually emerging at the time of writing.

Throughout this many normal services have been delivered and the council and partners have delivered the following additional work streams:

Education, Culture and Sport

- The delivery of remote learning, including the recording of lessons for the West Online School.
- The successful phased opening of educational, cultural and sport buildings.
- 1200 laptops distributed to young people in secondary schools.
- The adaptation of services e.g. library services to online and home delivery of books.
- Grants to Voluntary Organisations funding in place to ensure the financial sustainability of clubs.

Humanitarian

- 7 days a week helpline implemented where Inverclyde residents can access everything from food and medicine to health and wellbeing advice.
- Contact with 99.6% of those shielding to ensure they have all support they require.
- Over 2000 people referred from the Test and Protect line for humanitarian support.
- Community pantry in Grieve Road established with over 300 members.
- Extensive consultation with the community through community and 3rd sector partners.

Economy

- Hardship/Closure Grants - £2.07m of grants awarded to 413 local businesses.
- Taxi Assistance 314 grants allocated to a total of £511k.
- Discretionary Fund - 42 grants allocated amounting to £208k. In addition, a raft of smaller schemes continue to operate and provide smaller levels of support.
- Workforce Refresh scheme introduced in the Council.
- £2.42m top up grants to eligible businesses.
- Advisory programme of visits to all relevant businesses as we proceed through reopening of the economy.



Vaccination

A major aspect of the recovery process to date has been through the ongoing delivery of the vaccination programme. The HSCP and Inverclyde Council have worked with the Health Board on the delivery of the programme. The HSCP has delivered vaccinations to care home residents with Inverclyde being the first Scottish Local Authority area to complete the second dose delivery to this group. The HSCP has also delivered vaccination to the household and supported the delivery of vaccination to the over 75s and clinically extremely vulnerable by local GP practices.

Inverclyde Council, together with Inverclyde Leisure, has set up mass vaccination sites at both Greenock and Port Glasgow Town Halls in partnership with Greater Glasgow and Clyde Health Board.





Objectives of this 2021 Organisational Recovery Plan

Aim

This 2021 plan focusses on continuing to support council services to deliver more on the longer term aspects of recovery with the action plan containing a number of priorities aimed at making the council a more agile organisation going forward.

Principles

The organisational recovery plan is based on the following principals:

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

Objectives

The objectives of this plan are:

- To restore services across the council to pre-Covid levels whilst complying with government directives on working methods and embracing positive change that has come about due to Covid, such as flexible working,
- To strategically plan for the short, medium and long term with respect to all service areas,
- To restore fully accessible governance across the council and committees,
- To enhance workforce relations through full engagement with employees and Trade Unions.

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



Recovery structure remit and governance

The plan is being brought to the Policy and Resources Committee in line with the Governance arrangements established for the 2020 Recovery Plan. This 2021 plan however contains a number of actions which may outlive the lifespan of the plan involving as they do longer term proposals which will impact on the future shape of Inverclyde Council.

It is intended that any actions outstanding at the end of the period covered by this plan, effectively the financial year 2021-22, will be incorporated into the appropriate Corporate Directorate Improvement Plans (CDIPs) or the IJB Strategic Plan for the period 2022-25 which will be developed in the course of the year. These actions will then be monitored by the appropriate service committees going forward.





COVID-19 Organisational Recovery Plan 2021 - 22

Inverclyde
council

Organisation 1 - Workforce - Flexible/Motivated/Effective Workforce.

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



COVID-19 Organisational Recovery Plan 2021 - 22

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council

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
02.1	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	October 21	Existing for proposals	01 Workforce 03 Technology
		Identify costs and timescales and secure increased funding via the 2022/23 Budget	Interim Head of Property Services	December 21	Tbc 2022/23 Budget	2022/23 Budget
02.2	Depots and Other Council Property	Identify modifications required based on the new ways of working	Interim Head of Property Services	October 21	Existing for proposals	01 Workforce 03 Technology
		Identify costs and timescales and secure increased funding via the 2022/23 Budget including revenue implications	Interim Head of Property Services	December 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.						



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council

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
03.1	Digital Strategy 2021/24	Approval of a revised 2021/24 Digital Strategy	Interim Service Director Corporate Services and 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	December 21	Tbc 2022/23 Budget	01 Workforce 02 Property 2022/23 Budget
03.2	Education Digital Strategy	Develop an Education Digital/ICT Strategy which reflects Scottish Government policy and learning from Covid-19	Head of Education	September 21	Existing	Education Service Improvement Plan
		Develop specific resourced proposals for consideration as part of the 2022/23 Budget	Head of Education	November 21	Tbc 2022/23 Budget	ICT Strategy 2021/24 2022/23 Budget
03.3	ICT Strategy 2021/24	Approval of a revised 2021/24 ICT Strategy	Interim Service Director Corporate Services and Organisational Recovery	May 21	Existing	Digital Strategy 2021/24
		Implement Office 365 (including MS Teams)	ICT Service Manager	August 21	Existing	01 Workforce 04 Governance
		Quantify increased funding requirement for expanded and improved ICT estate	ICT Service Manager	October 21	Tbc 2022/23 Budget	01 Workforce 02 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	December 21	Tbc 2022/23 Budget	01 Workforce 2022/23 Budget

What will success look like?

An ICT infrastructure which meets the needs of the organisation and is sustainably funded.



COVID-19 Organisational Recovery Plan 2021 - 22

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Organisation 4 - Corporate Governance - Council Structure and Governance processes that reflect learning from Covid-19, council priorities and the opportunities afforded by technology.

Outcome	Development area	Actions/milestones	Who is responsible	Timescale	Resources required	Links to other plans
04.1	Revise Key Governance Documents	Review and revise Scheme of Delegation, Standing Orders, Financial Regulations in light of the new ways of working Deliver training on revised Documents to all parties	Interim Head of Legal Services/Interim Service Director Corporate Services and Organisational Recovery Interim Head of Legal Services/Interim Service Director Corporate Services and Organisational Recovery	December 21 March 22	Existing Existing	Review of Committees O5 Council Structure
04.2	Committee Review	Report on interim Committee delivery proposals Proposals for longer term format of Committees	Interim Service Director Corporate Services and Organisational Recovery Interim Head of Legal Services/Interim Service Director Corporate Services and Organisational Recovery	June 21 September 21	Existing To be Confirmed	Business Continuity Recovery O2 Property O3 Technology Revision of key Governance Documents
04.3	Planned Restructure 2022	Current interim Structure to be reviewed, proposals approved and implemented	Chief Executive	April 22	Tbc 2022/23 Budget	Best Value Audit post 2022/23
04.4	New Scottish Government Priorities	Review Programme for Government of new Scottish Government and reflect in new structure	Chief Executive	December 21	Existing / New SG Funding	Corporate Plan
04.5	2022/23 Budget	Deliver a balanced 2022/23 Revenue Budget and 2022/25 Capital Programme	Interim Service Director Corporate Services and Organisational Recovery/CMT	March 22	Existing	Corporate Plan Covid Recovery Plans
<p>Revised Structure and Updated Governance documents which reflect Council priorities, the new ways of working and opportunities afforded by technology. Committees which give equality of access and make use of the technology available.</p>						



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Organisation 5 - 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
05.1	Additional Cleaning	Enhanced cleaning required to June 2022 Cost of materials including sanitiser, wipes PPE etc. Extra cleaning required to open all public conveniences from 26 April	Head of Culture, Communities and Educational Resources Head of Culture, Communities and Educational Resources Head of Culture, Communities and Educational Resources	Schools to June 22. Other to Mar 22 For 2021/22 For 2021/22	Net Cost Schools £150k Other Buildings £136k £100K net based upon 20/21 outturn £13k for Cornalees and Lunderson Bay	01 Workforce 02 Property 01 Workforce 02 Property Partnership Recovery Plans
05.2	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 and Well Being Recovery Plan
05.3	HR Support for Employees	Increased Occupational Health Provision Additional HR Advisor to Support Services	Head of Organisational Development, Policy and Communications Head of Organisational Development, Policy and Communications	For 2021/23 June 21	£30k £95k Salary - two year cost	01 Workforce 01 Workforce
05.4	ICT Support for Continued Home Working/ Blended Learning	2 additional Servicedesk technicians for 18 months	ICT Service Manager	June 21	£105k (18 month cost)	01 Workforce 03 Technology
05.5	Phased Return of Employees to Offices and Depots	Phased return plan approved by CMT	CMT	From Jun-21	£100k (Depot)	01 Workforce 02 Property 03 Technology
05.6	Phased Return to Schools and Other Public Facing Council Properties	Phased return plan approved by CMT	CMT	June 21	Contained in existing budget	Health and Well Being Recovery Plan Education, Leisure and Culture Recovery Plan
What will success look like?						
Continued delivery of services including reopening schools and support for home working through 21-22.						



COVID-19 Organisational Recovery Plan 2021 - 22

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INVERCLYDE
HSCP
Health and Social
Care Partnership

Organisation 6 - HSCP - HSCP Inverclyde residents receive effective and efficient HSCP service to meet their needs. Inverclyde Health and Social Care staff are supported to improve their wellbeing.

Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
06.1	Service Delivery	Any outstanding actions within HSCP Recovery Plan will merge with the refreshed IJB Strategic Plan	Corporate Director, Health and Social Care Partnership	June 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 and Community Care	August 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 and Community Care/Head of Service, Children's and Criminal Justice Services	September 21	£500k (IJB Reserves) Subject to approval from IJB	IJB Strategic Plan
06.2	Staff Wellbeing	Enhanced Staff Wellbeing plan delivered across all Health and Social Care workforce	Corporate Director, Health and Social Care Partnership	By March 22	£50k (existing)	Links to Interim Workforce Plan
What will success look like? HSCP will have delivered safe effective and efficient services and staff will feel supported in their wellbeing.						



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council

Organisation 7 - Education and 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	03 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	Children's 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.



COVID-19 Organisational Recovery Plan 2021 - 22

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council

Organisation 8 - Environment and Regeneration

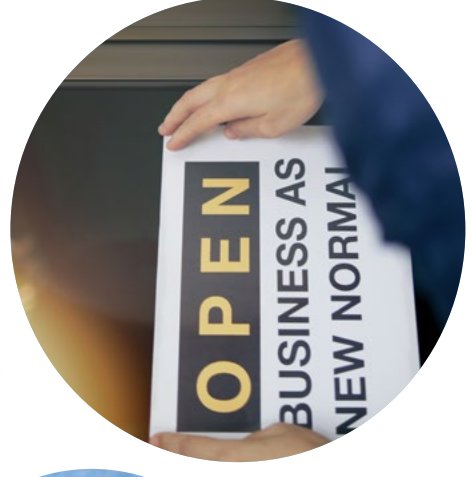
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
08.1	Job Recovery Plan	Delivery of over 200 employment opportunities within the council and wider community	Interim Service Director Environment and Economic Recovery	March 23	£6.0 million (Already approved)	OD and 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.						



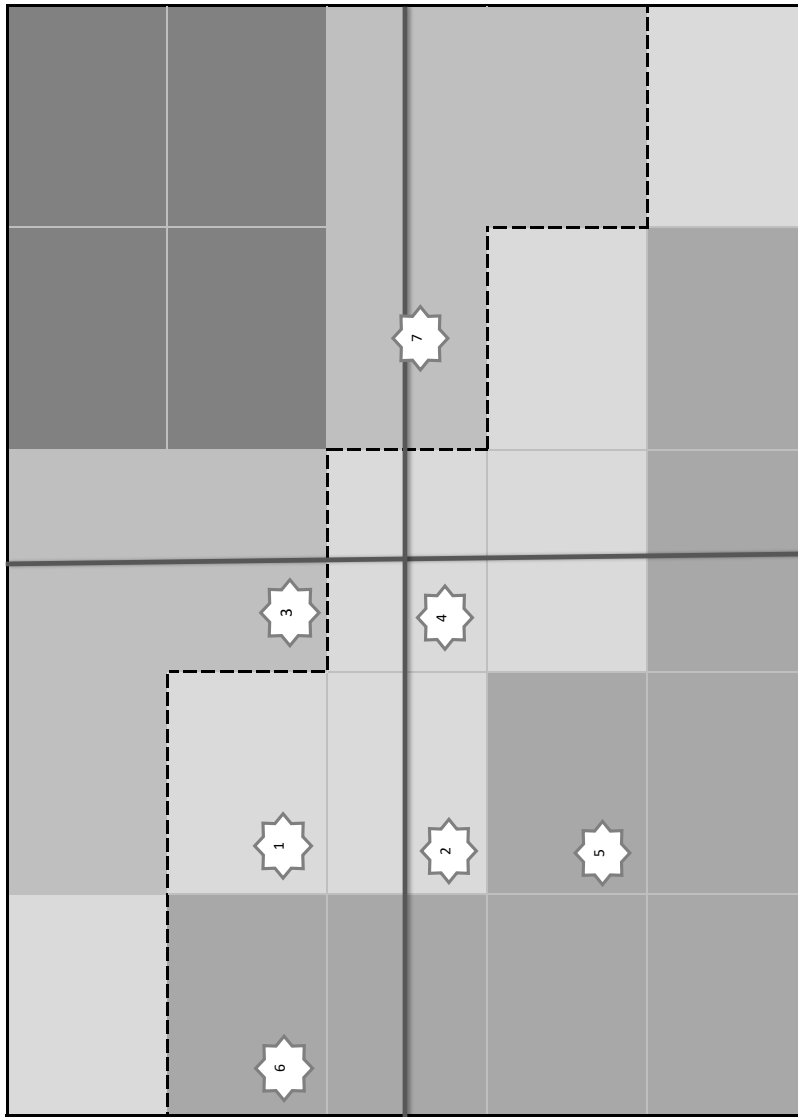
Conclusion

The conclusion to the initial 2020 Organisational Recovery Plan highlighted the unprecedented impact of Lock Down on our society and flagged the possibility of subsequent waves of infection with concomitant increases and easing of restrictions. Clearly our experience since September 2020 has very much reflected that. Hopefully the vaccination programme will reduce, even if it cannot eliminate, the risk of further future lockdowns. It is likely however that there will be a need for ongoing contact tracing and potentially regular vaccination boosters to deal with the threat of new variants of the virus.

This plan recognises the ongoing changes to ways of working brought about by the Covid-19 pandemic and the actions in the plan are focussed on, wherever possible, building on the positive aspects which will make Inverclyde Council a more agile organisation. The council's workforce has shown great flexibility in responding to the various challenges arising from the pandemic and will no doubt need to continue to do so as we progress.



Risk Register Review Date: Apr-21
 Risk Map: Organisational Recovery Plan



Current Risk Score	L	
	I	L
4	2	8
3	2	6
4	3	12

Risk 1: Financial Risk: Financial pressures and uncertainty in the current climate pose a threat to the Council's ability to support the strategic priorities for recovery and the delivery of key actions.

Risk 2: Strategic Risk: Strategic Planning and Performance Management. Factors of this risk include: The Council's organisational recovery plan does not look beyond the immediate recovery period and does not take account of the medium and longer term priorities; performance measures are

Risk 3: People Risk: Organisational Capacity and Resilience. Factors of this risk include: The Council does not effectively implement policies and strategies around new ways of working and does not manage the return to work in a way that addresses the concerns of employees and Trades Unions.

Risk 4	Technological Risk: Factors of this risk include: The Council does not take advantage of technological advances eg extending digital services, home and remote working in order to modernise its services.	3	3	9
Risk 5	Operational/Continuity Risk: Factors of this risk include: the Council does not future proof emergency planning arrangements should the Council return to a response phase in the future; additional costs are not identified and factored into contingency budget planning arrangements.	3	2	6
Risk 6	Strategic Risk: Leadership and Governance. Factors of this risk include: strong leadership is not in place to drive organisational recovery and support organisational direction and decisions; the Council does not restore full democratic governance including a full cycle of committee meetings; the Council's key governance policies and procedures do not reflect new ways of working.	4	1	4
Risk 7	Strategic Risk – risks associated with the implementation of all plans if there is a 3rd or future waves of Covid	3	4	12

Proposed Mitigations	What?	Who?	Review Date	Target Risk Score		
				I	L	Score
Risk 1	The organisational recovery plan has a number of specific actions at outcomes 1, 2, 3, 4, 5 and 7 which require relate to relevant funding being confirmed through 22/23 budgets. Updates will be provided through regular budget reporting framework. The need for continued extra funding in 2022/23 and beyond will be assessed as part of the development of the 2022/23 Budget	Chief Financial Officer	30/11/2021			0
Risk 2	The organisational recovery plan has a number of success measures articulated for each outcome (1 to 8). Performance indicators will be developed to report on the success measures on a regular basis.	Corporate Director ECOD	31/07/2021			0
Risk 3	The organisational recovery plan has a number of specific actions at outcomes 1, 2, 3, 5, 6, 7 and 8 which relate to ensuring operational capacity and resilience as the Council moves through the recovery phase. Success measures have been determined and performance indicators will be developed to report on the achievement of the success measures on a regular basis.	Head of OD, Policy and Communications	31/07/2021			0
Risk 4	The organisational recovery plan has a number of specific actions at outcome 3 which relate to embracing technology as the Council moves through the recovery phase. Success measures have been determined and performance indicators will be developed to report on the achievement of the success measures on a regular basis.	CMT	31/12/2021			0
Risk 5	The organisational recovery plan has a number of specific actions at outcomes 1, 3, 4, 5 and 6 which relate to refining and updating emergency planning arrangements going forward and ensuring these are costed. Performance indicators will be developed to report on the success measures on a regular basis.	Head of Public Protection and Covid Recovery	31/07/2021			0
Risk 6	The organisational recovery plan has a number of specific actions at outcome 4 which relates to leadership and governance. Performance indicators will be developed to report on the success measures for the outcome on a regular basis.	Chief Executive	31/07/2021			0
Risk 7	The organisational recovery plan will be reviewed on a regular basis and any specific new actions to mitigate the impact will be added. Performance indicators will be developed to report on the success measures for the outcome on a regular basis.	CMT	31/10/2021	3	2	6



Inverclyde Alliance



Appendix 2

Covid-19

Partnership Recovery Plan

2021 - 22



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Inverclyde Alliance

Foreword

At the start of the pandemic Inverclyde was hit harder than most by the worst effects of the pandemic.

Too many in our community have and continue to mourn the loss of a loved one.

As the country and, hopefully with international co-operation, the rest of the world start to emerge through the pandemic we have two important jobs going forward.

The first is to never forget the effect of this virus on our community and the people we came to rely on to see us through it.

The second is to use that knowledge to build a fairer, stronger more resilient community.

The Inverclyde Alliance at its heart is about partners working together.

Sometimes that working together is natural and easy. Sometimes it is not.

Sometimes partners, even public sector agencies, have competing demands.

The Alliance is the place where we take those challenges and turn them into action aimed at supporting Inverclyde to be fairer, stronger and more resilient.

Here in Inverclyde we should be proud of what we have seen with public services, the third sector, businesses and individuals coming together to care for, support and protect Inverclyde.

We should also recognise the strengths we have in our area.

When the country has been in lockdown with limitations in travelling it is our local services and businesses that we relied on. It is our local volunteers and community groups who got out to support vulnerable people.

It also helped to focus our attention on what we have right on our doorstep that other areas may not.

We are one of the few areas of our size with a hospital with an intensive care unit, and with new investment in health services with a brand new health centre opening recently.

We also have easy access to town centre shopping and leisure opportunities that many people have either discovered for the first time or re-discovered.

This Partnership Recovery Plan aims to build on the strengths we have in our area and seeks to build that fairer, stronger more resilient Inverclyde.

I would encourage you to read this plan in partnership with the Inverclyde Council organisational recovery plan to see how organisations are coming together to show that Inverclyde cares and that Inverclyde works.



Councillor Stephen McCabe
Leader of the Council and
Chairman of the Inverclyde Alliance



Background

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

Following that initial wave and the gradual move out of lock down The Inverclyde Alliance approved a Partnership Recovery Plan in the autumn of 2020. At that time it was hoped that the country would continue to emerge from the impact of the pandemic and its associated lock down. As we now know cases rose over the autumn of 2020 albeit not as rapidly in Inverclyde as in many other areas. The subsequent arrival of the "Kent" variant at a time when Inverclyde had moved to Tier 2 of the Scottish Government's restriction levels brought about a very rapid rise in cases, with Inverclyde briefly having the highest level in Scotland, and a new lock down.

The possibility of this had been identified in the 2020 plan however the process of recovery has continued, assisted since the end of 2020 by the rollout of the vaccination strategy. This plan builds on our experience since 2020, updates on achievements since then, and is built around a new and more developed set of action plans.





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

Impact of Covid-19

The 2020 Partnership Recovery Plan detailed the particular impact of the pandemic through the death rate suffered in Inverclyde which was at that time the highest in Scotland. Inverclyde experienced an earlier rise in Covid-19 deaths and suffered a higher overall death rate than any other area in Scotland.

As was highlighted in the 2020 plan, areas with similar levels of deprivation to Inverclyde across the United Kingdom had suffered significantly higher death rates than better off areas. The particular reasons for the death rate in Inverclyde being so much worse than other areas was explored with the most likely reasons being an earlier onset in Inverclyde with the pandemic being well established before the initial lock down was imposed together with the pandemic being overlain on an already high burden of disease and inequality in the community.

Since then we have obviously suffered a second wave of infection. Although the area has tragically suffered many more deaths in the second wave these have been at a relatively lower level than in the majority of other areas. For comparison the death rate in the "second wave" in Inverclyde was 11.77 per 100k of population. This placed us 13th out of the 32 Scottish local authorities and at a lower level than all of the other local authorities in the Greater Glasgow and Clyde Health Board area. Overall since the start of the pandemic Inverclyde has suffered a death rate of 27.26 per 100k, the second worst level in the country as a whole. It is worth noting that all of the worst affected areas have relatively similar levels and the majority are in the West of Scotland.

The reasons for the lower rate in the second wave are not entirely clear however the fact that the rate in Inverclyde, although peaking at a very high level, declined very rapidly means that the overall number of infections in the second wave will have been lower than many other areas. The reasons for the decline are not yet known but factors may include an increased willingness of the population to abide by restrictions given our previous experience and the relatively good availability of testing.

Impact of inequalities

The pandemic has impacted on individuals and communities in differing ways and to differing levels. It has become apparent that communities; families and individuals who already faced significant inequalities caused by deprivation; low income; physical and mental health issues; have been more severely impacted by the pandemic and in effect, the inequalities that they previously faced have now been exacerbated.

The 2020 plan also highlighted the potential impact of the pandemic on attainment. Clearly many of the economic and social aspects affecting attainment will have been exacerbated by the pandemic. Significant and recurring interruptions to normal schooling will have contributed to inequalities of educational access which, although much has been done to try to mitigate their effects, may take a long time to resolve even where this is possible.



Impact on the economy

There can be no doubt that the Covid-19 pandemic has had an enormous impact on both the public and private sectors. In the case of the former record borrowing has been required to mitigate some of the impacts of Covid-19 and to finance the response.

In the case of the private sector the full impact will not be known for some time however the impact of successive lockdowns on businesses has obviously had a significant effect on both the long term viability of many businesses and the business models of many more.

The UK economy contracted by 20.4% in April 2020 which was the largest monthly fall since records began. The Organisation for Economic Co-operation and Development (OECD) reported in March 2021 that the UK economy slumped 9.9% by the end of 2020, higher than many of our European neighbours although lower than what was first forecast. The Office of National Statistics (ONS) has reported in May 2021 that the UK reported growth in GDP in Q3 (July to Sep) 2020 as restrictions were previously eased however the rate of growth was still lower than pre-pandemic rates. The ONS reports that UK unemployment rate rose from 4% in March 2020, to a peak of 5.1% in Dec 2020 and 4.9% by the end of Feb 2021. HMRC reports that 4.7m jobs were furloughed at the end of Jan 2021.

As stated in previous reports, Inverclyde has historically seen a deeper and longer impact of recession than the rest of Scotland.

The count for those receiving universal credit in Inverclyde has increased by 2,648 between March 2020 and March 2021. In September 2021 it is likely that there will be a further increase with the end in the Furlough Scheme. The count also includes an increase from March 2020 and March 2021 of over 600 recipients receiving in-work universal credit.

In support of businesses the chas, as of May 2021, dispersed over £23 million in various business support payments over and above the support given by Non Domestic Rates relief in 2020/21 and 2021/22. Plans for further support for the business sector are contained in the Economic Action Plan.

Inverclyde Council has also joined together with West Dunbartonshire and Argyll and Bute Councils to commission consultants to prepare an economic case to present to the Scottish and UK Governments for special support post Covid. All three areas have significant issues in common affecting their areas around depopulation and economic decline. To assist with the research required, the City Region's Intelligence Hub has undertaken a socio economics challenges review facing three council areas and the Fraser of Allander Institute is being commissioned to review this work.



The 1st Recovery Plan - 2020-21 set out with partners to support communities in the early stages of recovery. A number of key achievements which undoubtedly helped to mitigate some of the impacts of Covid-19 on our communities are as follows:

Education, Culture and Sport

- The delivery of remote learning, including the recording of lessons for the West Online School.
- The delivery of childcare and in school provision for the children of key workers and families who required extra support
- The successful phased opening of educational, cultural and sport buildings.
- 1200 laptops distributed to young people in secondary schools.
- Funding secured from Creative Scotland for an Inverclyde Culture Consortium additionally the Beacon has secured funding from the Garfield Weston Culture Fund.
- The adaptation of services e.g. library services to online and home delivery of books.
- Grants to Voluntary Organisations funding in place to ensure the financial sustainability of clubs.
- The production of online shows and also online fitness activities.
- A legacy medal delivered to every pupil at an Inverclyde Authority school and the online Christmas production filmed in Inverclyde viewed by approximately 14,000 people.

Humanitarian

- Seven day a week helpline implemented where Inverclyde residents can access everything from food and medicine to heat and wellbeing advice.
- 470 referrals to CVS Inverclyde for support.
- Contact with 99.6% of people shielding to ensure they have all support they require.
- 2140 people referred from the Test and Protect line for humanitarian support.
- 23,500 support calls by Your Voice and Compassionate Inverclyde to people who were isolated.
- Community pantry in Grieve Road established with over 300 members.
- Extensive consultation with the community through partnership working Regular Food share sites established across Inverclyde.

Economic

- £23m of business grants paid as of May 2021.
- Hardship/Closure Grants - £2.07m of grants awarded to 413 local businesses.
- Taxi Assistance 314 grants allocated at a total value of £511k.
- Discretionary Fund – 42 grants allocated covering £208k. In addition, a raft of smaller schemes continue to operate and provide smaller levels of support.
- Workforce Refresh scheme introduced in the council.
- Inverclyde Furlough Scheme established.
- £2.42m top up grants to eligible businesses.



Aim, objectives and principles of this partnership recovery plan

Aim

The aim of this plan is to document the actions taken and proposed through partnership working to recover from the Covid-19 pandemic.

Objectives

The objectives of this plan are as follows:

- To update the overall Inverclyde recovery strategy for health and wellbeing, the economy, and education, culture and sport.
- To ensure that effort and resources are focused on where they are most required.
- To ensure that relevant stakeholders, especially the communities affected, are involved in the recovery process.
- To confirm the integrated structure for the recovery process, including the Recovery Working Group (RWG) and the sub groups which will continue for 2021/22.
- To identify how the long-term outcomes will link into the Local Outcome Improvement Plan (LOIP) from 2022 onwards.

Principles

The planned actions have been based on the following principles:

- The response should be system wide; recovery and renewal requires all parts of the system to work together to meet the challenges.
- The approach to recovery should promote collaboration across different sectors and communities in Inverclyde.
- There should be clear actions with specific timeframes.
- All actions and measurements will link to the Local Outcome Improvement Plan (LOIP) and from 2022 onwards be incorporated in the newly revised LOIP.



Inverclyde Alliance

Recovery partnership structure, remit and governance

Inverclyde's Recovery Structure

Effective planning by Inverclyde Council and its Alliance partners is crucial to meet the needs of the Inverclyde population. This includes an understanding of the needs of the population, the economy and different communities. We must understand our assets which will help us align resources to best meet the needs of the people of Inverclyde. The act of aligning resources, restarting the economy and stimulating growth all play a significant role in delivering positive outcomes for people. Learning from our experience in the delivery of the 2020 Partnership Recovery Plan and process, planning for the 2021 plan is now focussed on three principal areas:

- Education, Culture and Sport
- Health and Wellbeing
- The Economy

Recovery Working Group (RWG)

The 2021-22 recovery process will be overseen by a Recovery Working Group consisting of Alliance partners and chaired by the Chief Executive of Inverclyde Council. The RWG will be responsible for reporting on the recovery process to the Alliance Board throughout 2021-22.

It is intended that any longer term recovery actions remaining beyond 2021-22 will be incorporated into the Local Outcome Improvement Planning process from 2022 onwards. Some of the actions for which the Council is the lead partner will also be monitored through the Council's Directorate Improvement Planning process from 2022 onwards.

Elected Members Input (Members' Recovery Sounding Board)

Central to the recovery process is input and guidance from Elected Members for Inverclyde Council. To facilitate this within the recovery partnership structure, a Members' Recovery Sounding Board has been established. The Sounding Board is an informal advisory group to advise the Chief Executive, who chairs the Recovery Working Group. Its remit is to consider, review, recommend and advise on the outputs of the Recovery Working Group. The Sounding Board is a working group of Members and it is not a decision-making body. Meetings of the Sounding Board are not held in public.



Recovery Plan Actions 2021-22

Recovery action plans for the three principal areas: Education, Culture and Sport; Health and Wellbeing (formerly Humanitarian); and the Economy are detailed below:

Education, Culture and Sport

This priority is supported by four high level outcome areas which sets out a range of actions to support children and families by ensuring a successful return to education; addressing attainment gaps and learning the positive lessons from Covid-19 to develop the curriculum, particularly around digital approaches. In addition a focus on using arts, cultural and sporting events through improved tourism marketing to promote the area - especially the outdoors.

Health and Wellbeing

This priority is supported by two high level outcomes which focus on actions needed to reconnect people socially and emotionally to help recovery from Covid-19. This in response to the feedback from communities around social isolation and increased focus on mental health and wellbeing issues.

The Economy

This priority is supported by three outcomes which focus on actions supporting local businesses to recovery from Covid-19 with a range of grants and enabling local people to be supported into employment developments.





Recovery Plan Actions 2021-22

Education, Culture and Sport

- **ECS OUTCOME 1** – All Young People in Inverclyde have a successful return to their education and any gaps in attainment or experience are addressed
- **ECS OUTCOME 2** – Educational establishments have taken forward the lessons learned from Covid-19 to provide an improved and more flexible curriculum – especially with regard to digital provision
- **ECS OUTCOME 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
- **ECS OUTCOME 4** – Tourism to the area will have increased and Inverclyde will have benefitted from positive promotion





COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

ECS OUTCOME 1 - High Level Outcomes for Education, Culture and Sport						
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	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
ECS 1.2	Attainment gap continues to reduce	The attainment challenge continues to address gaps in educational attainment through targeted interventions. 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	Core	IC Organisational plan/Attainment Challenge plan/Service Improvement plan
ECS 1.3	Summer of fun	Recovery programmes at all levels are in place - including the school college partnership programme and WCS	Head of Education	April 21 - June 22	SG funding /1140	IC Organisational plan/Attainment Challenge plan/Service Improvement plan
ECS 1.4	Free School Meals	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. Earlier implementation of Universal P4-7 School Meals	Corporate Director Education, Communities & Organisational Development	July/August 21	WCS Deferral funding. Education recovery funding	IC organisational plan
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	Corporate Director Education, Communities & Organisational Development	August 21 to March 22	SG funding - expected (Further details needed)	Children's Services Plan
			Service Manager Communities	June 2021 - March 2023	Recovery Funding up to £192k	Children's Service Plan/ CDIP
					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.						



COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

ECS OUTCOME 2 - High Level Outcomes for Education, Culture and Sport						
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	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 College - ensuring all students are digitally equipped and given the skills and support to ensure that they can access online and blended learning	Head of Education WCS	April 21 - June 22 April 21 - June 22	Budget process from 22/23 WCS core fund	Organisational Recovery plan 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.						



COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

ECS OUTCOME 3 - High Level Outcomes for Education, Culture and Sport

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	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 Money for lights for Gourrock Amphitheatre to support events linked to Culture Collective	Head of Educational Resources Culture and Communities Interim Head of Property Services	September 22 December 21	Creative Scotland Recovery Funding £45k	LOIP (new action) LOIP
ECS 3.2	Sports and Physical Activity recovery	Sports and physical activity strategy will be resumed post Covid -19. Launch of Strategy Signage for Rankin Park to promote tennis and biking areas	Head of Educational Resources Culture and Communities Interim Head of Property Services	July 21 September 21	Recovery Funding £10k Recovery Funding £10k	CDIP Sports Strategy
ECS 3.3	Hold an outdoor festival May/June 2022 (MELIORA)	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 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	Nature Scot Corporate Director Education, Communities and OD	June 21 - December 22 June 21 - August 22	Bid to Sustrans Recovery Funding £350k	LOIP (but not yet progressed because of funding Link to Economic town centre events bid
ECS 3.4	Supporting Community	Allocation of money to localities for recovery events Small grants and waiver of fees to support small organisations to restart	Head of Educational Resources Culture and Communities CVS	June 21 - August 22 June 21 - March 22	Recovery Funding £120k Recovery Funding £10k	LOIP/CLD Strategic Plan 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.



COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

ECS OUTCOME 4 - High Level Outcomes for Education, Culture and Sport						
Tourism to the area will have increased and Inverclyde will have benefitted from positive promotion						
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
EC4.1	Tourism and marketing	<p>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)</p> <p>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</p>	Service Manager Corporate Communication, Tourism and H&S	June 21 - June 23	Recovery funding £220K	Health and wellbeing; Sports Strategy; Environment and Regeneration
			Chief Executive	June 21 - June 23	Recovery funding £50k	Environment and Regeneration
What will success look like? Increased tourists visit Inverclyde.						



Recovery Plan Actions 2021-22

Health and Wellbeing

- **HW OUTCOME 1** – The Inverclyde community is supported to reconnect socially to recover from the impact of Covid -19
- **HW OUTCOME 2** – The Inverclyde community is supported emotionally to recover from the impact of Covid-19





COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

HW OUTCOME 1 - High Level Outcomes for Health and Wellbeing						
The Inverclyde community is supported to reconnect socially to recover from the impact of COVID-19						
Outcome	Development Area	Actions/Milestones	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 2022	Recovery Funding £60k	HSCP Strategic Plan
		Community Connectors provide passes for leisure for access to physical activity	Corporate Director/CO HSCP	June 21 - March 2022	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 2022	Recovery Funding £30k	Food Growing Strategy as part of Community Empowerment Act
People across Inverclyde are actively supported in their recovery from COVID and their wellbeing is promoted.						



COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

HW OUTCOME 2 - High Level Outcomes for Health and Wellbeing						
The Inverclyde community is supported emotionally to recover from the impact of COVID-19						
Outcome	Development Area	Actions/Milestones	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	Children's Services Plan
		Provide referral pathways for all children, young people and families to access early intervention mental wellbeing support	Service Manager Children and 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	Principal Educational Psychologist/MH Programme Board	April 21 - June 22	Core	Children's Services Plan/ IJB Strategic Plan
HW2.2	Early Intervention	Implement Staff Wellbeing Plan across all Health and Social Care Workforce	Corporate Director/CO HSCP	March 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
		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-19	Interim Head of Public Protection and Recovery	April 21 / March 22	Council Recovery Plan	Council Organisational Plan
People across Inverclyde feel supported emotionally in their recovery from Covid 19.						
What will success look like?						



Recovery Plan Actions 2021-22

Economic Recovery

- **ER OUTCOME 1** - Support local businesses to recover from Covid-19.
- **ER OUTCOME 2** – The Inverclyde community is supported to become more physically active to recover from Covid-19
- **ER OUTCOME 3** – The Inverclyde Community is supported into employment to recover from Covid-19





COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

ER OUTCOME 1 - High Level Outcomes for Economic Recovery						
The Inverclyde community is supported economically to recover from the impact of Covid-19						
Outcome	Development Area	Actions/Milestones	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 and 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 and 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 and 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 and 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 and 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 and 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 and 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



COVID-19 Partnership Recovery Plan 2021 -22



Inverclyde Alliance

ER OUTCOME 1 - High Level Outcomes for Economic Recovery						
The Inverclyde community is supported economically to recover from the impact of Covid-19						
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans
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 West College Scotland	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 West College Scotland	April 21 - March 22	£450k (West Region) approved	Business Recovery Scheme
ER 1.11	Workforce Development	Working with the Council maximise job opportunities for local people within NHS Greater Glasgow & Clyde.	Director of Human Resources & Organisational Development NHS GGC	June 21 - March 23	£25k Core funding	Business Recovery Scheme
ER 1.12	Workforce Development	Develop a wraparound programme with Inverclyde Council to provide job coaching to support employment in NHS Greater Glasgow & Clyde.	Director of Human Resources & Organisational Development NHS GGC	June 21 - March 23	£25k Core funding	Business Recovery Scheme
ER 1.13	Workforce Development	Provide 10 additional job coaches to the Inverclyde offer from DWP.	Customer Service Leader WS IA&B DWP	April 21 - March 22	DWP Core Funding	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.						



ER OUTCOME 2 - High Level Outcomes for Economic Recovery						
The Inverclyde community is supported to become more physically active to recover from Covid-19						
Outcome	Development Area	Actions/Milestones	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 21 - March 22	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 21 - March 22	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.						



ER OUTCOME 3 - High Level Outcomes for Economic Recovery						
The Inverclyde community is supported to become more physically active to recover from Covid-19						
Outcome	Development Area	Actions/Milestones	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 and Economic Recovery	April 21 - March 22	£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 21 - March 22	£25k (already approved)	Economic Recovery
What will success look like? 210 Individuals employed within the Council and wider community.						



Conclusion

It is likely that the recovery phase from the pandemic will continue to be long. For the 2021-22 plan we are in a better position than we were during previous recovery planning with the ongoing roll out of the vaccination programme, albeit there remains concern around the risks from new variants. It is important that the whole of Inverclyde continues to work in partnership for the longer term and therefore the action plans from this Recovery Plan will eventually align with the Local Outcome Improvement Planning process from 2022 onwards.

This plan recognises the economic impact of the Covid-19 pandemic, the associated impact of lockdown measures and the profound and long lasting effect of the pandemic on local communities, particularly those individuals and families living in poverty. Wellbeing features highly on the renewal agenda both for individuals and communities. The actions within this plan build on existing Community Planning structures and ensure that Alliance priorities on population, environment, culture heritage; economy and inequalities are considered.

The 2021-22 plan builds on the hard work undertaken to date and reflects the vital role communities will continue to play in the collective response to the pandemic, and the pivotal role strong partnership working will play in helping Inverclyde through recovery.



Report To:	Inverclyde Council	Date:	10 June 2021
Report By:	Interim Service Director Corporate Services & Organisational Recovery	Report No:	FIN/30/21/AP
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Financial Strategy 2021/31 - Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to present the updated Financial Strategy to the Council for review and approval, a copy of which is attached to this report.

2.0 SUMMARY

- 2.1 The six monthly review of the Financial Strategy has been undertaken and takes into account the approved 2021/2 Budget, the estimated on going impact of Covid-19 and a review of all funding models included in the Appendix. The review takes place at a time of unprecedented fiscal pressure and uncertainty.
- 2.2 It can be seen from table 3 in paragraph 7.8 that the 2021/24 estimated funding gap is £11.4 million after the application of adjustments and savings approved as part of the 2021/22 Budget in March this year and before any decision on whether to increase Council Tax over 2022/24.
- 2.3 Table 4a confirms that based on the latest information including forecasts from Fiscal Affairs Scotland and the local assessment of certain figures by the Chief Financial Officer, the mid-range scenario shows that the Council faces a net potential funding gap of £11.4 million over the 2021/24 period and includes the one-off utilisation of £5.0million in Reserves. This latter decision by Members taken as part of the 2021/22 Budget is likely to present a significant challenge for the new Council Administration post May, 2022 and this will need to be borne in mind when developing the 2022/23 Budget.
- 2.4 In line with Best Practice, tables 4b and 4c illustrate scenarios for the 2021/24 Revenue funding gap based on different assumptions around Government Grant, income, inflation and budget pressures. These tables show potential funding shortfalls of £5.1 million to £21.6 million. The reason for the broad range of scenarios reported in the above tables is due to the high level of uncertainty which exists around most of the key building blocks which the Council requires to set a budget, namely the level of Government Grant, Pay Inflation, Non-Pay Inflation etc
- 2.5 It is hoped that the new Scottish Government will provide multi-year Budget figures in December 2021 to provide a degree of certainty to the Council but based on the pledges in the SNP manifesto there appears to be limited scope for any new non-earmarked funding for Local Government in the medium term without increased funding from the UK Government.
- 2.6 Table 5 in paragraph 7.13 shows that overall the 2021/24 Capital programme has a £2.78 million funding shortfall. The Capital Programme allows for 5% over programming and the funding shortfall is within that limit. Members have asked proposals to be developed by officers as to how the Capital resources can be enhanced without placing more pressure on the Revenue Budget from 2023/24 onwards.

- 2.7 All the other appendices and tables have been updated. The detail is contained in Section 6 of the report.
- 2.8 Section 11 of the Strategy reflects the identified risks to the Financial Strategy and mitigating actions whilst Appendices 1 to 3 highlights the major short / medium / long term issues the Council needs to be aware of which could materially impact on the figures presented.
- 2.9 Overall the Financial Strategy confirms the significant challenges facing the Council in coming years but that all models remain affordable, based on the latest information.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Council approve the latest revision of the Financial Strategy and that officers will review all funding models for potential savings as part of the 2022/23 Revenue Budget.
- 3.2 It is recommended that the Council note the impact the one-off use of £4.0million of Reserves in 2022/23 will have on the estimated funding gap in 2023/24.

Alan Puckrin
Interim Service Director Corporate Services & Organisational Recovery

4.0 BACKGROUND

- 4.1 The Financial Strategy requires to be reviewed twice per year and reported to the Full Council. This is done in June and December each year.

5.0 CURRENT POSITION

- 5.1 The Strategy has been updated to reflect latest information and takes into account the approved 2021/22 Budget, the estimated on going impact of Covid-19 and a review of all funding models included in the Appendix. The review takes place at a time of unprecedented fiscal pressure for the country.
- 5.2 It can be seen from table 3 in paragraph 7.8 that the 2021/24 estimated funding gap is £11.4 million after the use of £5million from Reserves. This latter decision by Members taken as part of the 2021/22 Budget is likely to present a significant challenge for the new Council Administration post May, 2022 and this will need to be considered when developing the 2022/23 Budget.
- 5.3 Table 4a shows that based on the latest information including forecasts from Fiscal Affairs Scotland and the local assessment of certain figures by the Chief Financial Officer, the mid-range scenario shows that the Council faces a net potential funding gap of £11.4 million over the 2021/24 period prior to any decision around Council Tax levels in 2022/24. In line with Best Practice, tables 4b and 4c illustrate scenarios for the 2021/24 Revenue funding gap based on different assumptions around Government Grant, income, inflation and budget pressures. These Tables show potential funding shortfalls of £5.1million to £21.6 million.
- 5.4 It is hoped that the new Scottish Government will provide multi-year Budget figures in December 2021 to provide a degree of certainty to the Council but based on the pledges in the SNP manifesto there appears to be limited scope for any new non-earmarked funding for Local Government in the medium term without increased funding from the UK Government. Therefore the Council will need to be clear on how any new recurring spend commitments are going to be funded when considering the 2022/23 Budget.
- 5.5 Table 5 in paragraph 7.13 shows that overall the 2021/24 Capital programme has a £2.78 million funding shortfall. The Capital Programme allows for 5% over programming and the funding shortfall is within that limit. Officers are considering how the Council can optimise capital without adding to the pressures on the Revenue Budget from Capital Programme from 2023/24 onwards.
- 5.6 All models in the Appendices have been reviewed and all remain affordable in the short / medium term with more detail on each of the Funding Models contained in Section 6. Appendices 1-3 outline the short, medium and long term challenges which the Council requires to consider when agreeing future budgets.

6.0 REVIEW OF FUNDING MODELS

- 6.1 Appendix 4 – School Estate Management Plan – this reflects the latest phasing's and decisions and the recent Loans Charges review which resulted in reductions in SEMP loans charges as part of the 2021/22 Budget.
- 6.2 Appendix 5 – General Fund Reserves – this reflects the latest Policy & Resources Committee position of £0.445 million free reserves at 31st March, 2021.
- 6.3 Appendix 6 – Capital Fund – this reflects the latest review of receipts and previously approved contributions to the Capital programme. Whilst there appears to be an opportunity to utilise some of the balance in the medium term this is dependent on getting receipts from sales which have not yet generated.

6.4 Appendix 7 – Repairs and Renewals Fund – this reflects the latest projections for the refurbishment of 3G Pitches over 2020/27 and following a decision taken to allocate an annual allowance from the Capital Programme, the maintenance model is now funded in the longer term.

Approval was given in December 2017 to combine the maintenance funds for the Port Glasgow Retail Development, Reservoirs above the Cut and Inverkip Railway Bridge into a single fund to provide longer term sustainability and reduce pressure on the Revenue Budget.

6.5 Appendix 8 – Reflects a projected useable Insurance Fund balance based on claims received. The November 2020 Insurance Fund annual report to Policy & Resources Committee provided more details but a major call on the fund is expected as part of the Local Government contribution to the Scottish Child Abuse reparation settlements. The Fund could potentially be used to help meet this cost.

6.6 Appendix 9 – RAMP – shows the approved investment for the period to 31st March 2023 to deliver the Roads Asset Strategy.

6.7 Appendix 10 - This Appendix provides a projection of the City Deal programme for the first 10 years of operation from both a revenue and capital perspective. It should be noted that this model will be refined as Business Case approvals are achieved. There may be the scope to generate a revenue saving from this model as part of the 2022/23 Budget.

6.8 Appendix 11 – The loans charges model reflects a £1million write back agreed in August 2020 to part fund the one off costs associated with Covid and a £400,000 saving agreed as part of the 2021/22 Revenue Budget. Pending the outcome of the PPP Flexibility review discussions between Cosla and the Scottish Government either a saving or increased capital resources may be achieved.

7.0 IMPLICATIONS

Finance

7.1 Officers will continue to review all models to identify potential savings which can feed into the forthcoming 2022/23 Budget.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

Legal

7.2 There are no specific Legal issues arising from the report.

Human Resources

7.3 There are no specific Human Resources issues arising from the report.

7.4 Equalities

Equalities

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

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

(b) Fairer Scotland Duty

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

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

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

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

7.5 Repopulation

Having medium term financial plans which realistically reflect the pressures and opportunities faced by the Council and the communities it serves will help build confidence in the area and contribute to the Repopulation agenda.

8.0 CONSULTATIONS

8.1 The Financial Strategy has been produced after consultation with and input from the CMT and other relevant Officers.

9.0 LIST OF BACKGROUND PAPERS

9.1 None



Financial Strategy

2021/22 – 2030/31

June 2021

Contents

1. Foreword
2. Why have a Financial Strategy?
3. Financial Summary
4. Overall Economic Position
5. Local Context
6. Financial Management
7. Financial Outlook
 - Short to Medium Term - Revenue
 - Other Short to Medium Term Revenue Issues
 - Long-Term Revenue Issues
 - Short to Medium Term Capital Projections
 - Long-Term - Capital Projections
8. Treasury Management
9. Reserves
10. Monitoring and Reporting Arrangements
11. Risk Management

Appendices

Appendix 1 - Short-Term Issues

Appendix 2 - Medium-Term Issues

Appendix 3 - Long-Term Issues

Appendix 4 - School Estate Management Plan Funding Details

Appendix 5 - General Fund Reserves

Appendix 6 - Capital Fund

Appendix 7 - Repairs & Renewals Fund

Appendix 8 – Insurance Fund

Appendix 9 – Roads AMP

Appendix 10 – City Deal

Appendix 11 – Loan Charges

1.1 Foreword

This latest revision of the Council's Financial Strategy has been prepared at time the country and the Council are at last beginning to emerge from the Covid-19 pandemic after some 16 months. The financial pressures and fiscal response is without precedent in recent decades and the impact on the community and the country's finances will be felt for many years.

Given the challenging economic situation, and the significant financial issues we will face over future years, it is essential that the Council updates its Financial Strategy regularly to ensure it provides a practical framework within which policy choices can be identified, debated and approved.

The approval of this revised Financial Strategy demonstrates that we are clear both about the outcomes we want to achieve for our communities and the financial challenges that need to be addressed if we are to successfully deliver on these outcomes.

To provide a clear, consistent strategic direction for the Council the following outcomes were agreed for the Financial Strategy – it will ensure that:

- **the Council has a comprehensive, sustainable, balanced budget;**
- **the Council reviews the level of Council Tax annually in the context of the Financial Strategy, to determine an appropriate level in the best interests of the people of Inverclyde;**
- **resources are allocated and deployed to facilitate delivery of the outcomes in the Corporate Plan/Local Outcome Improvement Plan and Corporate Directorate Improvement Plans;**
- **all key strategic decisions on the allocation and deployment of resources are made within the appropriate financial context;**
- **Members can take full account of the impact of decisions on the overall financial resources of the Council in the short, medium and long term;**
- **there is a high level of confidence in the financial management of the Council;**
- **the Council has flexibility to address new policy requirements, or significant changes to existing policies, within overall available financial resources;**
- **resources are invested effectively, efficiently and on a sustainable basis;**
- **there is continued improvement in the delivery of major projects;**
- **there remains a focus on securing efficiencies across the organisation;**
- **the Council continues to invest in improving service quality, delivering new infrastructure, enhancing service levels and upgrading existing assets;**
- **there is an increased level of understanding on behalf of the wider community with regard to the finances of the Council.**

The primary financial challenge facing the Council over the coming period, given the continued pressure on public sector budgets, will be to stay within the approved revenue budget and deliver a capital programme that continues to maintain a high level of investment in key infrastructure and support the needs of the local community.

There is no doubt that even before the current Covid emergency the Council faced a very challenging medium term Budget position. One of the main challenges faced by the Council is therefore forward planning, preparatory investment and a sufficient lead in period prior to implementation of both savings and investment for the period beyond the current budget.

Given the difficult position the Council faces on capital expenditure, it is essential that future capital expenditure proposals are largely self-financing through the release of other capital assets, as well as delivering efficiencies which will secure ongoing revenue savings.

The Council has also approved corporate policies to charging and income generation – including maximising external funding to supplement existing resources and support service delivery. The Council increased the level of income generated by charging as part of the 2019/21 Budget but this may come under pressure as Council delivery is reshaped post Covid.

We also need to ensure that the Financial Strategy continues to support the Corporate Plan directly, the Local Outcome Improvement Plan and effectively link this Strategy to our Corporate Directorate Improvement Plans.

The Financial Strategy is a dynamic document and will be monitored on an ongoing basis by the Corporate Management Team and the Policy & Resources Committee. It will continue to be formally reviewed by the Council twice yearly, in June and in December.

This Financial Strategy is key to the future success of the Council – it is about making sure we have sufficient resources in place when required to deliver the outcomes we realistically can achieve for the communities of Inverclyde.

Councillor Stephen McCabe
Leader of the Council

Aubrey Fawcett
Chief Executive

2.0 Why have a Financial Strategy?

- 2.1 The purpose of our Financial Strategy is to provide clear direction, supported by a practical framework and explicitly defined parameters, on how the Council will structure and manage financial resources in the medium to long term to ensure they are deployed effectively to achieve corporate objectives.
- 2.2 This is not just another financial process – the Financial Strategy is integral to our Strategic Planning and Performance Management Framework which underpins the achievement of the outcomes identified in the Corporate Plan, and is an integral part of the Corporate Directorate Improvement Plans.
- 2.3 The requirement to develop a medium to long term financial strategy covering the next three to ten years (and in some areas longer) is a vital component of decision making.
- 2.4 The Council has taken into account guidance from CIPFA when developing the Financial Strategy as well as best practice from other local authorities.
- 2.5 Our ambition is to maintain a single, coherent Financial Strategy that brings together the corporate objectives of the Council along with all the relevant financial information in a clear, accessible document.
- 2.6 The value of such a Strategy is that it enables the Council to develop a better understanding of the wider policy and financial environment within which it operates, identify and respond flexibly to opportunities and threats, manage and mitigate risks and ensure that financial resources are contributing to achieving corporate objectives.
- 2.7 The Strategy will also provide information to a range of stakeholders:

Table 1 – Stakeholder Information

For the Council and Elected Members	to decide how available financial resources will be used
For Chief Officers, managers and employees	To help optimise the available resources and reinforce their roles in financial management arrangements
For residents	to show how the Council's Financial Strategy impacts upon service provision
For Council Tax payers	to demonstrate how the Council looks after public resources
For partners	to share the Council's vision and help identify opportunities for joint working and resource deployment.

- 2.8 Inevitably some of the information of the Financial Strategy will be based on forecasts and these will change over time - the Strategy is reviewed regularly so that the Council can respond proactively to any such changes.
- 2.9 The inclusion of information in the Financial Strategy does not infer approval and all financial projections and issues will have to be subject to approval through the budget process.
- 2.10 The Strategic Planning and Performance Management Framework continues to develop links between the strategic planning and budgeting processes. This allows services to plan ahead, taking into account the resources available and proactively identify opportunities to achieve efficiencies or secure alternative funding sources. This process also encourages the development of joint resourcing opportunities within the Inverclyde Alliance.

3.0 Financial Summary

- 3.1 On 13 March 2021 the Council agreed the 2021/22 Revenue Budget. The Council also took strategic decisions on the use of Reserves in respect of 2022/23, the last year of the current Council.
- 3.2 The same meeting also agreed the 2021/24 Capital Programme which took into account the latest Government Grant settlement information.

Table 2 – Short Term Summary – Approved Revenue and Capital Budgets (March 2021)

	2021/22 £million
<u>General Fund Revenue</u>	203.088
<u>Budget Financed by</u>	
Government Grant (Including NDR)	(169.418)
Council Tax	(32.622)
Approved Contribution from General Reserve	(1.049)
	0
<u>Capital Programme (2021/22)</u>	
Approved Spend (At May 2021)	17.72
<u>Financed by</u>	
Government Grants	6.47
Capital Receipts	0.68
Other Grants/CFCR	3.75
Prudential Borrowing	2.77
Resources Carried Forward from prior year	16.05
Surplus in Resources in 2021/22	12.00

4.0 Overall Economic Position

UK Context

- 4.1 The Covid pandemic has elicited a fiscal response from the Government which is without precedent in peace times. The UK Government borrowed large sums of funding to support the economy, households and frontline services battling against the virus and to help protect as many jobs as possible as part of the recovery. In the March 2021 Budget, plans to bring the UK Budget back into some form of balance were set out.
- 4.2 The Office of Budget Responsibility (OBR) issued a forecast for the UK economy in March and this is shown in the table below. This includes the impact from freezing income tax thresholds and increasing Corporation Tax from 19% - 25% for large companies from 2023.

	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
GDP (real) annual % change	1.4	-9.9	4.0	7.3	1.7
Inflation (CPI) annual % change	1.8	0.9	1.5	1.8	1.9
Unemployment Rate	3.8	4.5	5.6	5.9	5.1
Public Sector Borrowing	57	355	234	107	85
Debt as a % of GDP	84	100	107	109	110

- 4.3 As a result of the economic downturn and its associated costs there is a significant increase in the UK's budget deficit. For 2020/21 alone the deficit is estimated to rise by almost £300 billion more than the £57 billion a year ago, with continuing costs likely and a rising debt profile. It is estimated that by 2025/26 the current budget deficit will be eliminated with borrowing only being carried out for investment.
- 4.4 Borrowing of this scale will have a long term impact on the future UK fiscal strategy and the Chancellor has recognised that he will have to increase taxes and cut spending. The tax changes outlined in 4.2 are estimated to increase the UK tax burden to 35% of GDP, it is highest level since 1970.
- 4.5 The OBR believe that most of the negative impact from Brexit has already occurred with temporary disruption to trade in early 2021 reducing GDP by 0.5%.
- 4.6 The UK Government spending plans make no explicit provision for virus related costs beyond 2021/22. It is unclear how recurring extra costs around testing/vaccinations or services such as the NHS catch up with non-urgent procedures will be funded. The March 2021 Budget assumed a £15 billion reduction in Departmental Resource spending in 2022/23 compared to the plans set out in 2020. This implies cuts of 1 – 2.8% in real term for non-protected budgets of which Local Government is the largest.

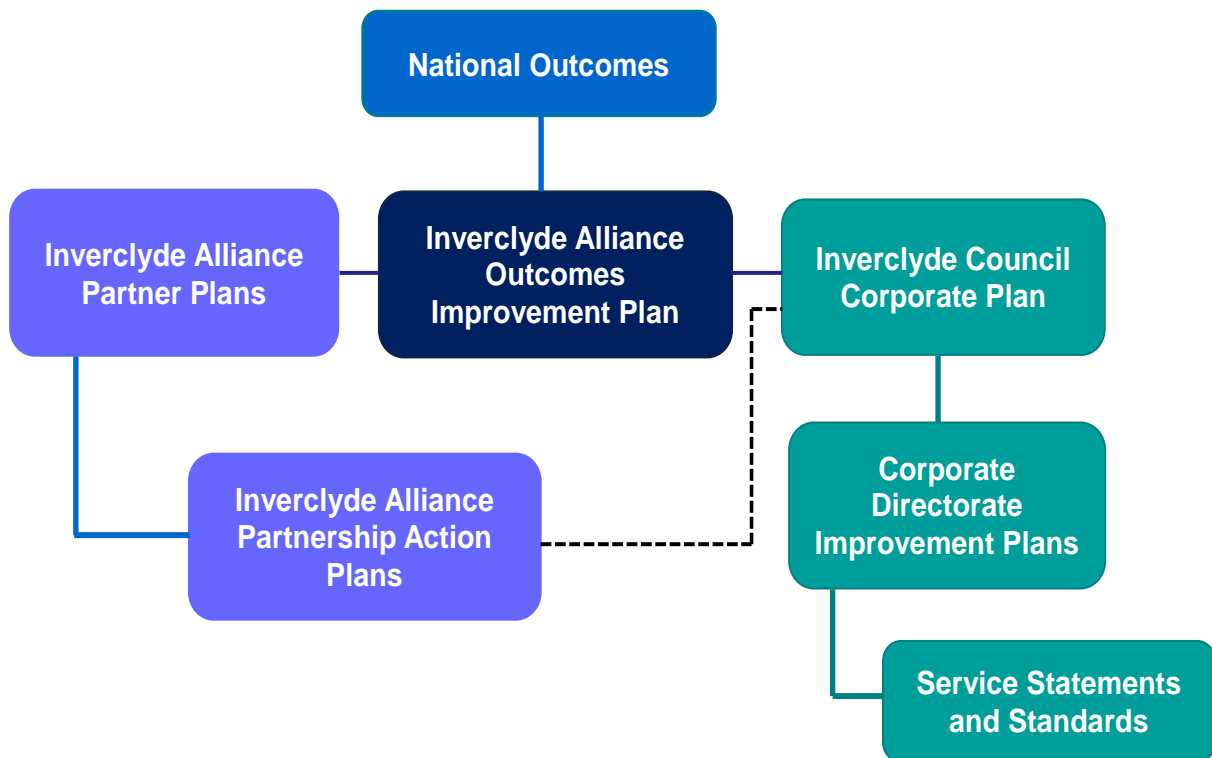
Scottish Context

- 4.7 In addition to Scotland accessing the UK wide Furlough Schemes and Welfare Benefits enhancements the Scottish Government has received approximately £9.5 billion from UK Consequentials to supporting businesses, addressing issues such as food insecurity, increased demand for Crisis Grants and other benefits plus allocating extra resources to the Health Service and Local Government. This equates to approximately £1370 per person. A further £3.3 billion for Covid is planned in 2021/22.

- 4.8 The SNP manifesto for the new Scottish Parliamentary term contained several large funding pledges:
- Increase NHS front line service funding by £2.5 billion.
 - Increase investment in Social Care by 25%
 - Invest a further £1 billion to close the school attainment gap.
 - Freeze Income Tax rates and bands and increase thresholds by a maximum of inflation.
- 4.9 The pledges allied to the existing policy proposals to double the Scottish Child Payment, provide Free School Meals to all Primary School pupils and provide free bus travel to under 22's will result in significant extra budget costs for which the sustainable income source is not clear.
- 4.10 The Institute for Fiscal Studies analysis of the SNP and other manifestos concluded "Paying for the billions in additional pledges in these manifestos would mean either increases in Scottish taxes or cuts in some areas of spending, unless substantially more UK Government funding is forthcoming".
- 4.11 There is therefore nothing to indicate that Local Government will receive a real terms funding boost in the medium term over and above ring fenced funding for the implementation of Scottish Government policies and national initiatives. In this context it is likely that Local Government in Scotland faces a continued squeeze in resources which will continue to require a clear prioritisation and inevitably a review of some of the Universal service provision policies at both a national and local level.

5.0 Local Context

- 5.1 The local environment within which the Council operates has changed significantly in recent years and will alter further in future years due to the impact of national legislation and policy, further economic turbulence, societal changes and developing customer expectations.
- 5.2 The overall strategic framework within which the Council operates is outlined in the Strategic Planning and Performance Management Framework. The Framework includes the Local Outcome Improvement Plan, the Corporate Plan, Corporate Directorate Improvement Plans and the Financial Strategy.
- 5.3 The Strategic Planning and Performance Management Framework is shown in the Diagram below.



- **National Outcomes** are set by the Scottish Government and sit within a National Performance Framework. These 11 outcomes are an overarching guide for the local community planning partnership document, the Inverclyde Outcomes Improvement Plan.
- The **Inverclyde Alliance Outcomes Improvement Plan** (OIP) is a high level strategic partnership document setting out the vision and direction for the Inverclyde area, as agreed by all the Inverclyde Alliance partner organisations and communities. The outcomes are based on evidence of the key issues and challenges for the Inverclyde area and through community engagement. They set out what we want to achieve for all the communities of Inverclyde.
- The **Partnership Action Plans** set out the Partnership actions and projects which will contribute to the achievement of the OIP priorities and are expressed through the wellbeing indicators (see below in 5.4) to help better understand their impact on a crosscutting basis.

- The **Corporate Plan 2018/22** is a public facing document and sets out the ways in which Inverclyde Council hopes to deliver better outcomes for the people of Inverclyde through the delivery of 10 organisational priorities. The Plan reflects the wellbeing outcomes from the Outcomes Improvement Plan and sets out, at a high level, what the Council will do to help deliver the partnership priorities. The Plan also contains high level budget information for key services.
- **Corporate Directorate Improvement Plans (CDIPs)** set out the vision for each Directorate. The current CDIPs cover the period 2019/22 and are reviewed on an annual basis to ensure that the improvement actions remain up-to-date and reflect the local and national environment in which the council operates. The Plan covers two broad areas, the first being corporate cross cutting improvement actions and the second Directorate Improvement actions. These improvement actions are based on robust self-evaluation and are mapped to the Corporate Plan organisational priorities. In addition the HSCP has developed a Strategic Plan 2019/24 which supports the Inverclyde Integration Joint Board.
- **Service Statement and Standards** set out what services do on a day to day basis and will not change significantly year on year, but will be refreshed to reflect any structural or legislative changes. It is a public facing document which also sets out a summary of the financial and employee resources allocated to run the service. Service standards are also reflected in the Service Statements, setting out what quality standards the service follows and what customers can expect.

Outcomes for Inverclyde

The focus of the Strategic Planning and Performance Management Framework is on addressing the main challenges facing the area. The Inverclyde Outcomes Improvement Plan builds on the achievements of the SOA and previously contained three strategic priorities to be delivered in partnership, however following review of the plan in 2020, an additional strategic priority related to Economy has been added:

- **Population:** Inverclyde's population will be stable and sustainable with an appropriate balance of socio-economic groups that is conducive to local economic prosperity and longer term population growth
 - **Inequalities:** There will be low levels of poverty and deprivation and the gap between the richest and poorest members of our communities will be reduced
 - **Environment Culture and Heritage:** Inverclyde's environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit
 - **The Local Economy** Inverclyde has a thriving and diverse local economy, economic activity is increased and skills development enables both those in work and those furthest from the labour market to realise their full potential
- 5.4 The OIP continues to focus on the delivery of the **wellbeing outcomes**, which the Inverclyde Alliance, including the Council, has adopted. These wellbeing outcomes have been adapted and expanded from 'Getting it Right for Every Child', to help us work towards a Nurturing Inverclyde, 'Getting it Right for Every Child, Citizen and Community'. The wellbeing outcomes cover the core areas of Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.
- 5.5 A key challenge for the Inverclyde Alliance, and the public agencies, operating in Inverclyde, over the next five years will be to ensure better alignment between available resources, across all agencies, and the outcomes and priorities identified in the Inverclyde Outcomes Improvement Plan.
- 5.6 Demographics and Population

The most significant challenge facing Inverclyde is depopulation and associated demographic change – this has been recognised by the Council and our Partners as a priority in the Inverclyde Outcomes Improvement Plan and the Council's Corporate Plan 2018/22.

- 5.7 The fundamental issue for the Council is that at some point if the decline in population continues at the current pace then the area could become no longer sustainable as a unit of administration which would have an associated impact on other services such as health, police and fire. In recent years, the population decline in Inverclyde has been largely attributable to more deaths than births in the area. Encouragingly, it is estimated by the National Records of Scotland that in two out of the past three years more people moved into Inverclyde than moved out, however the potential increase in population has been offset by negative natural change. Work around repopulation is led by the Inverclyde Alliance Population Partnership which has responsibility for the implementation of the Repopulation Strategy and Action Plan, which was approved by the Inverclyde Alliance Board on 18 March 2019.
- 5.8 In the 2011 Census the population for Inverclyde was 81,485, a decrease of 3.2% from 84,200 in the 2001 census. The most recent population estimates set out Inverclyde's population for 2019 at 77,800, a decrease of -0.4% from 78,150 in 2018. The population of Inverclyde accounts for 1.4% of the total population of Scotland.
- 5.9 The latest mid-year population estimates (2019) show that 16% of Inverclyde's population is aged between 0 – 15 years, which is slightly less than the percentage for Scotland, 17%. 63% of the population is aged 16 – 64 years, compared to 64% in Scotland. 21% of Inverclyde's population is aged 65 years and older compared to 19% in Scotland.
- 5.10 Since 1985, Inverclyde's total population has fallen overall whilst Scotland's population has risen over this period.
- 5.11 Official population projections continue to forecast a long term decline in Inverclyde's population. By 2043 the population of Inverclyde is projected to be 65,517, a decrease of -16.2% compared to the population in 2018. The population of Scotland is projected to increase by 2.5% per cent between 2018 and 2043.
- 5.12 Over the 25 year period the age group that is projected to increase the most in size in Inverclyde is the pensionable and over age group with a 9.9% increase. In Scotland, it is estimated that there will be a projected 23.2% increase in the pensionable age population by 2043.
- 5.13 The population aged under 16 in Inverclyde is projected to decline by 25.6% over the 25 year period, compared to a 10.5% decrease nationally.
- 5.14 Between 2016 and SIMD20, the number of Inverclyde data zones in the 5% most deprived in Scotland increased from 11 to 21. This equates to 18.4% of all 114 Inverclyde data zones in the 5% most deprived category, this is the second highest local share in Scotland. Inverclyde also has the second highest local share of data zones in the 20% most deprived in Scotland.
- 5.15 Demographic change will have significant impact on services as funding allocated from the Scottish Government is partly based on the population of an area. Even with additional allocations to take account of deprivation the budget is expected to reduce in real terms over the next five years.
- 5.16 In terms of indicators of deprivation the profile for Inverclyde differs from the national picture, these include:
- 6.3% of working age benefit claimants are claiming unemployment benefits. Of this, a higher proportion of 18 – 24 year olds (9.2%) are claiming than 25 – 49 year olds (7.6%) or 50+year olds (4.0%). (As at March 2021).
 - Economic inactivity rates in Inverclyde are higher than the national rate 28.5% compared to 23.2% (Jan 2020 –Dec 2020)
 - The percentage of workless households in Inverclyde is 23.9% compared to 17.7% in Scotland (January – December 2019)
 - Approximately 83.3% of working age adults in Inverclyde have NVQ1 and above, or other formal qualifications. 86.4% of the Scottish population have NVQ1 and above or other formal

qualifications (January 2020 – Dec 2020).

- Median earnings for full time workers living in the area (Gross Weekly Pay) increased between 2019 and 2020 from £543.80 to £575.70. The Scottish average was £595.00.
- Working age people account for 63% of all people in Inverclyde (2019 mid-year population estimates). This is 1% lower than for Scotland as a whole.

- 5.17 The projected population changes will have an impact on all service areas, particularly Education and Social Care, where there will be a need to actively manage the transition from current service delivery arrangements to new models that are built around the needs of the future population.
- 5.18 The deprivation profile will have major implications for services as research indicates that those most vulnerable to poverty are more likely to require greater interventions and experience greater levels of health inequalities and a targeted focus to move individuals out of poverty will come at a significant cost to public agencies.
- 5.19 The predicted demographic changes also have other implications. A decline in younger economically active people and a growth in the older, more vulnerable age group can mean there will be fewer informal carers which could result in a higher dependency on the services provided by the Health & Social Care Partnership.

The public sector landscape in Inverclyde

- 5.20 The public sector landscape has changed significantly over the last 10-15 years in Inverclyde. The development of this mixed economy of public service provision presents new challenges for the Council as it seeks to ensure that outcomes are achieved and that resources are being deployed effectively and efficiently. This is particularly relevant in the context of the LOIP where there will need to be a robust appraisal of whether existing service delivery arrangements across all partner agencies can effectively deliver on the agreed outcomes.
- 5.21 Whilst the Council has to tackle the problems associated with poverty, health inequalities and deprivation now, it also has to look to the future, and ensure that effective intervention is put into place now, to prevent further problems from developing, which will ultimately require expensive interventions. Investment in the lives of our children and young people early on in their lives will result in a better outcomes and quality of life for them as they grow up in the Inverclyde area.
- 5.22 The Community Empowerment (Scotland) Bill places new duties on the Council and its partners to provide new rights for community bodies. The Act came into effect in July 2016 and the council and its partners are responding to this in a number of ways including the development of locality planning; introduction of participatory budgeting and asset transfer.

5.23 *Riverside Inverclyde*

Riverside Inverclyde remains a joint initiative between the Council and Scottish Enterprise to regenerate the Clyde Waterfront. It was originally scheduled to run from 2006/7 until 2017/18.

The Council's contribution towards Riverside Inverclyde was originally to be £24 million over the ten year period. In addition the Council has made contributions in kind by transferring specific assets to the Urban Regeneration Company which counted towards the £24 million contribution and a further £6.1 million financial support to specific major Regeneration projects led by Riverside Inverclyde.

Following the most recent governance review it was agreed by the Council and Scottish Enterprise to change the operational governance model due to the reduction in major regeneration projects being progressed by Riverside Inverclyde. The revised arrangements became operational in the summer of 2019. The impact of Covid on RiPH is being assessed.

5.24 *River Clyde Homes*

River Clyde Homes is a not-for-profit housing organisation, which is run by a Board of Tenants, Council nominees and community members. It is regulated by the Government to ensure that it manages housing in the best interests of the tenants of Inverclyde, and the community as a whole.

The transfer to River Clyde Homes of all the Council housing stock was based on significantly more money being available to invest in homes and neighbourhoods and give tenants a real say in the decisions that are made about their housing, with tenants on the Board influencing policies and investment decisions.

5.25 *Inverclyde Leisure*

Inverclyde Leisure is a 'company limited by guarantee', not having share capital and recognised by HMRC and OSCR as having charitable status. In October 2001, the Trust was asked to take responsibility for the management and delivery of Inverclyde Council's sport and recreational services.

The Leisure Trust works in close partnership with Inverclyde Council and other internal and external agencies in order to develop the optimum service for residents and visitors to Inverclyde and so to ensure the Trust's Mission Statement is implemented.

The Council's Community Facilities transferred to Inverclyde Leisure in April 2010 and the transfer of the management of Outdoor Leisure Facilities to Inverclyde Leisure took place in April 2015. Members agreed in November 2019 to the transfer of Whinhill Golf Course to Inverclyde Leisure from 2020/21 Season. Inverclyde Leisure has revised its Business Planning process and a new Business Plan is reviewed annually by the Council. The Council's percentage contribution to the Leisure Trust has reduced considerably and is currently under 30% of the Leisure Trust turnover.

Covid caused the closure of almost all of Inverclyde Leisure's facilities for a period and whilst some have commenced operating, the medium term viability of the current operating model requires review given the impact on the organisation's income stream.

5.26 *Inverclyde Health and Social Care Partnership (HSCP)*

The Council and Greater Glasgow and Clyde Health Board established an integrated Community Health and Care Partnership (CHCP) in October 2010. This resulted in greater partnership working and efficiencies in line with the Government's stated objective of integrating aspects of Health & Social Care.

The Public Bodies (Joint Working) Act 2014 resulted in the creation of a HSCP Integrated Joint Board (IJB) during 2015/16 and required a revised Governance and Financial framework. The IJB is a separate legal entity and will receive resources from and delegate resources to the Council and Health Board.

The financial integration became live in April 2016 at a time of continued increasing demands on Council Budgets as the Partnership focuses on building community resources to support the delivery of health and social care services, including the acute sector. To date this arrangement has proven successful with the finances of the IJB being well managed with reserves increased in order to meet the demographic demands.

The impact of the Feeley review into the provision of Adult Social Care has the potential to have a major impact on the delivery model of the Inverclyde IJB and in particular its governance and financing. This is likely to also impact upon the Council

6.0 Financial Management

Corporate Governance

- 6.1 The Council positively promotes the principles of sound corporate governance within all aspects of its activities.
- 6.2 Corporate governance is about the structures and processes for decision-making, accountability, controls and behaviour throughout the Council. It is based around key principles of openness, equality, integrity and accountability.
- 6.3 The fundamental principles of corporate governance should be reflected in the various dimensions of Council business, including;
- Ensuring a community focus underpins the Council's vision and priorities;
 - Ensuring the effective delivery of local services on a sustainable basis;
 - Establishing effective management structures and processes which include clearly defined roles and responsibilities for officers;
 - Developing and maintaining effective risk management systems that form part of the Council's strategic decision making process;
 - Ensuring high standards of propriety and probity in the stewardship of the Council's funds and the management of the Council's affairs;
 - A commitment to openness in the Council's affairs and the provision of full, accurate and clear information to all stakeholders.
- 6.4 The Chief Financial Officer has been designated as "the proper officer" and is responsible for advising the Council on all financial matters.
- 6.5 The Financial Regulations were refreshed and approved in September 2016 and are an essential component of the corporate governance of the Council. They are due to be revised later in 2021.
- 6.6 The Financial Regulations are designed to facilitate the smooth running of the Council, protect its interests and the interests of members and officers, and ensure the proper administration of all the Council's financial affairs, including, Partnerships, The Common Good and Sundry Accounts.
- 6.7 Head Teachers must also comply with the Financial Regulations, with the exception of virement which is defined in the Devolved Management of Resources Scheme.

Roles and Responsibilities

- 6.8 It is important to set out clearly the roles and responsibilities of the key parties involved in the Financial Strategy and the management of overall financial resources of the Council.

Elected Members

- 6.9 Elected Members, through Full Council and Committees are responsible for considering and approving budgets and the Financial Strategy for the Council. Approved budgets must be financially balanced and demonstrate value for money and sustainability.

- 6.10 Throughout the year Committees receive reports which allow progress against approved budgets to be scrutinised. All members receive appropriate training in the areas of Financial Strategy, Local Government Finance and key specialist areas such as Treasury and Risk Management.

Corporate Management Team

- 6.11 The Chief Executive, Directors, Chief Financial Officer, Monitoring Officer and Head of Organisational Development, Policy and Communications form the CMT, chaired by the Chief Executive, who are responsible, individually and collectively, for ensuring effective financial management across the organisation.
- 6.12 As Budget Holders the Directors are responsible for the budgets delegated to deliver the services within their Directorate in line with the priorities of the Council. Whilst they may delegate this responsibility within their Directorate they remain accountable in exercising overall financial control.
- 6.13 The CMT set aside time each reporting cycle to consider corporate financial matters including employee costs, key budget lines, earmarked reserves and savings delivery progress.

Chief Financial Officer

- 6.14 The Chief Financial Officer has a statutory role to ensure appropriate arrangements are in place for the proper administration of the financial affairs of the Council. He has the authority to comment and advise CMT, Chief Executive and Elected Members on all financial matters.

Heads of Service

- 6.15 Heads of Service are individually responsible for ensuring that the services within their remit are delivered in line with the agreed policy, and support the strategic direction of the Council. As Budget Holders they are responsible for the budgets delegated to them to deliver their service in a manner which demonstrates value for money in line with the priorities in the Corporate Directorate Improvement Plans.

Budget Managers

- 6.16 Responsibility for budgetary control lies with the Directors and as delegated budget holders, their Heads of Service and Service Managers. In recognition of the need to ensure budget holders are appropriately supported and trained, Finance Services delivers training to all Heads of Service and Managers on Financial Governance and budgetary control issues.

Financial Support to Services

- 6.17 Each Directorate has a dedicated Finance Manager and Principal Accountant who prepare and monitor the Directorate budget as well as providing a full range of financial advice to the Directorate.

Internal Audit

- 6.18 Internal Audit provide assurance to Elected Members, the Chief Executive and management that the internal processes of the Council are being managed appropriately in line with the overarching policies and outcomes are being delivered in an efficient and effective manner.

External Audit

- 6.19 The role of External Audit is to provide assurance to the Auditor General and the Accounts Commission that the Council has spent public money properly to deliver outcomes in an efficient and effective manner. They also provide assurance to the Elected Members, the CMT and general public that the Council's performance is reported in accordance with the financial standards and presents a fair account of the Council's activities.

Managing the Budget

- 6.20 Committees receive five budget monitoring reports throughout the year. These are jointly prepared by the Chief Financial Officer and the relevant Director.
- 6.21 The Corporate Management Team receive and discuss a budget overview every budget monitoring cycle covering key budget lines, employee costs, earmarked reserves, progress on the approved savings and key projects with financial implications.
- 6.22 All Services receive detailed budget information five times per year and in addition are sent system generated budget reports in intervening months plus having access to real time information held on the Council's Finance Management System.
- 6.23 The Council operates a risk based approach to budget monitoring ensuring that focus is given to larger and more volatile budgets. The identification of key budgets is agreed annually between Directorates and Finance.

7.0 Financial Outlook

- 7.1 Key financial issues are known or anticipated events and activities that have to be addressed within overall financial resources in the short-term (within 2 years), medium-term (within 4 years) or longer (over 4 years).
- 7.2 Events and activities include efficiencies, planned savings, changes to service priorities and delivery, and known potential pressures. The financial impact of an event or activity may be one-off, recurring or time-limited.
- 7.3 The Council is due to receive Revenue Grant/Non-Domestic Rates Income of £169.418m in 2021/22.
- 7.4 When the Council's own projection of Council Tax Income based on 97.0% collection rate is added (£32.622m) then the income for the Council in 2021/22 is projected to be £202.040m.
- 7.5 The level of resources available to the authority to fund its revenue expenditure is also dependent on Council Tax and the approved budget included a freeze in Band D Council Tax in 2021/22 on the basis this is fully funded from increased Scottish Government Grant.
- 7.6 The Financial Strategy covers the period 2021/31 in terms of identifying potential issues, but the revenue forecasts are limited to the period which can be reasonably forecast. A new requirement from 2019/20 was the production and approval of a Capital Strategy which covers a period beyond 2030. This examines a number of long term issues including the sustainability and affordability of borrowing and investment decisions.
- 7.7 The Council has agreed a Reserve Strategy which requires a minimum unallocated General Fund Reserve of 2% of turnover. Based on the 2021/22 Budget this equates to £4.0 million. The overall position of the Reserves shown in Appendix 5 and has been updated to reflect the latest projections. The Reserve Strategy was reviewed and approved by the Policy & Resources Committee in September 2019. Earmarked Reserves and the level of unallocated reserves are reviewed annual as part of the budget process.
- 7.8 The projected budget position in the short to medium term, is set out in the following tables and notes for both revenue and capital. Details of the short, medium and long-term issues identified in consultation with Services are contained at Appendices 1, 2 and 3.

Table 3

Finance Strategy - June 2021

	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>
	<u>£m</u>	<u>£m</u>	<u>£m</u>
Base Budget for Prior Year	198.698	202.040	201.040
<u>UPLIFTS FROM PRIOR YEAR</u>			
<u>Inflation (Note1)</u>			
Pay Inflation	3.000	3.000	3.000
Other Inflation	1.500	1.200	1.500
Income	-0.130	-0.130	-0.130
	<u>4.370</u>	<u>4.070</u>	<u>4.370</u>
<u>Budget Increases (Note 2)</u>			
General Pressures	0.800	0.400	0.600
	<u>0.800</u>	<u>0.400</u>	<u>0.600</u>
<u>Adjustments (Note 3)</u>			
Other Adjustments Applied	-0.286	0.000	0.000
New Funding Per SG Settlement	1.249	0.000	0.000
Contribution from Reserves (Mar 19)	-1.049	-2.951	4.000
Net Revenue Budget Before Savings	<u>203.782</u>	<u>203.559</u>	<u>210.010</u>
<u>Funded by: (Note 4)</u>			
Revenue Grant/NDR Income	169.418	168.418	167.418
Council Tax Income (Net of CTR)	32.622	32.622	32.622
	<u>202.040</u>	<u>201.040</u>	<u>200.040</u>
Annual Budget Before Savings (Surplus)/Deficit	<u>1.742</u>	<u>2.519</u>	<u>9.970</u>
Cumulative Budget Gap before Savings	<u>1.742</u>	<u>4.261</u>	<u>14.231</u>
<u>Savings Applied (Cumulative)</u>			
Adjustments Approved September 2017	-0.300	-0.600	-0.600
Adjustments Approved September 2019	-0.049	-0.089	-0.089
Adjustments Approved November 2019	-0.181	-0.200	-0.200
Savings Approved March 2020	-0.084	-0.084	-0.084
Savings Approved March 2020 ERR	-0.040	-0.040	-0.040
Savings Approved November 2020 P&R	-0.683	-0.695	-0.695
Savings Approved December 2020 Full Council	-0.498	-0.988	-0.988
Savings Approved February 2021	-0.097	-0.134	-0.134
Savings Approved March 2021	0.190	0.000	0.000
Approved Budget (Surplus)/Deficit	<u>0.000</u>	<u>1.431</u>	<u>11.401</u>

Finance Strategy Notes – June 2021

Note 1 Inflation

- a) Pay – The allowance for pay inflation is an allowance available over the 3 year period to fund all pay related pressures including the annual pay award, impacts of living wage, increases in employers national insurance/pension costs, and movement in service bottom up employee budgets. Figures for 2021/23 reflect proposals identified in Finance Strategy approved December 2020.
- b) Other Inflation – Inflation had been at a low rate in recent times and as such the allowances have been greatly reduced. However, the allowance will come under pressure in future. Figures for 2021/23 reflect proposals identified in Finance Strategy approved December 2020 and a reduction of £300,000 approved December 2020 for 2021/22.
- c) Income – Reflects an annual increase of 3% on fees & charges income as part of the budget decisions approved November 2019.

Note 2 Budget Increases

- a) General Pressures – Reflects allowance identified in Finance Strategy approved December 2020 re-phased based on latest information.

Note 3 Adjustments

- a) Other Adjustments – Reflects Scottish Government funding heldback and other minor adjustments.
- b) New Funding – Reflects new funding received as part of the Settlement February 2021. The majority of the funding relates to new funding for Health & Social Care Partnership.
- c) Contribution from Reserves – As part of the 2021/22 budget process, the Council approved use of reserves to fund the 2021/23 budget.

Note 4 Funded By

- a) Reflects 2021/22 Finance Settlement included in Scottish Government Circular 5/2021. The 2022/24 figures are estimated based on continuing grant loss due to Depopulation. Figures reflect budget decisions taken March 2021.
- b) Council Tax Income is shown net of Council Tax Reduction (CTR) Scheme. Grant is included within Council General Revenue Grant for CTR. Figures reflect decision to freeze Council Tax on 18 February 2021. No uplift has been assumed for years 2022/24.

Other Short Term Revenue Issues

The main remaining risks associated with the 2021/22 budget position will be around inflation allowances, including the unresolved pay award and increasing demand for certain services. Close monitoring and regular reporting to Committee will ensure officers report any significant variances at the earliest opportunity. For 2022/23 much hinges on the main budget announcements by the UK and Scottish level which are expected to include the impact of Covid and Brexit. In light of this the Council Strategy is to provide clarity on service levels, investment and job security at the earliest possible time.

7.9 Medium to Long Term Revenue Issues

Looking beyond 2023 becomes increasingly difficult with uncertainty around the level of funding likely to be available, the impact, Brexit and the use the Scottish Government will make of its new powers and now the ongoing funding pressures due to Covid.

The incremental impact of current major initiatives have been fully incorporated the overall Budget.

Post 2022/23 the main issues impacting on the revenue budget will be:

- **Funding will be impacted by future population change/demographic shifts and any changes to the way local government in Scotland is funded.**
- **Decisions of the new Scottish Government regarding any protection afforded to Local Government or other parts of the Budget plus the use that is made available tax raising powers including the future of non-domestic rates.**
- **Welfare Reform changes and associated budget cuts will continue to impact on Council Services from both a demand and funding perspective.**
- **Health and Social Care integration will potentially undergo further changes but the fundamental fact is that there is not enough money in current budgets to meet increasing demand.**
- **Pension costs influenced by the impact of auto-enrolment, the changes to LGPS and Teachers Pensions, plus costs associated with the Council resizing its workforce in order to balance its budgets and potential changes to Pension Tax Relief.**
- **Costs associated with sustainability including waste disposal and recycling, energy and fuel costs and general procurement inflation due to increased global demand for raw materials.**
- **Overall economic situation arising from Covid and the Brexit vote resulting in uncertainty over interest rates, investment returns, inflation levels and further reductions in public sector funding.**

7.10 The fundamental issue for the Council is that at some point if the squeeze on the public sector finances and the decline in population continues then this will have an associated impact on other local services such as health, police and fire.

7.11 Table 4 shows the high level estimate of the 2021/24 budget gap based on the above. In line with good practice tables 4b and 4c provide two further scenarios based on different assumptions. Table 4b represents an “optimistic” scenario and Table 4c representing a “pessimistic” scenario. These figures are heavily caveated due to the major uncertainty caused by Covid and the lack of clear data around the short/medium term impact on inflation, the economy and funding for the Public Sector.

Table 4a**2021/24 Budget Gap - Mid Range Estimate**

	2021/22	2022/23	2023/24	2021/24
	£m	£m	£m	£m
1/ Estimated Block Grant Change	(2.5)	0.0	0.0	(2.5)
2/ Continuing cash cut due to Depopulation	0.0	1.0	1.0	2.0
3/ Inflation - Pay	3.0	3.0	3.0	9.0
- Non-Pay	1.5	1.2	1.5	4.2
4/ Pressures				
- General Pressures	0.8	0.4	0.6	1.8
5/ Savings Approved to March 2021	(1.5)	(0.9)	(0.1)	(2.5)
Approved Loans Charges Adjustment	(0.3)	(0.3)	0.0	(0.6)
Use of Reserves	(1.0)	(3.0)	4.0	0.0
	<u>0.0</u>	<u>1.4</u>	<u>10.0</u>	<u>11.4</u>

- a/ Assumes £4.0million from Reserves are used in 2022/23 to reduce the funding gap.
- b/ 2021/22 Grant figures includes Council Tax freeze grant of £1.2million & actual settlement
- c/ Assumes no new Prudential Borrowing above that already contained in the Loans Charges model.
- d/ Assumes no Council Tax increase over 2022/24. (3% annual increase would raise £0.95 million per year)
- e/ The GRG/NDRI assumption excludes any hypothecated grant increases eg: Early Years as this is ring fenced to deliver new policies rather than fund existing service provision.

	2021/22	2022/23	2023/24
	%	%	%
e/ Key Assumptions			
GRG/NDRI	1.5	0	0
Pay Inflation	2.5	2.5	2.5

Table 4b**2021/24 Budget Gap - Optimistic Scenario**

	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2021/24</u>
	£m	£m	£m	£m
Block Grant Increase	(2.5)	(1.7)	(1.7)	(5.9)
Continuing Impact of Depopulation	0.0	0.5	0.5	1.0
Inflation - Pay	3.0	2.4	2.4	7.8
- Non-Pay	1.5	1.0	1.0	3.5
Pressures				
- General Pressures	0.8	0.4	0.6	1.8
Savings Approved to March 2021	(1.5)	(0.9)	(0.1)	(2.5)
Approved Loans Charges Adjustment	(0.3)	(0.3)	0.0	(0.6)
Use of Reserves	(1.0)	(3.0)	4.0	-
Funding Gap	<u>-</u>	<u>(1.6)</u>	<u>6.7</u>	<u>5.1</u>

a/ Assumes £4.0 of from Reserves used in 2022/23 to reduce funding gap on a one off basis.

b/ 2021/22 Grant figures include £1.2million Council Tax Freeze grant and actual settlement

c/ Assumes no new Prudential Borrowing above that already contained in the Loans Charges Model.

d/ Assumes no Council Tax increase (3% annual increase would raise £0.95 million per year)

e/ The increase in Block Grant excludes hypothecated funding increases eg Early Years etc

	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>
<u>e/ Key Assumptions</u>	%	%	%
GRG/NDRI	1.5	1.0	1.0
Pay Inflation	2.5	2.0	2.0

Table 4c**2021/24 Budget Gap - Pessimistic Scenario**

	2021/22	2022/23	2023/24	2021/24
	£m	£m	£m	£m
Block Grant Reduction	(2.5)	2.4	2.4	2.3
Continuing Impact of Depopulation	0.0	1.0	1.0	2.0
Inflation - Pay	4.5	3.6	3.6	11.7
- Non-Pay	1.5	2.0	2.0	5.5
Pressures				
- General Pressures	0.8	1.2	1.2	3.2
Savings Approved to March 2021	(1.5)	(0.9)	(0.1)	(2.5)
Approved Loans Charges Adjustment	(0.3)	(0.3)	0	(0.6)
Use of Reserves	(1.0)	(3.0)	4.0	0
Funding Gap	<u>1.5</u>	<u>6.0</u>	<u>14.1</u>	<u>21.6</u>

a/ Assumes one-off use of £4.0million from Reserves to reduce the 2022/23 funding gap

b/ 2021/22 reflects actual settlement & Health Pay Award

c/ Assumes no new Prudential Borrowing above that already outlined in the Loans Charges Model.

d/ Assumes no Council Tax increase. (3% increase would raise £0.95 million per year)

e/ The GRG/NDRI assumption excludes any hypothecated grant increases eg: Early Years as this is ring fenced to deliver new policies rather than fund existing service provision.

	2021/22	2022/23	2023/24
Key Assumptions	%	%	%
GRG/NDRI	1.5	-1.5	-1.5
Pay Inflation	3.75	3.0	3.0

7.12 Short to Medium Term Capital Projections

The Council agreed a 3 year Capital Programme covering 2021/23 in March 2021. A 5% overprovision was built in to allow for increased resources/project cost reductions.

7.13 Long-Term Capital Projections

There is greater certainty around capital spend for the post 2022/23 period due to the fact that asset management plans will continue to utilise nearly all available funding i.e. Schools, Operational Properties, Roads, Lighting, Vehicles, Open Spaces and ICT. However, the 5 year Scottish Government Capital Funding Plan indicates that in the period to 2026, core Local Government Capital Grant will be frozen at 2021/22 levels which left the Council £2 million/year short against the core investment requirements.

Given the difficult position the Council faces on revenue expenditure, it is essential that future capital expenditure proposals are largely self-financing through the release of other capital assets, use of Reserves as well as delivering efficiencies which will secure ongoing revenue savings.

It is hoped that Local Government Capital Grants may increase in the medium term. Given the major revenue financial pressures the Council needs to seriously consider using any increase in grant to reduce prudential borrowing/use of reserves rather than identifying new projects.

Table 5 - Capital Programme 2021/2024 (Medium Term Capital Projections)

Table 5

<u>Expenditure/Projects by Committee</u>	<u>2021/22</u> £m	<u>2022/23</u> £m	<u>2023/24</u> £m	<u>future</u> £m	<u>Totals</u> £m
Policy & Resources	0.61	0.43	0.36	0.00	1.40
Environment & Regeneration	10.84	15.16	7.15	0.36	33.51
School Estate	5.22	3.57	3.50	1.00	13.29
Education & Communities (Exc School Estate)	1.34	2.07	0.37	0.00	3.78
CHCP	1.81	7.14	0.64	0.00	9.59
	19.82	28.37	12.02	1.36	61.57
<u>Financed By</u>					
Government Grant	6.41	6.40	6.40	0.00	19.21
Sales/Contributions	0.34	0.28	0.30	0.00	0.92
Other Income	1.33	1.18	0.00	0.00	2.51
Revenue	9.61	1.13	0.48	0.00	11.22
Prudential Borrowing	0.99	7.62	2.96	0.21	11.78
Resources Carried Forward	0.00	12.00	0.00	0.00	12.00
	30.68	28.61	10.14	0.21	57.64
Shortfall in Resources					3.93

Notes

1 As per May 2021 P&R Committee

8.0 Treasury Management

- 8.1 Inverclyde Council has adopted the CIPFA “Treasury Management in the Public Services – Code of Practice” which sets out good practice for treasury management governance. The Council complies with legal and regulatory requirements in relation to its Treasury Management activities and has appointed consultants to provide advice on Treasury Management issues, including technical issues and the formulation of views on interest rates.
- 8.2 In complying with the Code of Practice, the Council produces a Treasury Management Practices document which sets out how the Council will manage and control its Treasury Management activities. This document is submitted to Committee for approval every three years with approval also being sought for any amendments in the intervening period.
- 8.3 The requirements for Treasury Management reporting following the implementation of the revised CIPFA Treasury Management Code of Practice has resulted in the following:
- An annual Treasury Management Strategy submitted at the start of the financial year and which includes the Council’s Prudential Indicators and covers issues such as the economic situation, the prospects for interest rates, and the Council’s borrowing and investment strategy for the coming year.
 - A mid-year review of the Strategy which include details of the Council’s debt and investment position, activity undertaken during the quarter, and performance to date against the Council’s Prudential Indicators and agreed policy limits.
 - An Annual Report for Treasury Management which is submitted to Members before the end of September each year and which advises Members of the Treasury Management activities during the previous financial year.
 - Since 2018/19 there is the requirement to produce a Capital Strategy which is also reviewed annually.

It should be noted that whilst all the above reports will go to the Policy & Resources Committee for initial scrutiny, all now require to go before the Full Council for approval.

- 8.4 Table 6 below shows the Council’s debt and investments position as at 13/5/21.

Table 6 – Council’s Debt and Investment Position – 13/5/21

The Council’s treasury portfolio position at 13/5/21 comprised:

		Principal		Average Rate
		<u>£000</u>	<u>£000</u>	
Fixed rate funding	PWLB	99,065		3.67%
	Market	56,000	155,065	
Variable rate funding	PWLB	0		4.91%
	Market	43,735	43,735	
TOTAL DEBT			198,800	3.94%
TOTAL INVESTMENTS			36,978	0.23%

9.0 Reserves

9.1 A key aspect of the consideration of the Financial Strategy is the position of the General Fund Reserves. The Reserves Strategy was last reviewed and approved by Council in September 2019.

9.2 Reserves can be held for three main purposes:-

- A working balance to help cushion the impact of uneven cash flows - this forms part of General Reserves.
- A contingency to cushion the impact of unexpected events or emergencies which also forms part of General Reserves.
- A means of building up funds, often referred to as earmarked reserves, to meet known or predicted liabilities.

9.3 The Reserves Strategy is based on the core General Fund Reserve being maintained at a level of 2% of turnover. A turnover of approximately £200 million results in a core General Fund Reserve of £4.0 million. In the event that the Reserves are projected to fall below this level then Members must have a clear route for bringing Reserves back up to the level over the subsequent three financial years.

9.4 The Reserves Strategy also assumes the continued use of earmarked reserves. In this way, earmarked reserves can be separated from the core General Fund Reserve which should allow Members to more transparently track the underlying reserves position. Earmarked Reserves are reviewed annually as part of the budget process.

9.5 Within Inverclyde Council the main Reserves/Funds comprise; General Fund Reserve, Insurance Fund, Capital Fund and Repairs & Renewals Fund. The latest projected position is shown below.

9.6 (a) General Fund "Free" Reserves – This Reserve represents the Council's contingency for unforeseen/unquantifiable events. The level of the Reserve is determined by the Reserve Strategy whilst the projected balance is reported to each Policy and Resources Committee. See Appendix 5.

Balance 31/3/21 = £4.425 million

(b) Insurance Fund – The Insurance Fund balance is required to meet Insurance Liabilities not covered by external Insurance Policies. The balance on the Fund is reviewed every 3 years by an independent actuary who comments upon not only the balance of the Fund but also the on-going internal contributions to the Fund. See Appendix 8.

Balance 31/3/21 = £3.484million

(c) Capital Fund – The Capital Fund is a Fund into which Capital Receipt income can be paid and used to fund either capital investment or repay the Principal element of debt repayments. The balance and planned usage of the Capital Fund is incorporated into the Financial Strategy. See Appendix 6.

Projected Balance 31/3/21 = £0.547 million

(d) Repairs & Renewals Fund – The Repairs & Renewals Fund consists of sums received from external parties or allocated directly from Council resources which are thereafter released on a phased basis to maintain specific assets. Use of specific allocations to the Fund are agreed by Policy & Resources Committee and the overall position will be reported as part of the Financial Strategy. See Appendix 7.

Projected Balance 31/3/21 = £3.227 million

10.0 Monitoring, Reporting and Review Processes

- 10.1 The Financial Strategy should be a dynamic, relevant document and will be monitored on an ongoing basis by Finance - it will also be formally reviewed twice yearly, in May and then in November.
- 10.2 The formal review of the Financial Strategy will be reported to CMT and Full Council on a six monthly basis – there will also be capacity to review the Strategy as and when required, particularly when a new issue arises or the impact of major policy or initiative becomes clearer.
- 10.3 The Financial Strategy will only be revised if there are material changes to estimates, projections or policy which will have a financial impact however issues which may impact will be flagged up in the regular General Fund Budget reports to Policy & Resources Committee.
- 10.4 The deminimus level for a major impact requiring immediate review is 50% of the core General Fund reserves, £2.0 million, subject to the opinion of the Chief Financial Officer.
- 10.5 The financial management principles and expectations have been communicated and are understood by all Chief Officers and budget holders.
- 10.6 The Financial Strategy has been drawn up with the full involvement of the CMT and, will be communicated throughout the organisation.

11.0 Risk Management

- 11.1 The Council has developed a Corporate Risk Register, Directorate Risk Registers and individual service risk registers where appropriate.
- 11.2 Further work has also been undertaken to develop a Risk Register for the Financial Strategy and the required actions to mitigate risks – these are set out in the table below.
- 11.3 The risk assessment below considers the risks to our financial position arising out of matters considered in this Financial Strategy and utilises the same methodology used for the Corporate, Directorate and Service Risk Registers.

Risk	Management of Risk
<p>The Financial Strategy does not reflect in financial terms the objectives set out in other strategic plans of the Council.</p>	<p>The Financial Strategy provides a high level overview of the various strategic plans the Council has signed up to – it acknowledges that there will inevitably be financial implications arising from the Corporate Plan but it is not possible to quantify all of these at present.</p> <p>The Financial Strategy is updated as further information becomes available regarding these strategic plans.</p>
<p>The directorate planning process will identify a range of additional budget pressures over and above those currently considered in this Financial Strategy.</p>	<p>The Directorate Planning Guidance identifies that Corporate Directorate Improvement Plans (CDIP) should reflect the resources allocated – the need for additional resources to achieve a particular priority should be specifically identified via the Financial Strategy prior to the preparation of the CDIP.</p>
<p>Forecasts within the Financial Strategy are not accurately determined or reviewed on a regular basis.</p>	<p>The Budget and Financial Strategy set out the expected levels of expenditure and income for the future. The forecasts are arrived at through careful consideration of historic trends and actual expenditure levels and any factors which may have an impact in the future.</p> <p>Three scenarios are included in the Strategy based on Pessimistic, Mid-Range and Optimistic. This provided a broad range of potential outcomes.</p> <p>Throughout the financial year, the Council regularly monitors its financial performance against its budgets and will revise them where necessary, subject to remaining within the agreed overall budget for the Council.</p>
<p>There is a continuing need to deliver significant cuts and efficiencies over the medium to long term. Robust and detailed plans will be required on an operational level to ensure that this risk is mitigated and savings are duly delivered.</p>	<p>The risks relating to the delivery of savings will be mitigated by robust monitoring and financial control through the budget monitoring process, with action plans being required to find compensating savings for any overspends identified.</p> <p>Individual savings are reviewed by Change Boards and lead officers on a regular basis with material issues reported to the CMT and if required, Committee.</p>

<p>Income budgets not achieved or become unsustainable.</p>	<p>Chief Officers are consulted on proposed increases in income budgets/fees and charges and have the opportunity determine the levels of individual charges to achieve the budgeted income target.</p> <p>Equally, income budgets are monitored throughout the financial year and where a shortfall in income is anticipated, this is highlighted in reports to Committee.</p> <p>Proposals to increase fees and charges are reviewed in line with the Council's Charging Policy prior to reporting to Committee.</p>
<p>The Council has insufficient capital resources to sustain capital commitments.</p>	<p>The Council has already identified through the Financial Strategy a reduced reliance on capital receipts and Government Grants in the medium term.</p> <p>The combination of reduced funding and the economic position mean that the Council has to focus on maintaining key infrastructure whilst utilising prudential borrowing for specific capital projects.</p> <p>The Council has Asset Management Plans for all its assets with all the above issues captured within the Financial Strategy.</p> <p>The Council produces a Capital Strategy which looks at the longer term need, funding & sustainability of the capital programme.</p>
<p>Bankruptcy of a major supplier or customer which could result in the Council having to pay twice for the same service or see artificially inflated prices if a replacement service needs to be obtained at very short notice.</p>	<p>The Council has reviewed its procurement process and a procurement manual has been developed which includes supplier financial appraisal at PQQ stage. This will ensure that the financial position of new contractors is vetted prior to ITT stage and entering into any large contracts.</p> <p>The Council only pays in advance for Services by exception.</p> <p>Regular reviews of financial position are undertaken for key suppliers on an ongoing basis.</p>
<p>Legislative changes are not anticipated and the financial impact is not addressed through the budget process of Financial Strategy.</p>	<p>Chief Officers are required to highlight the impact of legislative changes through the strategic planning and budgeting process and the likely resource requirement.</p> <p>In addition COSLA has a key role in assessing the financial impact of changes in legislation and lobbying for Councils to be funded appropriately.</p>

<p>Interest rates on borrowing may be higher than forecast.</p>	<p>Regular review of treasury management decisions. Prudent assumptions on likely interest rates have been incorporated into Financial Strategy. Borrowing is spread to reduce impact of short-term changes.</p>
<p>Reserves are required to cashflow unanticipated budget shortfalls and fall below minimum recommended level.</p>	<p>Reserve Strategy is in place which clearly states that there must be a clear route to bring reserves back up to the minimum level over the subsequent 3 financial years.</p>
<p>Revenue implications of capital programme/projects are not fully anticipated.</p>	<p>All capital projects identify revenue implications and link into Council priorities. All capital projects are subject to a robust approval process which includes a review of revenue implications.</p>
<p>The decision to leave the European Union will provide impacts which are not fully reflected in the Financial Strategy.</p>	<p>The Council engages with partners in assessing potential risks and impacts. The Scottish Planning Assumptions are regularly reported to the Environment & Regeneration Committee.</p>
<p>As the threats from the Covid-19 pandemic continue, the economic landscape is marked by volatility. The Council is facing significant financial challenges as a result of disrupted operations, higher revenue costs and lost income. The Council continues to incur significant additional costs in responding to the crisis. There is also a significant risk to the delivery of planned savings.</p>	<p>There is regular reporting to Members on the budget position and forecasts. Cosla continues to lobby Scottish and UK Governments for funding. Directors of Finance share common information and assumptions. Ongoing implications were built into the 2021/22 Budget.</p>

Short-Term Issues (2021/23)

The tables in Appendices 1, 2 and 3 have been developed through ongoing consultation with the CMT by the Chief Financial Officer to develop detailed knowledge of the issues to inform the Financial Strategy and future budget setting.

<u>Service</u>	<u>Issues Identified</u>	<u>Issues & Potential Impacts</u>	<u>Action Taken</u>	<u>Responsible Officer</u>	<u>Timescale to report back</u>
Corporate	Covid-19	Increased costs/reduced income will impact on the approved 2021/22 Budget and the 2022/23 Budget Plans.	Monitor Covid financial impact each Committee cycle. MBWG/CMT to consider all on going impacts on 2022/23 Budget.	Alan Puckrin Alan Puckrin	From August 2021 March 2022
	Equal Pay	Provision for outstanding claims may not be sufficient.	Offers issued and payments made to address the vast majority of outstanding claims. Provision will continue to be monitored and reviewed taking account of relevant legal judgements and advice from the Council's legal advisors.	Steven McNab	Ongoing
	Inflation	Uncertainty over inflation pressures are not fully clear over the period.	Inflation allowances are regularly reviewed. Regular monitoring and reporting to CMT/Members.	Alan Puckrin	Ongoing
	Brexit	There could be an impact of the UK leaving the EU and this may result in funding pressures from 2021/22.	The CMT will monitor the situation and will present reports to Committee as required.	Stuart Jamieson	Ongoing

Social Care	Relationship with Service Providers.	Managing provider expectations whilst in a period of uncertainty over the future of the National Care Home Contract along with expectations from those providers out with this contract to fund inflation/impact of pensions/living wage.	Monitor development and report as required.	Louise Long	Ongoing
	Children's Services	Significant demand in the system will lead to increased costs.	Monitor and report as required and consider as part of 2021/23 Budget.	Louise Long	October 2020 (Review)
Education & Communities	Inverclyde Leisure – Reduction in Income	A major source of income for IL comes from its fitness gyms. Competitors are due to move into the area and this plus Covid legacy could lead to an increase in Council funding.	Continue regular liaison meetings with IL and report to Members as required. Revised Business Plan due December 2021.	Ruth Binks/Alan Puckrin	Ongoing

Medium-Term Issues (2023/25)

<u>Service</u>	<u>Issues Identified</u>	<u>Issues & Potential Impacts</u>	<u>Action to be Taken</u>	<u>Responsible Officer</u>	<u>Timescale to report back</u>
Corporate	Funding gap passed to New Council in May 2022.	Will require quick and decisive action from the new Council which will have a significant impact on certain services.	Take opportunities up to March 2022 to minimise any funding gap.	Alan Puckrin/CMT	Throughout 2021/22
	Reductions in other public sector partner's funding streams	As Public Sector funding reductions continue, partners are reducing their contributions to key Council priorities.	Continue dialogue with partners.	Corporate Directors	Ongoing
	Reduction in Council Funding	Funding over 2023/25 likely to be further reduced in real terms in line with UK Fiscal Policy and increasing ring fencing by the Scottish Government.	Await next Scottish Government Spending Review figures and factor into revised Financial Strategy.	Alan Puckrin	December 2022
	Removal of key services from Council control.	Scottish Government could review Public Sector landscape which could result in loss of large parts of the Council remit and resultant impact on corporate viability.	Keep track of developments and report to Committee as required.	Aubrey Fawcett	Ongoing
	Increased cost for externally provided contracts and services due to the Living Wage.	There is a clear desire to ensure suppliers of Council Services pay the Living Wage. This could add significant costs to the Council if passed on by suppliers.	Monitor developments and report to Committee when required.	Corporate Management Team	Ongoing
	Potential changes to funding of Local Government	Scottish Government continues to cap Council Tax and will potentially review NDR post Covid.	Monitor National developments and report as required.	Alan Puckrin	Ongoing
	Further increase in Pension Costs	Potential changes to Pension Tax Relief would add costs to both to Council and employees.	Monitor development and report to Committee when required.	Steven McNab	Ongoing
	Brexit	In addition to the immediate impact of the UK leaving the EU and this may result in funding pressures in the medium term.	The CMT will monitor the situation and will present reports to Committee as required.	Stuart Jamieson	Ongoing

<u>Service</u>	<u>Issues Identified</u>	<u>Issues & Potential Impacts</u>	<u>Action to be Taken</u>	<u>Responsible Officer</u>	<u>Timescale to report</u>
Social Care	Review of future of Audit Social Care	Potential major impacts on IJB and Council Budgets if not appropriately funded.	Members developments, contribute to relevant forums and report as required.	Louise Long/Alan Puckrin	December 2021
	Ongoing Demographic demand pressures across many Social Care areas and ongoing drive towards Self-Directed Support, Independent Living and Continuing Care.	Continuing increased demand will put considerable pressure on “flat cash” budgets.	Await detail of future settlements and model potential scenarios.	Louise Long/Alan Puckrin	
	Impact of inclusion of elements of the Acute Health Services within the IJB Budget.	Potential for the Council to have to meet a proportion of any overspend caused by increasing pressure on Health Budgets.	Regular monitoring of the IJB Strategic Plan and financial projections added to supporting robust financial scrutiny by the IJB.	Louise Long	On Going
Education & Communities	School Estate Management Plan	Reduced Capital resources and corporate cost pressures may make current planned investment in SEMP post 2024 unsustainable.	Six monthly review of all aspects of SEMP to continue. Recent review reflects approved acceleration programme is still affordable in line with plan for completion	Ruth Binks/ Alan Puckrin	On Going
	Early Years – Funding Review	Funding is not sufficient to meet all the requirements in the legislation.	Funding now known to 2022. Council Costs to be contained within this sum. Review sustainability once 2022/23 figures are known.	Ruth Binks	March 2022
Environment & Regeneration	Biodegradable Waste diversion from Landfill.	From January 2025 all biodegradable waste is to be diverted from landfill. The financial implications could be significant.	Monitor and develop options and report to Committee via CMT.	Stuart Jamieson	March 2022

Long-Term Issues (Post 2025)

Appendix 3

<u>Service</u>	<u>Issues Identified</u>	<u>Issues & Potential Impacts</u>	<u>Action to be Taken</u>	<u>Responsible Officer</u>	<u>Timescale to report</u>
Corporate	Depopulation and Change of Demographics	Continued loss of grant income, over provision of infrastructure. Viability of area under threat.	Population/Demographic trends to be monitored and reported to the Council and Alliance on a regular basis.	Steven McNab	Ongoing
Social Care	Increase in number of Elderly and Adults with Learning Difficulties and resource implications of policy direction of Independent Living and Self Directed Support.	Significant costs associated with reshaping, expanding delivery models.	Develop as part of HSCP Strategic Plan.	Louise Long	Ongoing
Environment & Regeneration	Regeneration of Greenock and Port Glasgow Town Centres.	Reports to Committee have identified significant investment needs within the Greenock and Port Glasgow Town Centre areas. Whilst contributions will be sought from Partners and the Private Sector the Council will require to provide a large amount of the funding.	Develop a funding model with clear outputs and funding sources.	Stuart Jamieson	Ongoing
	Global Warming/Climate Change leading to rising sea levels	Significant impact on Council area with increased flooding and expenditure on sea defences.	6 year SEPA Flood Plan includes funding for a number of Council projects.	Stuart Jamieson	Ongoing
	Closure of major local employer	Could further increase rate of depopulation and would significantly impact of areas regeneration efforts.	Work with all partners to identify areas of risk and mitigating actions.	Stuart Jamieson	As required

School Estate - Earmarked Reserves

	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
Earmarked Reserve b/fwd	146	196	394	478	596	604	545	405	179
Available Savings added (a)	4,682	4,682	4,682	4,682	4,682	4,682	4,682	4,682	4,682
Extra Financing (b)	2,955	2,955	2,955	2,955	2,955	2,955	2,955	2,955	2,955
Prudential Schools Loan Charges (c)	-4,588	-4,535	-4,529	-4,615	-4,725	-4,792	-4,873	-4,959	-5,072
Unitary Charge Payment (d)	-8,742	-8,742	-8,742	-8,742	-8,742	-8,742	-8,742	-8,742	-8,742
Unitary Charge Inflation Element (e)	-1,549	-1,757	-1,969	-2,185	-2,406	-2,731	-2,960	-3,194	-3,433
Unitary Charge Funding from Inflation Contingency	1,549	1,757	1,969	2,185	2,406	2,731	2,960	3,194	3,433
One Off Costs (f)	-123	-28	-148	-28	-28	-28	-28	-28	-28
Extra Revenue Repairs (g)	-230	-230	-230	-230	-230	-230	-230	-230	-230
Unitary Charge RSG	6,096	6,096	6,096	6,096	6,096	6,096	6,096	6,096	6,096
Earmarked Reserve c/fwd	<u>196</u>	<u>394</u>	<u>478</u>	<u>596</u>	<u>604</u>	<u>545</u>	<u>405</u>	<u>179</u>	<u>-160</u>

(a) Savings now completed.

(b) 650k increase from 2021/22 to fund acceleration of programme. £240k reduction from 2020/21 due to Capital Fund contribution in lieu of receipts ceasing. £200k reduction from 21/22 to reflect the review of future loans charges.

(c) Uses a pool fund rate of 3.46% for 21/22, 3.38% for 22/23, 3.35% for 23/24, 3.43% for 24/25, 3.54% for 25/26, 3.60% for 26/27, 3.68% for 27/28, 3.77% for 28/29, 3.90% 29/30.. No contingency. Reflects costs of acceleration of programme.

(d) Based on Actual Unitary Charge at Jan 2011 RPI of £8.842 million less £100k saving from 2018/19.

(e) Base at Jan 2021 RPI. Assumes 2.0% annual inflation (3% RPI discounted by factor of 1.5).

(f) £95k costs in 21/22 relate to Gourrock PS. £28k per year Pension Costs added from 2020/21, £120k Building Condition Surveys in 23/24

(g) Extra revenue repairs budget set aside for School buildings life cycle works as per Property Services schedule.

Finance Strategy
General Fund "Free" Reserves
June 2021

	<u>£000</u>
Reserves Balance at 31st March 2020	5,305
<u>Budgeted Contribution to Reserves: Note 1</u>	
2020/21 Outturn Earmarked for 2021/23	10,637
	<u>0</u>
	10,637
Planned Use of Reserves 2020/23 Note 2	(25,654)
Projected Surplus (Deficit) 2020/21 Note 3	14,137
Projected Free Reserves Balance 31st March 2021	4,425

GRG/NDR/Council Tax is approximately £200 million. Recommended minimum level of reserves is 2% / £4 million.

Notes:

- 1/ 2021/22 figures reflect £1.049m use of reserves to fund the revenue budget as approved at 2021/22 budget setting process.
- 2/ Represents decisions taken between February 2017 and May 2021 and based on latest phasings.

<u>Approved Use of Reserves</u>	<u>2020/21</u> £000	<u>2021/22</u> £'000	<u>2022/23</u> £'000	<u>Total</u> £000
February 2017 - £5.500m	(559)	(489)	(114)	(1,162)
March 2018 - £8.858m	(234)	(501)	(199)	(934)
March 2019 - £4m	(16)	(913)	(50)	(979)
May 2019 - £0.12m	0	(87)	0	(87)
September 2019 - £0.5m	0	0	0	0
March 2020 - £8.207m	(5,331)	(1,167)	(977)	(7,475)
August 2020- Short Term Recovery Plans	(180)	0	0	(180)
March 2021 - Use of Reserves	0	(6,899)	(7,918)	(14,817)
May 2021 - Recruitment of Chief Executive	(20)	0	0	(20)
	<u>(6,340)</u>	<u>(10,056)</u>	<u>(9,258)</u>	<u>(25,654)</u>

- 3/ Figure reflects projected surplus reported to Policy & Resources Committee May 2021 (Period 11) :

	<u>2020/21</u> £000	<u>2021/22</u> £000	<u>2022/23</u> £001	<u>Total</u> £000
Projected Surplus (Period 11)	2221	0	0	2,221
Approved write back Earmarked Reserves	3285	0	0	3,285
Approved write back Capital Fund	0	0	0	0
Approved write back Insurance Fund	0	0	0	0
Approved write back Earmarked Reserves	5392	0	0	5,392
Planned Reduction in Capital Programme	3239	0	0	3,239
	<u>14,137</u>	<u>0</u>	<u>0</u>	<u>14,137</u>

Finance Strategy
Capital Fund

		2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Balance B/fwd		(345)	(547)	(1,626)	(2,327)	(2,428)	(2,429)	(2,430)
Additions (Estimate)	a	(202)	(1,679)	(700)	(100)	0	0	0
Interest (Estimate)		0	0	(1)	(1)	(1)	(1)	(1)
Principal Repayments		0	0	0	0	0	0	0
Other Payments	b	0	600	0	0	0	0	0
Balance at Year End		(547)	(1,626)	(2,327)	(2,428)	(2,429)	(2,430)	(2,431)

Notes	a	2020/21	SEMP Receipts, £0.006m Kings Glen House Plot SEMP Receipts, return of £0.035m, Barmoss, due to site abnormalities. Other Receipts, £0.231m, Golf Road & Anderson St
		2021/22	SEMP Receipts, £1.304m remainder of Greenock Academy & Kings Glen House Plot SEMP Receipts, return of £0.235m, St Stephens due to site abnormalities. AMP Receipts, £0.050m, Glenbrae Other Receipts, £0.560m, Leperstone Avenue, Bank St, McPherson Centre
		2022/23	SEMP Receipts, £0.525 remainder of Sacred Heart Site Other Receipts, £0.175m, Former Garvel Centre, Leperstone Avenue
		2023/24	Other Receipts, £0.100m, Leperstone Avenue
	b	Other Payment	Other Payments:
		2021/22	£0.6m payment to fund Capital Programme (approved March 2019)

Finance Strategy
Repairs & Renewals Fund

		2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Balance B/fwd		(3,338)	(3,227)	(2,821)	(2,168)	(2,135)	(2,107)	(2,079)
Additions:								
Leisure Strategy	a	(134)	(134)	(59)				
Affordable Housing Fund	b	(124)						
Central Energy Efficiency Fund		(1)	(1)	(1)	(8)	(8)	(8)	(8)
Maintenance Payments:								
Environmental Maintenance		34	71	36	41	36	36	36
Leisure Strategy	c	338	332	660				
Former Housing Repairs & Renewals Fund	d		140					
Affordable Housing Fund								
Contribution to Energy Efficiency Administration	e			17				
Interest								
Environmental Maintenance								
Leisure Strategy		(1)	(1)					
Former Housing Repairs & Renewals Fund		(1)	(1)					
Affordable Housing Fund								
Central Energy Efficiency Fund								
Balance:								
Environmental Maintenance	f	(575)	(504)	(468)	(427)	(391)	(355)	(319)
Leisure Strategy		(1,190)	(993)	(392)	(392)	(392)	(392)	(392)
Former Housing Repairs & Renewals Fund		(1,200)	(1,061)	(1,061)	(1,061)	(1,061)	(1,061)	(1,061)
Affordable Housing Fund		(152)	(152)	(152)	(152)	(152)	(152)	(152)
Central Energy Efficiency Fund		(110)	(111)	(95)	(103)	(111)	(119)	(127)
Balance at Year End		(3,227)	(2,821)	(2,168)	(2,135)	(2,107)	(2,079)	(2,051)

Finance Strategy
Repairs & Renewals Fund

Notes

- a Future contribution to Leisure Strategy subject to confirmation of available funds.
- b Affordable Housing Fund Contributions from:
 - 2020/21 RCH Land Sale Clawback, £70k
 - 2020/21 Ogilvie, £54k
- c Leisure Strategy commitments:
 - 2017-25 Pitches/MUGA's Lifecycle costs in excess of recurring £120k Leisure Strategy AMP budget.
- d Allocations for LHCS £80k & Eldon Street Affordable Housing Contribution £60k
- e Central Energy Efficiency Fund commitments:
 - 2022/23 £17k LED Lighting, Ingiseton MRF
- f Environmental Maintenance is a combined fund used for ongoing maintenance of Greenock Cut, Gallaghers (Port Glasgow) Development and Inverkip Footbridge.

Updated: MT, 13th May 2021

Insurance Fund

	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>2028/29</u>	<u>2029/30</u>
	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>
Opening Balance	3.887	3.484	3.564	3.624	3.664	3.684	3.684	3.664	3.624	3.564
Contribution to Fund (a)	0.465	0.450	0.450	0.450	0.450	0.450	0.450	0.450	0.450	0.450
Payments Made From Fund (b)	(0.151)	-	-	-	-	-	-	-	-	-
Estimates For Payments To Be Made From Fund (c)	-	(0.370)	(0.390)	(0.410)	(0.430)	(0.450)	(0.470)	(0.490)	(0.510)	(0.540)
MMI Clawback (d)	0.036	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
	<u>4.237</u>	<u>3.564</u>	<u>3.624</u>	<u>3.664</u>	<u>3.684</u>	<u>3.684</u>	<u>3.664</u>	<u>3.624</u>	<u>3.564</u>	<u>3.474</u>
Estimated Outstanding Charges at 31 March 2021 (e)	(0.753)									
Balance for Future Claims	<u>3.484</u>	<u>3.564</u>	<u>3.624</u>	<u>3.664</u>	<u>3.684</u>	<u>3.684</u>	<u>3.664</u>	<u>3.624</u>	<u>3.564</u>	<u>3.474</u>

Notes

(a) Amount paid by Services and not paid to external insurers. Currently a £100,000 annual reduction is being applied which ends in 2029/30.

(b) Actual charges paid from Fund, net of interest income.

(c) Estimates for charges to be paid from Fund, net of interest income.

(d) Reduction in allowance for Council Contribution to the legacy MMI claims following year-end review. The total allowance at 31 March 2021 was £0.335 million.

(e) Estimated cost to Fund of outstanding claims as at 31 March 2021.

Finance Strategy
Roads Asset Management Plan

Appendix 9

		<u>2012/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2013/18</u>	<u>2018/23</u>	<u>2013/23</u>
		Actual	Actual	Approved	Draft Actual	Approved	Approved	5 Year	5 Year	10 Year
		£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Funding Available										
Core/Supported Borrowing	a	6,700	2,683	2,819	2,959	3,000	3,000	6,700	14,461	21,161
Prudential Borrowing		13,400						13,400		13,400
CFCR:										
Early Allocation (Feb 2012)	b	3,000						3,000		3,000
Further Allocation (Feb 2013)	c	5,900						5,900		5,900
Further Allocation (March 2018)	d			620					620	620
Total Funding Available		29,000	2,683	3,439	2,959	3,000	3,000	29,000	15,081	44,081
Allocation of Expenditure										
Carraigeways		17,095	1,723	1,907	702	1,510	2,550	17,095	8,392	25,487
Footways		3,189	421	267	232	340	300	3,189	1,560	4,749
Structures		1,020	105	811	96	250	250	1,020	1,512	2,532
Lighting		3,483	1,203	339	431	350	650	3,483	2,973	6,456
Drainage		325	166	122	153	150	150	325	741	1,066
Fees & Staffing Costs	e	1,977	399	383	292	370	370	1,977	1,814	3,791
Total Allocation of Expenditure		27,089	4,017	3,829	1,906	2,970	4,270	27,089	16,992	44,081
Over/(Under) Allocation		(1,911)	1,334	390	(1,053)	(30)	1,270	(1,911)	1,911	0

Notes

- a 2019/23 funding approved March 2019.
- b Funds were set aside during February 2012 budget process prior to the formal approval of the RAMP model.
- c CFCR part funded from underspends due to reduced requirement for Loan Charges in early years.
- d Additional CFCR allocation to fund final phase of lighting programme.
- e Staffing requirements from 2019/20 onwards confirmed and built into core roads establishment as part of the budget process, Capital/RAMP Fees have been increased accordingly.

City Deal - First 10 Years

Capital	<u>£m</u> 15/19	<u>£m</u> 19/20	<u>£m</u> 20/21	<u>£m</u> 21/22	<u>£m</u> 22/23	<u>£m</u> 23/24	<u>£m</u> 24/25	<u>£m</u> Total	
Overall Grant	120	30	30	30	70	60	60	400	
Regional Projects	2.4	0.53	0	0.56	0.75	1	60	65.24	Under Review
Grant Available	117.6	29.47	30	29.44	69.25	59	0	334.76	
Inverclyde's Grant Share	3.410	0.855	0.870	0.854	2.008	1.711	0.000	9.708	
Project Spend									
Ocean Terminal	0.493	3.906	0.332	4.689	0.273	0	0	9.693	
Inverkip	0.008	0.010	0.000	2.000	1.232	0	0	3.250	
Inchgreen	0.001	0.028	0.002	2.400	3.498	3.498	0	9.427	
Council Contribution - Inchgreen	0	0	0	0	0	(1,320)	0	(1,320)	
Grant Eligible Costs	0.501	3.944	0.334	9.089	5.003	2.178	0	21.050	
Annual Grant (Shortfall)/Surplus	2.909	-3.089	0.536	-8.235	-2.995	-0.467	0.000	-11.341	
Cumulative (Shortfall)/Surplus	2.909	-0.180	0.356	-7.879	-10.874	-11.341	-11.341		
Revenue	<u>£m</u> 15/19	<u>£m</u> 19/20	<u>£m</u> 20/21	<u>£m</u> 21/22	<u>£m</u> 22/23	<u>£m</u> 23/24	<u>£m</u> 24/25		
Revenue Budget	681	400	400	360	320	320	320		
PMO Central Team Costs	0	(55)	(55)	(62)	(64)	(66)	(68)		
Interest Charge	0	0	0	(20)	(94)	(111)	(113)		
Contribution to Inchgreen	0	0	0	0	0	(1,320)	0		
Planned Write Back to Reserves	0	0	(500)	0	0	0	0		
Balance at Year End	681	1,026	871	1,149	1,311	134	273		

Notes

- 1/ Project spend profiles reflect the latest reported figures to the Cabinet. Costs to be firmed up as part of detailed Business preparation for Inchgreen and Inverkip. Figures exclude partner contributions.
- 2/ The Council initially set aside up to £400,000 per year for this purpose of which over £60,000 is currently set aside for the Programme Management Office. A saving approved in Sept 2019 reduced the £400k budget by £80k from 2022/23 and a write back to Reserves of £500k was agreed as part of the 2021/23 Budget.
- 3/ Assumes that the City Deal will pass the first 2 milestones (2019 & 2024) and as such the UK and Scottish Government will honour their grant commitments.
- 4/ Regional projects have first call on the grant , project values are under review. Phasing of these for 2022/23 and beyond is indicative at this stage.
- 5/ The Interest Charge is based on the investment return foregone by the Council on the assumption the capital investment will be funded from cash balances and fully repaid by 2035. Interest rates used , 19/20(0.85%), 20/22(0.5%) and 22/23 onwards (1.0%)

Finance Strategy
Loan Charges

		2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Balance B/fwd		671	1,472	1,674	1,543	1,789	1,951	2,084	2,418	2,711	3,170
Projected Loan Charges	a	10,785	10,684	11,117	10,840	11,024	11,153	11,052	11,193	11,127	10,990
Available Budget	b	11,586	10,886	10,986	11,086	11,186	11,286	11,386	11,486	11,586	11,686
Loan Charge Surplus/(Deficit)		801	202	(131)	246	162	133	334	293	459	696
Other Adjustments:											
None		0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0
Balance at Year End		1,472	1,674	1,543	1,789	1,951	2,084	2,418	2,711	3,170	3,866
Interest Rate (Assumed):		3.46%	3.38%	3.35%	3.43%	3.54%	3.60%	3.68%	3.77%	3.90%	3.98%

Notes

Revised projections as at May 2021 and excludes Loan Charges relating to funded models (SEMP, VRP, City Deal, Birkmyre Trust).
Includes the effect of decisions on SEMF acceleration taken in March 2016 including the £650k annual budget transferred to SEMF from 2021/22.
From 2018/19 onwards, general capital grant is applied to core allocations only and not to individually funded models (e.g. VRP).

- a Includes loan charges for new LD Centre based on spend between 2021/22 and 2022/23.
£100k annual cost increase from 2023/24 to reflect increased prudential borrowing of £1,400k.
Projected AMP loan charges now included above and not separately budgeted for.
Projected principal repayments on new projects from 2021/22 onwards are now calculated on annuity basis following agreed policy change.
- b Adjustments to Available Budget:
For 2021/22
£650k removed from ongoing budget and transferred to SEMF relating to SEMF acceleration, as agreed in March 2016.
Budget from 2018/19 onwards reduced by £300k annually to 2022/23 to reflect reduction in Scottish Government grant support resulting from repayment of histo
Budget increased by £1,191k annually due to budget and projected AMP loan charges now included above and not separately budgeted for.
For 2022/23
£400k reduction in budget.
For 2023/24
Budget from 2023/24 onwards increased by £100k annually for annual Prudential Borrowing.

Report To:	Inverclyde Council	Date:	10 June 2021
Report By:	Interim Head of Legal Services	Report No:	LS/062/21
Contact Officer:	Anne Sinclair	Contact No:	01475 712710
Subject:	Administrative Arrangements: Cycle of Council, Committee, Sub-Committee and Board Meetings to June 2022		

1.0 PURPOSE

1.1 The purpose of this report is to set out the approval for the schedule of Committee cycles for the period to June 2022.

2.0 SUMMARY

2.1 The time table is based on a cycle of five meetings of Thematic Committees, the Audit Committee, the Police & Fire Scrutiny Committee and the Council. The Planning Board and the General Purposes Board, as Regulatory Committees, have dates set aside each month for the determination of applications and associated business.

2.2 In line with arrangements in previous years, the timetable has been designed to avoid, as far as practicable, the holding of the Council and Committee meetings during school holidays.

2.3 As in previous years, a number of pre-agenda meetings, the August Policy & Resources Committee and a number of Planning and General Purposes Board meetings are scheduled to take place during the school holidays and it is not proposed to make any changes to the dates of these for the reasons set out within section 4. 4 of the report.

2.4 The report proposes a number of changes to the times of certain Committees for operational reasons as set out more particularly with the report at section 4.5 and in order to accommodate public holidays and avoid the date of the Scottish Local Government Elections on 5 May 2022.

2.5 The report also addresses the requirement to hold a statutory meeting within 21 days of the date of the Local Government Election on 5 May 2022 and provides for a cycle of Committee meetings thereafter.

3.0 RECOMMENDATIONS

3.1 The Council is asked to approve the proposed cycle of Council/Committee/Sub-Committee/Board meetings for the year to June 2022 as set out in the report and appendix.

3.2 The Council is asked to approve that no changes are made to the current joint Education & Communities Committee meeting arrangement and that the matter be considered by the next Council Administration as part of any review of meeting arrangements.

Anne Sinclair
Interim Head of Legal Services

4.0 BACKGROUND

- 4.1 Each year the Council at its meeting in June approves the schedule of Committee Cycles for the period to June of the following year.
- 4.2 The time table is based on a cycle of five meetings of the Thematic Committees, the Audit Committee, the Police & Fire Scrutiny Committee and the Council. The Planning Board and the General Purposes Board, as Regulatory Committees, have set dates each month for the determination of applications and associated business.
- 4.3 In line with arrangements in previous years, the timetable has been designed to avoid, as far as practicable, the holding of the Council and Committee meetings during the school holidays.
- 4.4 As in previous years , a number of pre-agenda meetings, the August Policy & Resources Committee and a number of Planning and General Purposes Board meetings are scheduled to take place during the school holidays and it is not proposed to make any changes to the dates of these for the following reasons :
- (a) The pre-agenda meetings are an integral part of the Committee process and cannot be altered without changing the dates of the Committee meetings themselves which would have a knock –on effect on the rest of the timetable;
 - (b) The additional Policy & Resources Committee held in August is arranged with the specific purpose of dealing with items arising during the summer recess period which cannot wait until the resumption of the Committee timetable;
 - (c) The Planning and General Purposes Boards have a date set aside each month for the determination of applications and associated business and it is necessary to continue to hold these meetings on the dates set out to allow the business to be disposed of.

5.0 PROPOSALS

- 5.1 It is proposed that the time of the Pre-Agenda meeting for Environment & Regeneration Committee on 10 August 2021 be changed from 2pm to 1pm for operational reasons due to the time of the Policy & Resources Meeting which is due to start at 3pm on the same date.
- 5.2 There is an outstanding remit from the Council in relation to the Education & Communities Committee whereby Officers were asked to consider the possibility of separating the Committee into two distinct Committees that is, an Education Committee and a Communities Committee. In order to avoid any operational difficulties the Committee now sits at 1pm to deal with Communities issues and at 4pm in relation to matters affecting Education. This separation of business has been in operation since March 2021 and works well. Given the Council is in the last year of the current administration it is proposed that there are no current changes to the composition of the Education & Communities Committee.
- 5.3 The Local Government Elections are set for 5 May 2022 and the statutory meeting of the new Council must take place within 21 days of the date of the elections. Following the last election on 4 May 2017, the statutory meeting was held on 24 May 2017.
- 5.4 At a similar point in the Council's cycle in 2016, it was agreed to provide for one cycle to be arranged between the statutory meeting and the summer recess on the basis that a new Administration would be unlikely to effect changes to the political management arrangements prior to the summer recess. The final cycle proposed therefore is a compressed cycle ending with the meeting of the Council on 30 June 2022. It is, of course, not possible at this stage to fix dates for the pre-agenda meetings in this cycle.
- 5.5 It is further proposed that the time of the Pre-Agenda meeting for Policy & Resources Committee on 31 August 2021, 2 November 2021 and 8 March 2022 be changed from 12 noon to 10am in light of the earlier proposed start time of 1pm for the Education and Communities Committee for operational reasons.
- 5.6 In addition further changes to the timetable are proposed to accommodate public holidays and the Scottish Local Government elections in May 2022. There are no meetings proposed

following the Council meeting on 21 April 2022 in light of the Election on 5 May 2022 until after the Statutory meeting which it is proposed will be held on 26 May 2022.

5.7 It is proposed that the timetable will therefore run as follows :

(a) The Planning Board will meet on the first Wednesday and the General Purposes Board on the second Wednesday of each month with the exception of the months of July and August 2021;

(b) All ordinary meetings of the Thematic Committees, the Audit Committee and Local Police & Fire Scrutiny Committee will normally be held at 3pm with the exception of the Education & Communities Committee which will be held at the times set out in the attached provisional Committee Timetable(Appendix 1);

(c) The ordinary meetings of the Council will take place at 4pm.

5.8 It is not proposed this year to schedule a meeting of the Audit Committee in August as it is not anticipated that there will be sufficient business to justify the holding of a meeting at that time. However, as in previous years a meeting of the Audit Committee will be held at the end of June to review the draft annual report and accounts. There therefore remain 5 Audit Committee meetings in the Committee cycle.

5.9 The Inverclyde Integration Joint Board (IJB) will be asked on 21 June 2021 to agree to convene five meetings of the Board and three meetings of the IJB Audit Committee in the period to June 2022 and the proposed dates are included in the provisional timetable.

5.10 The proposed dates also include proposed dates for the Petitions Committee established by the Council in October 2015 although these meetings will, of course, only be convened when there is relevant business to consider.

6.0 IMPLICATIONS

6.1 Finance

There are no financial implications.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

6.2 Legal

There are no legal implications.

6.3 Human Resources

There are no HR implications.

6.4 Equalities

Equalities

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

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

(b) Fairer Scotland Duty

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

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

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

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

6.5 Repopulation

There are no repopulation implications.

7.0 CONSULTATIONS

7.1 None

8.0 BACKGROUND PAPERS

8.1 None.

PROVISIONAL TIMETABLE

	August/September 2021				October/November 2021			
Committee/Inverclyde Council	Submission Date - 9am	Pre- Agenda Date	Issue Agenda	Date of Meeting	Submission Date - 9am	Pre- Agenda Date	Issue Agenda	Date of Meeting
Policy & Resources Committee	Friday 16 July	Tuesday 27 July 12 noon	Friday 30 July	Tuesday 10 August 3pm	-	-	-	-
Audit Committee	NO MEETING				Friday 24 Sept	Monday 4 Oct 10am	Friday 8 Oct	Tuesday 19 Oct 3pm
Health & Social Care Committee	Friday 23 July	Tuesday 3 August 3pm	Friday 6 August	Thursday 19 August 3pm	Friday 24 Sept	Tuesday 5 Oct 3pm	Friday 8 Oct	Thursday 21 Oct 3pm
Environment & Regeneration Committee	Friday 30 July	Tuesday 10 August 1pm	Friday 13 August	Thursday 26 August 3pm	Friday 1 Oct	Tuesday 12 Oct 2pm	Friday 15 Oct	Thursday 28 Oct 3pm
Education & Communities Committee	Friday 6 August	Monday 16 August 3pm	Friday 20 August	Tuesday 31 August 1 & 4pm	Friday 8 Oct	Tuesday 19 Oct 12 noon	Friday 22 Oct	Tuesday 2 Nov 1 & 4pm
IJB Audit Committee	Friday 27 August	Monday 6 Sept 2.15pm	Friday 10 Sept	Monday 20 Sept 1pm(TBC)	NO MEETING (TBC)			
Inverclyde Integration Joint Board	Friday 27 August	Monday 6 Sept 3pm	Friday 10 Sept	Monday 20 Sept 2pm(TBC)	Friday 8 Oct	Monday 18 Oct 3pm	Friday 22 Oct	Monday 1 Nov 2pm(TBC)
Petitions Committee	-	-	Friday 27 August	Thursday 9 Sept 3pm	-	-	Friday 29 Oct	Thursday 11 Nov 3pm
Policy & Resources Committee	Friday 20 August	Tuesday 31 August 10am	Friday 3 Sept	Tuesday 14 Sept 3pm	Friday 22 Oct	Tuesday 2 Nov 10am	Friday 5 Nov	Tuesday 16 Nov 3pm
Local Police & Fire Scrutiny Committee	Friday 20 August	Monday 30 August 10am	Friday 3 Sept	Thursday 16 Sept 3pm	Friday 22 Oct	Monday 1 Nov 10am	Friday 5 Nov	Thursday 18 Nov 3pm
Inverclyde Council	Monday 6 Sept	Monday 13 Sept 2pm	Thursday 16 Sept	Thursday 23 Sept 4pm	Monday 15 Nov	Monday 22 Nov 2pm	Thursday 25 Nov	Thursday 2 Dec 4pm

PROVISIONAL TIMETABLE

Committee/Inverclyde Council	January/February 2022				February/March/April 2022			
	Submission Date - 9am	Pre- Agenda Date	Issue Agenda	Date of Meeting	Submission Date - 9am	Pre- Agenda Date	Issue Agenda	Date of Meeting
Audit Committee	Friday 26 Nov	Monday 13 Dec 10am	Friday 17 Dec	Tuesday 11 Jan 3pm	Friday 28 Jan	Monday 7 Feb 10am	Friday 11 Feb	Tuesday 22 Feb 3pm
Health & Social Care Committee	Friday 26 Nov	Tuesday 7 Dec 3pm	Friday 10 Dec	Thursday 6 Jan 3pm	Friday 28 Jan	Tuesday 8 Feb 3pm	Friday 11 Feb	Thursday 24 Feb 3pm
Environment & Regeneration Committee	Friday 3 Dec	Tuesday 14 Dec 2pm	Friday 17 Dec	Thursday 13 Jan 3pm	Friday 4 Feb	Tuesday 15 Feb 2pm	Friday 18 Feb	Thursday 3 March 3pm
Education & Communities Committee	Friday 10 Dec	Tuesday 11 Jan 12 noon	Friday 14 Jan	Tuesday 25 Jan 1 & 4pm	Friday 11 Feb	Monday 21 Feb 3pm	Friday 25 Feb	Tuesday 8 March 1 & 4pm
IJB Audit Committee	Friday 17 Dec	Monday 10 Jan 2.15pm	Friday 14 Jan	Monday 24 Jan 1pm(TBC)	Friday 25 Feb	Monday 7 March 2.15pm	Friday 11 March	Monday 21 March 1pm(TBC)
Inverclyde Integration Joint Board	Friday 17 Dec	Monday 10 Jan 3pm	Friday 14 Jan	Monday 24 Jan 2pm(TBC)	Friday 25 Feb	Monday 7 March 3pm	Friday 11 March	Monday 21 March 2pm(TBC)
Petitions Committee	-	-	Friday 14 Jan	Thursday 27 Jan 3pm	-	-	Friday 4 March	Thursday 17 March 3pm
Policy & Resources Committee	Friday 7 Jan	Tuesday 18 Jan 12 noon	Friday 21 Jan	Tuesday 1 Feb 3pm	Friday 25 Feb	Tuesday 8 March 10am	Friday 11 March	Tuesday 22 March 3pm
Local Police & Fire Scrutiny Committee	Friday 7 Jan	Monday 17 Jan 10am	Friday 21 Jan	Thursday 3 Feb 3pm	Friday 25 Feb	Monday 7 March 10am	Friday 11 March	Thursday 24 March 3pm
Inverclyde Council	Monday 31 Jan	Monday 7 Feb 2pm	Thursday 10 Feb	Thursday 17 Feb 4pm	Monday 4 April	Monday 11 April 2pm	Thursday 14 April	Thursday 21 April 4pm

NB As usual, the submission and pre- agenda dates for this cycle have been altered to avoid holding meetings in the week before Christmas and the week between Christmas and New Year.

PROVISIONAL TIMETABLE

STATUTORY MEETING – 26 MAY 2022	April/May/June 2022			
Committee/Inverclyde Council	Submission Date - 9am	Pre- Agenda Date	Issue Agenda	Date of Meeting
Audit Committee	Friday 6 May	-	Friday 20 May	Tuesday 7 June 3pm
Health & Social Care Committee	Friday 6 May	-	Friday 20 May	Thursday 9 June 3pm
Environment & Regeneration Committee	Friday 13 May	-	Friday 27 May	Thursday 16 June 3pm
Education & Communities Committee	Friday 20 May	-	Wednesday 1 June	Tuesday 14 June 1pm & 4pm
IJB Audit Committee	NO MEETING (TBC)			
Inverclyde Integration Joint Board	Friday 13 May	-	Friday 27 May	Monday 13 June 2pm (TBC)
Petitions Committee	Friday 20 May	-	Wednesday 1 June	Thursday 16 June 1pm
Policy & Resources Committee	Friday 27 May	-	Friday 10 June	Tuesday 21 June 3pm
Local Police & Fire Scrutiny Committee	Wednesday 1 June	-	Friday 10 June	Thursday 23 June 3pm
Inverclyde Council	Monday 13 June	-	Thursday 23 June	Thursday 30 June 4pm
Audit Committee (Annual Accounts)	Friday 10 June	-	Friday 17 June	Tuesday 28 June 3pm

PROVISIONAL TIMETABLE

PLANNING BOARD			
Submission Date - 9am	Pre- Agenda Date	Issue Agenda	Date of Meeting
Thursday 19 August	n/a	Tuesday 24 August	Wed 1 Sept 3pm
Thursday 23 Sept	n/a	Tuesday 28 Sept	Wed 6 Oct 3pm
Thursday 21 Oct	n/a	Tuesday 26 Oct	Wed 3 Nov 3pm
Thursday 18 Nov	n/a	Tuesday 23 Nov	Wed 1 Dec 3pm
Thursday 9 Dec	n/a	Tuesday 14 Dec	Wed 5 Jan 3pm
Thursday 20 Jan	n/a	Tuesday 25 Jan	Wed 2 Feb 3pm
Thursday 17 Feb	n/a	Tuesday 22 Feb	Wed 2 March 3pm
Thursday 24 March	n/a	Tuesday 29 March	Wed 6 April 3pm
Thursday 21 April	n/a	Tuesday 26 April	Wed 4 May 3pm
Thursday 19 May	n/a	Tuesday 24 May	Wed 1 June 3pm

GENERAL PURPOSES BOARD			
Submission Date - 9am	Pre- Agenda Date	Issue Agenda	Date of Meeting
Friday 20 August	n/a	Thursday 26 August	Wed 8 Sept 3pm
Friday 24 Sept	n/a	Thursday 30 Sept	Wed 13 Oct 3pm
Friday 22 Oct	n/a	Thursday 28 Oct	Wed 10 Nov 3pm
Friday 19 Nov	n/a	Thursday 25 Nov	Wed 8 Dec 3pm
Friday 9 Dec	n/a	Thursday 16 Dec	Wed 12 Jan 3pm
Friday 21 Jan	n/a	Thursday 27 Jan	Wed 9 Feb 3pm
Friday 18 Feb	n/a	Thursday 24 Feb	Wed 9 March 3pm
Friday 25 March	n/a	Thursday 31 March	Wed 13 April 3pm
Friday- 22 August	n/a	Thursday 28 April	Wed 11 May 3pm
Friday 20 May	n/a	Thursday 26 May	Wed 8 June 3pm

General Purposes Board – 11 May – cancel (Election)
 Planning Board – 4 May – cancel (Election)

PROVISIONAL TIMETABLE

LICENSING BOARD DATES:

2 September 2021 – 10am

2 December 2021 – 10am

3 March 2022 – 10am

~~2 June 2022 – 10am~~ (possible Holiday)

9 June 2022 (?)

DRAFT

Report To:	Inverclyde Council	Date:	10 June 2021
Report By:	Interim Service Director Corporate Services and Organisational Recovery	Report No:	FIN/31/21/AP/LA
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Proposals for the Future Delivery of Council/Committee Meetings		

1.0 PURPOSE

1.1 The purpose of this report is to seek approval for proposals regarding the delivery of Council/Committee/Board meetings during the period whilst social distancing is in place and thereafter. The report has been considered by the Strategic Leadership Forum who support the proposals.

2.0 SUMMARY

- 2.1 The former Head of Legal and Property Services submitted a number of reports over the last year to Members regarding the delivery and content of Council Committees and Board meetings. The last report on this matter was considered by the Council in December 2020 and it was agreed that a report regarding the options for the delivery of Committees and the return to “normal” processes would be submitted by June 2021. This report seeks to fulfil that remit.
- 2.2 From the outset it is accepted that the available accommodation and technical solutions are not ideal and a degree of pragmatism has been required from both Members and Officers to find a workable solution for both the shorter and longer term.
- 2.3 Having considered the complexities of operating a hybrid model with limited Elected Member attendance, no public attendance and the current social distancing requirements, it would be the recommendation of the SLF and CMT that fully remote attendance at meetings be maintained whilst social distancing is in place.
- 2.4 It is also proposed that during the social distancing period, public accountability and transparency continues to be delivered via the recording of meetings and the posting of meetings on the Council website.
- 2.5 Once social distancing is no longer a requirement it is recognised that there will still be the desire/necessity for some elected Members to attend meetings remotely. Remote attendance could be for a number of reasons but addresses concerns regarding equalities and provides an infrastructure whereby meetings can proceed even when weather or other unforeseen circumstances intervene and a number of Members cannot physically attend the Council buildings.
- 2.6 The proposal from officers is that the Council Chambers continues to be used for meetings but that meetings move from recording to live streaming in the longer term to address public accountability and transparency issues. It is important that any live streaming looks as professional as possible and to achieve this there will require to be investment in equipment with ongoing costs plus the need for space to be set aside in the Council Chambers for the required equipment.

- 2.7 The above proposals should work well for Council meetings, Committee meetings and some quasi-judicial meetings however for those quasi-judicial meetings where there are legal entitlements for applicants or others to make representation and business can rotate between public and private matters, it is proposed that meetings continue to be recorded rather than live streamed.
- 2.8 In January, the Policy & Resources Committee agreed to emergency governance procedures including delegation to officers to implement critical decisions and the associated minimisation of the number of reports presented. It is proposed that, after taking on board any learning from the last 5 months, the emergency governance procedures cease at the end of June.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Council consider the contents of this report and :
- a) Approve the continuation of fully remote/recorded meetings whilst social distancing is a requirement.
 - b) Approve the proposal that Elected Members may attend meetings in person or remotely once social distancing is no longer required.
 - c) Approve that officers develop proposals to move to live streaming of Council/Committee meetings and report back outlining any financial and operational implications to the September Council meeting.
 - d) Approve the cessation of emergency governance procedures for Committees from the end of June.

Alan Puckrin
Interim Service Director of Corporate Services and Organisational Recovery

4.0 BACKGROUND

- 4.1 The former Head of Legal and Property Services submitted a number of reports over the last year to Members regarding the delivery and content of Council Committees and Board meetings. The approach taken by the Council has been driven by both UK and Scottish Government regulations and advice plus the physical limitations of the current Council Chambers and the significant extra workload being borne by many Council services during the Covid pandemic.
- 4.2 In December 2020 it was agreed that a report regarding the options for the delivery of Committees and the return to “normal” processes would be submitted by June 2021. In January the Policy & Resources Committee agreed to emergency governance procedures including delegation to officers to implement critical decisions and the associated minimisation of the number of reports presented.
- 4.3 From the outset it is accepted that the available accommodation and technical solutions are not ideal and a degree of pragmatism will be required from both Members and Officers to find a workable solution for both the short term and longer term.
- 4.4 In the same way as the return of employees to the building needs a shorter term view and a longer term view of what that will look like in a couple of years, then the same approach has been taken regarding the delivery of Council Committees.

5.0 ISSUES CONSIDERED BY OFFICERS

5.1 Issues considered by the Interim Head of Legal Services

The undernoted Issues have been considered by the Interim Head of Legal Services in connection with the proposals for the delivery of Council/Committee meetings :

a) Resources

Committee Clerks: Prior to the COVID pandemic and introduction of the remote online committee meetings in 2020 it was possible for one Committee Clerk to attend meetings for the purpose of noting and preparing Minutes. Due to the additional challenges of online meetings it has been necessary for a second Committee Clerk to attend meetings to monitor the “ Chat “ function and to monitor connectivity issues. In particular, it is necessary for the second Committee Clerk to minute the time any Member loses connectivity and the time the Member re-joins the meeting.

Legal Adviser: It is essential that the Legal Adviser to the Council/Committee be present in the same room as the Committee Clerks throughout the meeting. The Legal Adviser and Committee Clerk/s work in tandem to ensure the expeditious progress of the meeting, particularly in relation to any Roll Call vote. Moreover, the second Committee Clerk will monitor the “Chat “function and communicate any issues to the Legal Adviser.

b) Revision of the Remote Online Committee Meeting Protocol

The Council’s Remote Online Meeting Procedure and Protocol was approved by the Council at its meeting on 24 September 2020. In terms of the existing procedure and protocol meetings require to be held remotely and the public excluded. Section 8 (a) of the Protocol will require to be amended to reflect that in the longer term the Public will be permitted access to the public parts of all meetings .

- 6.2 In arriving at their view the SLF concluded that those Elected members who wished to attend Committee but who were excluded due to social distancing would be placed in a less favourable position from those who could attend. The selection process of those who could attend was also believed to potentially cause division within Groups and be specifically disadvantageous to smaller Political groupings.
- 6.3 It would be proposed that meetings continue to be recorded and posted on the Council website and that officers research the costs and implications of moving to live streaming of meetings once full attendance at Committees/Council meetings is allowed.
- 6.4 It is also proposed that, after taking on board any learning from the last 5 months, the emergency governance procedures introduced on 7 January cease at the end of June.

7.0 PROPOSALS FOR THE DELIVERY OF LONGER TERM COUNCIL/COMMITTEE MEETINGS

- 7.1 Once social distancing is no longer a requirement it is recognised that there will be the desire/necessity for some elected Members to attend meetings remotely. Remote attendance could be for a number of reasons but addresses concerns over equalities and provides an infrastructure whereby meetings can proceed even when weather or other unforeseen circumstances intervene and a number of Members cannot physically attend the Council buildings.
- 7.2 The proposal is that the Council Chambers continues to be used but that meetings move to live streaming to address public accountability and transparency issues. It is important that any live streaming looks as professional as possible and as such there will require to be investment in equipment with ongoing costs plus the need for space to be set aside in the Council Chambers for the required equipment to ensure that live streaming operates appropriately. Live streaming will also require tight management of Committees to ensure all private matters are left until the end of the meeting.
- 7.3 With the end of social distancing then it will be possible for the public to attend meetings as before but to facilitate this it is proposed that officer attendance at meetings is kept to a minimum in order to make the Chambers less cramped but also to make better use of senior officer time.
- 7.4 Quasi-judicial meetings such as the General Purposes Board and the Licencing Board do not lend themselves to live streaming and it is proposed that these are recorded and put on the website as at present.

8.0 IMPLICATIONS

8.1 Finance

The operation of the short term proposals will continue to have resource implications for Legal and ICT services arising from remote attendance, the use of technology and recording of meetings. As meetings return to normal the time/resources required are unlikely decrease given the proposal for remote and physical attendance and officers are assessing the impact on Committee and ICT services.

This along with the one off and on going costs of livestreaming/recording meetings will form part of the report to the September Council.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
					To be confirmed

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
					To be confirmed

8.2 Legal

Once the new arrangements have been approved it will be possible for review of the Remote Meetings Procedure and Protocol for Committees to be undertaken by the Interim Head of Legal Services.

It should be noted that the law relating to the conduct of Committee meetings is generally unaltered by Covid 19 legislation and therefore any divergence in how meetings are conducted from the pre-existing law (unless specifically covered by Covid 19 legislation) would leave the Council open to challenge.

8.3 Human Resources

There are increased risks in the move away from fully remote meetings and it is important that Elected Members take account of this when considering whether to physically attend meetings and that all attendees observe hygiene requirements to protect both themselves and other attendees. A risk assessment has been prepared by the Health & Safety team and is available on request.

8.4 Equalities

Equalities

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

YES (see attached appendix)

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

- (b) Fairer Scotland Duty

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

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

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

	completed.
x	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

8.5 Repopulation

There are no repopulation implications arising.

9.0 CONSULTATIONS

9.1 The CMT has considered this report and their preference would be for remote meetings to continue until social distancing is no longer a requirement.

The Director of Public Health has advised that her preference would be to continue on line meetings where possible.

Having considered the short term operation of hybrid meetings the Strategic Leadership Forum would recommend the continuation of fully remote meetings until all members are allowed to attend Council/Committee meetings. The SLF view that officers need to be ready implement the longer term option at short notice and therefore officers need to continue to work towards ensuring this is deliverable at the appropriate time

10.0 BACKGROUND PAPERS

10.1 None.

Equality Impact Assessment Template – Policy, Function or Strategy

This document should be completed when a new policy, function or strategy is introduced or when a substantive change to an existing policy, function or strategy is recommended. This will ensure equality considerations are taken into account before a decision is made and the policy, function or strategy can be altered, if required.

1. Policy, function or strategy		
a.	Name/description of the policy, function or strategy ¹	Implementation of remote attendance by Elected Members at Council Meetings via a hybrid model
b.	Responsible organisation(s)/Lead Service	Corporate Services
c.	Lead Officer	Alan Puckrin, Interim Service Director - Corporate Services and Organisational Recovery
d.	Date of Impact Assessment	19 May 2021
e.	Partners/other Services involved in the development of the policy, function or strategy	Legal Services, Property Services, ICT Services
f.	Is the policy, function or strategy?	<input type="checkbox"/> New
		<input checked="" type="checkbox"/> Reviewed/Revised
g.	What is the purpose of the policy, function or strategy (include details of any new legislation which prompted the introduction of the policy, function or strategy or the substantive change to the policy, function or strategy)?	The revised proposal to allow remote attendance at Council Meetings was an existing issue raised by Members but brought into sharper focus by Covid-19 and the move to 100% remote meetings. The purpose is to provide options for Members who may not always be able to physically attend the Municipal Buildings.
h.	What are the intended outcomes of the policy, function or strategy?	Provide greater equality of access and remove barriers to becoming a Councillor/attending meetings
i.	Geographical area (Inverclyde-wide or a specific location)	Greenock Municipal Buildings (GMB) (at present)

¹ Please attach details of the policy, function or strategy to this Template

j.	Which parts of the Equality Duty will the policy, function or strategy impact on?	X	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by The Equality Act 2010
		X	Advance equality of opportunity between people of different groups
		X	Foster good relations between people from different groups
k.	Will those who may be directly or indirectly affected by the policy, function or strategy be involved in its development?	Yes	

2. Does the policy, function of strategy impact on:		
	Yes	No
a. Protected Characteristics under The Equality Act 2010: Age; Disability; Gender Reassignment; Pregnancy and Maternity; Race; Religion and Belief; Sex; Sexual Orientation (see Section 3)	X	
b. Reducing inequalities of outcome caused by socio-economic disadvantage – Fairer Scotland Duty ² (see Section 6)	X	
c. Local Outcomes Improvement Plan (LOIP) 2017/22 ³ (see Section 7)		
d. Corporate Plan 2018/22 ⁴ (see Section 8)	X	
3. If 'Yes' is selected for any part of Section 2, please populate the other relevant Sections of this Template.		

² [Fairer Scotland Duty: interim guidance for public bodies](#)

³ [Local Outcomes Improvement Plan 2017/22](#)

⁴ [Corporate Plan 2018/22](#) (agenda item 5)

4. If 'No' is selected for every part of Section 2, please state the reasons for this.

Please sign below and email a copy of this Template to Karen Barclay, Corporate Policy Officer: karen.barclay@inverclyde.gov.uk.

Signature:

Date:

3. Impact – Protected Characteristics

Which of the Protected Characteristics will the policy, function or strategy have an impact upon?

Protected Characteristic	Impact					Reasons/Comments
	Positive High	Low	Neutral	Negative High	Low	
Age		x				<p>Because the time required will be reduced, there could be a positive impact for younger or working age Elected Members who could find it difficult to attend Committee meetings during the day due to work commitments.</p> <p>Older Elected Members will be able to participate in meetings when it may not be possible for them to physically attend.</p>
Disability		x				<p>For Elected Members with a disability, the hybrid model will have a positive impact as there will be no need for them to travel to the GMB and they will be able to participate in meetings from home.</p> <p>While people with a disability may find it difficult to participate in Council meetings remotely, steps have been taken to ensure that Elected Members have the necessary software, skills and knowledge to attend, listen and take part.</p>

Gender Reassignment			x			
Pregnancy and maternity		x				Elected Members will be able to participate in meetings when it may not be possible for them to physically attend the Municipal Buildings.
Race			x			
Religion and belief			x			
Sex			x			
Sexual orientation			x			
Other groups to consider		x				Those with caring responsibilities will benefit from the flexibility afforded by the proposal.

4. Which parts of the Equality Duty will the policy, function or strategy have an impact upon?	
X	Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
X	Advance equality of opportunity between people from different groups
X	Foster good relations between people from different groups

5. Impact – groups

From the information you have highlighted above, describe the positive and negative impacts and the groups affected under The Equality Act 2010.

Positive impacts

+

(Describe groups affected.)

The ability to attend/participate in meetings without having to physically attend the GMB will potentially remove a barrier for underrepresented groups to run for office which may include young people and people of working age, older people, people with disabilities or caring responsibilities.

Negative impacts

-

(Describe groups affected.)

6. Impact – Fairer Scotland Duty

What impact will this policy, function or strategy have on reducing inequalities of outcome caused by socio-economic disadvantage?

Positive impact +	Neutral impact =	Negative impact -
x		
<p>Briefly describe how the policy, function or strategy will impact on reducing inequalities of outcome.</p> <p>The ability to attend/participate in meetings without having to physically attend the GMB will potentially remove a barrier for young people and people of working age, older people, people with disabilities or caring responsibilities to run for office.</p> <p>While people who experience socio-economic disadvantage may not be able to access the technology required to participate in Council Meetings, steps have been taken to ensure that Elected Members have the required equipment.</p>		

7. Impact – LOIP 2017/22

Which Priority/Priorities from the LOIP 2017/22 will this policy, function or strategy impact on?

<input type="checkbox"/>	1. Population: Inverclyde's population will be stable and sustainable with an appropriate balance of socio - economic groups that is conducive to local economic prosperity and longer term population growth
<input type="checkbox"/>	2. Inequalities: There will be low levels of poverty and deprivation and the gap between the richest and poorest members of our communities will be reduced (This may already have been highlighted at Section 6.)
<input type="checkbox"/>	3. Environment, culture and heritage: Inverclyde's environment, culture and heritage will be protected and enhanced to create a better place for all Inverclyde residents and an attractive place in which to live, work and visit
<p>Briefly describe how the policy, function or strategy will impact on the LOIP Priority/Priorities.</p>	

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8. Impact – Corporate Plan 2018/22

Which Priority/Priorities from the Corporate Plan 2018/22 will the policy, function or strategy impact on?

<input type="checkbox"/>	1. To promote Inverclyde, to both residents and visitors alike, as a great place to live, work and visit
<input checked="" type="checkbox"/>	2. To work collaboratively, to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them
<input type="checkbox"/>	3. To grow the local economy in a way that creates opportunities for all our residents, including access to good quality jobs
<input type="checkbox"/>	4. To reduce the prevalence of poverty and, in particular, child poverty in our communities
<input type="checkbox"/>	5. To safeguard, support and meet the needs of our most vulnerable families and residents
<input type="checkbox"/>	6. To improve the health and wellbeing of residents so that people live well, and for longer
<input type="checkbox"/>	7. To protect and enhance our natural and built environment
<input type="checkbox"/>	8. To preserve, nurture and promote Inverclyde’s unique culture and heritage
<input checked="" type="checkbox"/>	9. To deliver services that are responsive to community needs and are underpinned by a culture of innovation, continuous improvement and effective management of resources
<input type="checkbox"/>	10. To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs

Briefly describe how the policy, function or strategy will impact on the Corporate Plan Priority/Priorities.

Moving to remote attendance shows the Council as a forward thinking and modernising Council.

9. Evidence

What evidence do you have to help identify any potential impacts of the policy, function or strategy?

Note: Evidence could include information from consultations, surveys, the Citizens' Panel, focus groups, interviews, projects, user feedback, complaints, Officers' knowledge and experience, equalities monitoring data, publications, research, reports, and local and national groups.

Evidence	Details
Consultation/Engagement (including any carried out while developing the policy, function or strategy)	While engagement with Elected Members via the Strategic Leadership Forum indicates a strong desire from most Members for physical attendance at the Municipal Buildings for Committees/Council meetings, the proposal seeks to offer a hybrid model, whereby some Members and Officers attend in person and some attend remotely.
Research	Engagement with other Councils regarding their approach shows that they are considering adopting similar approaches to Inverclyde's model.
Officers' knowledge and experience (including feedback from frontline staff)	Detailed discussions have taken place with Officers from Committee Services, ICT and Property Services who have many years' experience in their respective fields on what is required to develop the best way to deliver the proposal.
Equalities monitoring data	It is noted that a number of the Council's Elected Members, in terms of Covid-19 risk assessments, should not be expected to attend meetings and, in compliance with the appropriate advice, should be alert to their risks of attending in person any meetings within the Council buildings.
User feedback (including complaints)	Elected Members' views on remote meetings during Covid-19, from the individual consultations that have been undertaken and from discussion at a Council meeting, is that the operation of the September 2020 cycle of meetings was generally positive.
Stakeholders	

<p>Other: Local residents</p> <p>Press</p>	
<p>Are there information gaps and, if so, what are these?</p>	<p>The Remote Meetings Procedure and Protocol for Committees will be reviewed following approval of the hybrid model.</p>

10. Consequences of analysis

What steps will you take in response to the findings of your analysis? Please select at least one of the following and provide a brief explanation.

a.	Continue development with no changes	<input type="checkbox"/>	
b.	Continue development with minor alterations	X	When the approach and location for the hybrid meetings has been agreed, it is proposed to run a trial meeting involving Members both attending physically and remotely. Thereafter, it is proposed to live stream the meetings to address public accountability and transparency issues.
c.	Continue development with major changes	<input type="checkbox"/>	
d.	Discontinue development and consider alternatives (where relevant)	<input type="checkbox"/>	

How will the effect of the policy, function or strategy be monitored following implementation?

Members' feedback and a further report.

When is the policy, function or strategy due to be implemented?

Once social distancing is no longer a requirement.

When will the policy, function or strategy be reviewed?

Ongoing.

What resources are available for the implementation of the policy, function or strategy? Have these resources changed?

Improved sound and ICT equipment will be needed.

11. Please use the space below to detail any other matters arising from the Equality Impact Assessment process, including what action could be taken to mitigate the impact of the policy, function or strategy.

Steps have been taken to ensure that Elected Members have the necessary software, skills and knowledge to attend, listen and take part in the Council's democratic decision-making processes.

At the time of writing, in terms of The Coronavirus Act 2020, the public continue to be excluded from all Council and Committee meetings on health grounds. When the appropriate pandemic restrictions have been lifted, it will be possible for the public to attend meetings as before.

During the implementation of remote meetings, the public will continue to be excluded from physically attending all Council and Committee meetings, however, public accountability and transparency will be delivered via the recording of meetings and the posting of the papers for meetings on the Council website.

Additionally, for the purposes of transparency and public engagement, press representation at any scheduled meetings is offered and this continues to be made available online to local and national press representatives.

Details of the Person(s) who completed the Assessment:

Name:	Alan Puckrin Karen Barclay
Position:	Interim Service Director - Corporate Services and Organisational Recovery Corporate Policy Officer
Date:	19 May 2021

Authorised by:

Name:	Alan Puckrin
Position:	Interim Service Director - Corporate Services and Organisational Recovery
Date:	21 May 2021

Thank you for your assistance with the completion of this task.

Please send a copy of the completed Template to Karen Barclay, Corporate Policy Officer at karen.barclay@inverclyde.gov.uk.

27 April 2020

Report To:	Inverclyde Council	Date:	10 June 2021
Report By:	Interim Head of Legal Services	Report No:	LS/054/21
Contact Officer:	Anne Sinclair	Contact No:	01475 712710
Subject:	Health and Social Care Integration Appointment of Vice Chair to Integration Joint Board		

1.0 PURPOSE

- 1.1 The purpose of this report is to request the Council to confirm the nomination of Members to and appoint the Vice Chair of the Inverclyde Integration Joint Board (“IJB”).

2.0 SUMMARY

- 2.1 At its meeting of 6 June 2019, the Council appointed four of its Elected Members to serve on the IJB.
- 2.2 The Integration Scheme between the Council and the NHS Board sets out the local arrangements for the appointment of Chair and Vice Chair of the IJB. The next Vice Chair of the IJB is to be a member appointed on the nomination of the Council.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Council determines its nominations to the Inverclyde Integration Joint Board and:
1. confirms the re-appointment of the following members for a further term of office of two years or until the date of the next ordinary Elections for Local Government Councillors in Scotland, whichever is shorter:

Councillor Clocherty with Councillor Moran as proxy;
Councillor Rebecchi with Councillor Dorrian as proxy;
Councillor Quinn with Councillor Ahlfeld as proxy;
Councillor Robertson with Councillor Crowther as proxy; and
 2. appoints Councillor Clocherty as the Vice Chair.

Anne Sinclair
Interim Head of Legal Services

4.0 BACKGROUND

- 4.1 The Inverclyde Integration Joint Board was established by Parliamentary Order on 27 June 2015 following approval of the Inverclyde Integration Scheme by the Scottish Ministers and has been fully operational since August 2015. The approved Integration Scheme between the Council and Greater Glasgow & Clyde NHS Board states that the Council shall appoint four voting representatives to serve the IJB.
- 4.2 These representatives and their named proxies were appointed by the Council at its meeting on 6 June 2019 as follows:-
1. Councillor Clocherty with Councillor Moran as proxy;
 2. Councillor Rebecchi with Councillor Dorrian as proxy;
 3. Councillor Quinn with Councillor Ahlfeld as proxy;
 4. Councillor Robertson with Councillor Crowther as proxy;
- 4.3 The Council also appointed Councillor Clocherty as Chair of the IJB on 6 June 2019.

5.0 RE-APPOINTMENT OF ELECTED MEMBERS

- 5.1 The Public Bodies (Joint Working) (Integration Joint Boards) (Scotland) Order 2014 (“the Order”) and the Standing Orders of the IJB set out when IJB members’ term of office expire and the process for re-appointment.
- 5.2 The term of office of members of the IJB is two years or until the date of the next local government elections, whichever is shorter.
- 5.3 The IJB voting members nominated by Inverclyde Council have reached the end of their two year terms of office.
- 5.4 It is proposed to re-nominate the members detailed at paragraph 4.2 and their proxies to serve as voting members of the IJB for a further term but this is, of course, a matter for decision by the Council.

6.0 APPOINTMENT OF VICE CHAIR

- 6.1 The Integration Scheme and Order also make provision for the appointment of the Chair and Vice Chair of the IJB. Article 4 of the Order provides for the Chair to be appointed by the NHS Board or the Council from among the voting members nominated by the NHS Board and the Council. The Vice Chair is appointed by the authority who did not appoint the Chair.
- 6.2 In terms of the Order, the appointment to Chair and Vice Chair must alternate regularly. Paragraph 2.2 of the Integration Scheme states that the Chair and Vice Chair positions will rotate every two years between the NHS Board and the Council, with the Chair being from one party and the Vice Chair from the other.
- 6.3 The Order also states that the NHS Board or the Council may change the person appointed by them as Chair or Vice Chair during an appointing period.
- 6.4 The position of Chair of the IJB has been held by a Council nominee since June 2019. As this two year term of office is coming to an end, the position of Chair of the IJB is now to be held by a NHS Board nominee. The position of Vice Chair is now to be held by a Council nominee.
- 6.5 Councillor Clocherty was appointed Chair of the IJB by the Council in June 2019 with an expectation that he would take over as Vice Chair at the end of two years when positions would rotate in terms of the Integration Scheme. For the purposes of continuity of Council representation and experience, it is recommended that Councillor Clocherty is appointed as Vice Chair of the IJB.

7.0 PROPOSALS

7.1 It is proposed that the Council confirms the re-appointment of its nominees to serve on the IJB, notes the arrangements for appointing the Chair and Vice Chair of the IJB and appoints Councillor Clocherty as Vice Chair of the IJB.

8.0 IMPLICATIONS

8.1 Finance

None.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

8.2 Legal

The Order makes provision for the persons who must be included in the membership of the IJB and their terms of office, this includes a set number of Elected Members nominated by the Local Authority. The re-appointment of Elected Members and the appointment of Chair as set out in this report will comply with the terms of the Public Bodies (Joint Working) (Scotland) Act 2104, the Order and the Integration Scheme.

8.3 Human Resources

None.

8.4 Equalities

Equalities

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

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

(b) Fairer Scotland Duty

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

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

of outcome?

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

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

8.5 Repopulation

None.

9.0 CONSULTATIONS

9.1 The Corporate Director (Chief Officer), Inverclyde Health and Social Care Partnership has been consulted in the preparation of this report.

10.0 BACKGROUND PAPERS

10.1 N/A

Report To:	Inverclyde Council	Date:	10 June 2021
Report By:	Interim Head of Legal Services	Report No:	LS/063/21
Contact Officer:	Anne Sinclair	Contact No:	01475 712710
Subject:	Review of The Inverclyde Council (Prohibition of Alcohol In Designated Public Places) Byelaws 2010		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Council on the outcome of the first stage of the consultation process undertaken by the Head of Legal and Property Services in connection with the review of the current Byelaws for Inverclyde Council prohibiting the consumption of alcohol in designated public places and to recommend amendments to the Byelaws to the Council.

2.0 SUMMARY

- 2.1 Following confirmation by Scottish Ministers, The Inverclyde Council (Prohibition of Consumption of Alcohol in Designated Public Places) Byelaws 2010 came into operation on 20 December 2010. A copy of the existing byelaws forms Appendix 1.
- 2.2 In terms of s202A(a) of the Local Government (Scotland) Act 1973 a Local Authority shall, not later than 10 years from the coming into force of the byelaws, review the said byelaws and do so thereafter at intervals of not more than 10 years.
- 2.3 The Head of Legal and Property Services carried out a review and consultation on the Byelaws between 18 December 2020 and 6 February 2021 in which Police Scotland; the Crown and Prosecutor Fiscal Service; Community Councils; Members of the Inverclyde Licensing Board; HSCP and Inverclyde Alcohol Forum were consulted. Police Scotland has confirmed that the Byelaws are still appropriate but has requested that the boundary is extended to cover the entire area of Inverclyde.
- 2.4 The byelaws are intended to cover public places. Therefore it is considered that the byelaws be extended to cover areas where housing developments have been built, or where planning permission has been granted for developments to be built, since 2010. The areas not presently covered, but which it is considered should be covered by the Byelaws, include Spango Valley and James Watt Dock in Greenock; Adamston Way in Port Glasgow; the former power station site in Inverkip; and the southern boundary of Quarriers Village. The aforementioned areas are more particularly set out in paragraph 5.2 and are highlighted in blue on the plans forming Appendix 2.

3.0 RECOMMENDATION

- 3.1 It is recommended that the Council notes the outcome of the first stage of the consultation process in connection with the Byelaws; and

3.2 It is recommended that the Council approves the extension of the boundaries of the byelaws to include the areas highlighted in blue on the Plans within Appendix 2 to this report, and authorises the Interim Head of Legal Services to : -

i) arrange for the existing Byelaws to be amended as set out in paragraph 5.2 of the report ;

ii) send a copy of the proposed amended byelaws to the Scottish Government for comment ;

iii) conduct a further public consultation on the proposed amended byelaws by advertising the intention to apply to the Scottish Ministers for confirmation of the byelaws ;and

iv) revert to the Council with a report on the outcome of the further public consultation for approval prior to applying to the Scottish Ministers for confirmation.

Anne Sinclair
Interim Head of Legal Services

4.0 BACKGROUND

- 4.1 The Inverclyde Council (Prohibition of Consumption of Alcohol in Designated Public Places) Byelaws 2010 were confirmed by the Scottish Ministers as coming into force on 20 December 2010.
- 4.2 The existing Alcohol byelaws apply to:
- (1) The whole of the Villages of Kilmacolm and Quarriers Village as shown outlined in red on Plan No 1 annexed to the Byelaws;
 - (2) The whole of the town of Port Glasgow, Greenock and Gourock as shown in red on Plan Nos 2,3 and 4 annexed to the Byelaws;
 - (3) The whole of the village of Inverkip and of the settlement of Wemyss Bay as shown outlined in red on Plan No 5 annexed to the Byelaws.
- 4.3 In terms of s202A of the Local Government (Scotland) Act 1973, a local authority shall not later than 10 years from the coming into force of the byelaws, review the byelaws and do so thereafter at intervals of not more than 10 years. The existing byelaws will remain in force until amended or revoked.
- 4.4 The Head of Legal and Property Services carried out a review and consultation between 18 December 2020 and 6 February 2021 in respect of which Interested parties were consulted including Police Scotland; the Crown and Procurator Fiscal Service; Community Councils; Members of the Inverclyde Licensing Board; HSCP and the Inverclyde Alcohol Forum. Only two responses were received in relation to the consultation, an e-mail response from one of the Licensing Board Members and a letter from Police Scotland dated 8 February 2021. A copy of the said responses are set out in Appendix 3.
- 4.5 Further to the review/consultation, Police Scotland confirmed in its response that the byelaws are still fit for purpose and appropriate however requested that the byelaws be extended to cover the entirety of the Inverclyde area.
- 4.6 This is not possible given that Scottish Government guidance clearly states that byelaws prohibiting the consumption of alcohol should not cover entire local authority areas. The byelaws are intended to cover public places. Subsequent e-mail communication from Police Scotland has confirmed that the proposed extension to the existing plans as set out in paragraph 5.2 below is satisfactory.

5.0 PROPOSALS

- 5.1 Therefore, following the initial consultation, the recommendation is that the byelaws be extended to cover areas where housing developments have been built, or where planning permission has been granted for developments to be built, since 2010. In particular it is proposed to extend the boundaries of the byelaws to areas highlighted in blue on the Plans forming Appendix 2.
- 5.2 For ease of reference, it is proposed the undernoted plans are extended as follows :
- Plan 1 (Kilmacolm / Quarriers Village) – proposed extension to cover the southern boundary site in Quarriers Village ;
- Plan 2 (Port Glasgow) –proposed extension to cover Adamston Way
- Plan 3 (Greenock) – proposed extension to cover James Watt Dock;

Plan 4 (Greenock) – proposed extension to cover Spango Valley;

Plan 5 (Inverkip / Wemyss Bay) – proposed extension to cover the former power station site in Inverkip and part of the Wemyss Bay beach.

- 5.3 The process for amending the current alcohol byelaws is the same as the process for applying for a new byelaw prohibiting the consumption of alcohol in a public place. In terms of s202 of the Local Government (Scotland) Act 1973 the Council requires to send a copy of the proposed amended byelaws to the Scottish Government for comment. The Scottish Government must respond with any comments and ensure that the Council has followed the procedures set out in the Act, which includes consulting with the Police and Procurator Fiscal to ensure that they are content with the proposed byelaw and plan, before the byelaws are advertised and draft byelaws are submitted to the Scottish Government. As set in paragraph 4.5 Police Scotland has responded to the initial consultation however there has been no response from the Procurator Fiscal.
- 5.4 Once agreement has been reached on the draft byelaws, the Council requires to advertise the intention to apply for confirmation of the byelaws and make both the byelaws and plan available for inspection to all members of the public. After a period of at least one month from the date of expiry of the advertisement period, a report will be submitted to the Council on the outcome of the public consultation. Thereafter, the Council can amend the byelaws and submit these to the Scottish Government for confirmation by the Scottish Ministers. Enforcement of the Byelaw will be the responsibility of the Police.

6.0 IMPLICATIONS

Finance

- 6.1 There are no financial implications at this stage.

Legal

- 6.2 The Legal issues are contained within this report.

Human Resources

- 6.3 There are no HR implications arising as a result of this report.

Equalities

- 6.4 Equalities

Has an Equality Impact Assessment been carried out?

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

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

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

6.5 There are no repopulation implications arising from this report.

7.0 CONSULTATIONS

7.1 There has been consultation with Police Scotland; the Crown and Prosecutor Fiscal Service; Community Councils; Elected Members; HSCP and Inverclyde Alcohol Forum.

8.0 LIST OF BACK GROUND PAPERS

8.1 None.

**THE INVERCLYDE COUNCIL (PROHIBITION OF CONSUMPTION OF
ALCOHOL IN DESIGNATED PUBLIC PLACES) BYELAWS 2010**

In exercise of the powers conferred upon them by sections 201 and 202 of the Local Government (Scotland) Act 1973, the Scottish Ministers hereby confirm the foregoing byelaws.

The Scottish Ministers hereby fix 20 December 2010 as the date on which the byelaws shall come into operation.



NIKKI BROWN
A member of the staff of
the Scottish Ministers

The Scottish Government
Justice Directorate
St Andrew's House
24 November 2010

**THE INVERCLYDE COUNCIL (PROHIBITION OF CONSUMPTION OF ALCOHOLIC LIQUOR IN
DESIGNATED PLACES) BYELAWS 2010**

The Inverclyde Council ("the Council") in exercise of the powers conferred on it by sections 201, 202 and 203 of the Local Government (Scotland) Act 1973, and of all other powers enabling it in that behalf, hereby makes the following byelaws:-

Interpretation

1. (1) In these byelaws, unless the context otherwise requires -

"alcohol" has the same meaning as in section 2 of the Licensing (Scotland) Act 2005;

"licensed premises" has the same meaning as in section 147(1) of the Licensing (Scotland) Act 2005 but does not include premises in respect of which there is a provisional premises licence (within the meaning of section 45(5) of that Act);

"occasional licence" has the same meaning as in section 56(1) of the Licensing (Scotland) Act 2005;

"designated place" means any place to which the public have access within the areas specified in Schedule 1 to these byelaws and shown outlined in red on the plans annexed and signed as relative hereto.

- (2) These byelaws may be cited as "The Inverclyde Council (Prohibition of Consumption of Alcohol in Designated Public Places) Byelaws 2010.

Application

2. These byelaws shall not apply -

(a) on 31 December, from 6 pm until the end of that day; and

(b) on 1 January, until 6 am.

Offence

3. (1) Any person who consumes alcohol in a designated place or is found to be in possession of an open container containing alcohol in a designated place in circumstances whereby it is reasonable to infer that that person intended to drink from it whilst in a designated place shall be guilty of an offence and liable on summary conviction to a fine not exceeding level 2 on the standard scale.
- (2) It shall not be an offence against these byelaws to do anything in any designated place which comes within the meaning of licensed premises.
- (3) It shall not be an offence against these byelaws to do anything in any designated place in respect of which an occasional licence is in operation during any period when alcohol may be sold there by virtue of that licence and for 15 minutes after the expiry of such period.

Presumptions

4. (1) This byelaw applies for the purposes of any trial for an offence against these byelaws.
- (2) Any liquid found in a container shall, subject to the provisions of this byelaw, be presumed to conform to the description of the liquid on the container.
- (3) A container which is found to contain -
 - (a) no liquid; or
 - (b) insufficient liquid to permit analysis

shall, subject to the provisions of this byelaw, be presumed to have contained at the time of the alleged offence liquid which conformed to the description of the liquid on the container.
- (4) A person shall not be entitled to lead evidence for the purpose of rebutting a presumption mentioned in paragraphs (2) or (3) above unless, not less than 7 days before the date of the trial, he has given notice to the prosecutor of his intention to do so.

Public Notice of Effect

5. (1) The Council shall erect one or more signs at or reasonably adjacent to each designated place for the purpose of giving notice of the effect of these byelaws.
- (2) It shall be no defence in proceedings against a person for an offence under these byelaws that the Council failed to comply with paragraph (1) of this byelaw.

Revocation of Previous Byelaws

6. The Inverclyde District Council (Prohibition of Consumption of Alcoholic Liquor in Designated Places) Byelaws 1997 made by the District Council on 15 May 1997 and confirmed by the Secretary of State on 4 August 1997 are hereby revoked.

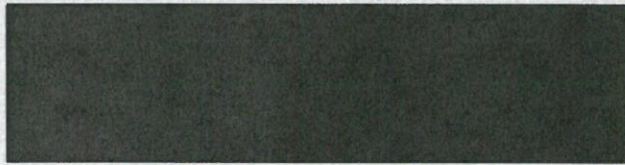
Given under the common seal of the Inverclyde Council and subscribed for them and on their behalf by Howard Robertson McNeilly, Proper Officer, all at Greenock on the Seventh day of October, Two thousand and ten.



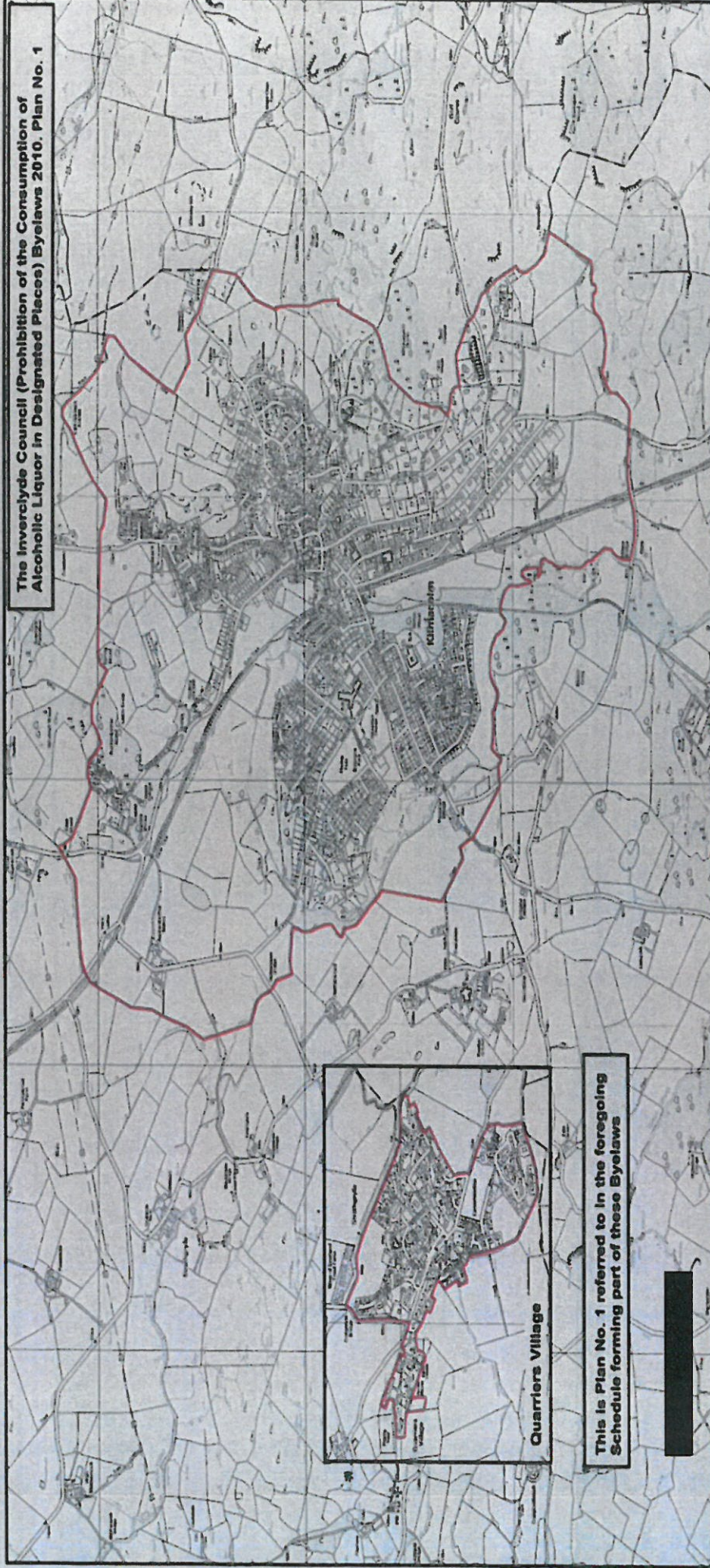
SCHEDULE

DESCRIPTION OF AREAS

1. The whole of the villages of Kilmacolm and Quarriers Village as shown outlined in red on the attached Plan No 1.
2. The whole of the towns of Port Glasgow, Greenock and Gourock as shown outlined in red on the attached Plans Nos 2, 3 and 4.
3. The whole of the village of Inverkip and of the settlement of Wemyss Bay as shown outlined in red on the attached Plan No 5.



The Inverclyde Council (Prohibition of the Consumption of Alcoholic Liquor in Designated Places) 2010. Plan No. 1



This is Plan No. 1 referred to in the foregoing Schedule forming part of these Byelaws



**Inverclyde Council
Planning & Housing**

**SCALE 1:10,000
Drg. No. 12/464
GMCC NOV 09**



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The Inverclyde Council (Prohibition of the Consumption of Alcoholic Liquor in Designated Places) Byelaws 2010. Plan No. 2



This is Plan No. 2 referred to in the foregoing Schedule forming part of these Byelaws



**Inverclyde Council
Planning & Housing**

**SCALE 1:10,000
Drg. No. 12/465
GMcC NOV 09**



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The Inverclyde Council (Prohibition of the Consumption of Alcoholic Liquor in Designated Places) Byelaws 2010, Plan No. 3

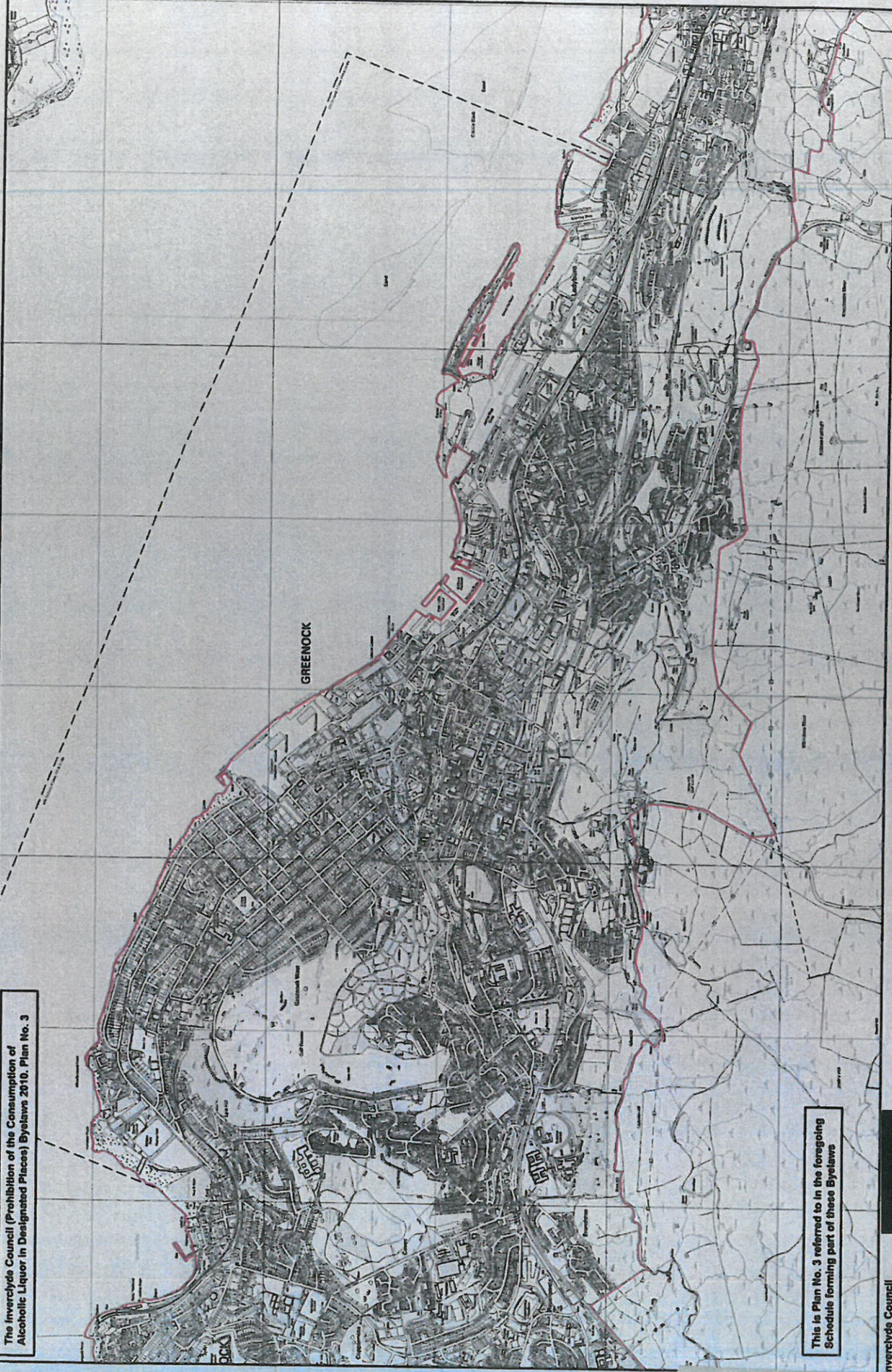
GREENOCK

This is Plan No. 3 referred to in the foregoing Schedule forming part of these Byelaws

Inverclyde Council
Regeneration & Planning

SCALE 1:10,000
Orig. No. 12/486
GMSCC APR 10

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The Inverclyde Council (Prohibition of the Consumption of
Alcoholic Liquor in Designated Places) Byelaws 2010. Plan No. 4



This is Plan No. 4 referred to in the foregoing
Schedule forming part of these Byelaws

Inverclyde Council
Regeneration & Planning

SCALE 1:10,000
DTP No. 12/467
GIMCC APR 10

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110023421 (2/010)

The Inverclyde Council (Prohibition of the Consumption of Alcoholic Liquor in Designated Places) Byelaws 2010, Plan No. 5

This is Plan No. 5 referred to in the foregoing Schedule forming part of these Byelaws

Wemyss Bay

Wemyss Bay

Inverclyde Council
Planning & Housing

SCALE 1:10,000
Drg. No. I2/468
GMCC NOV 09

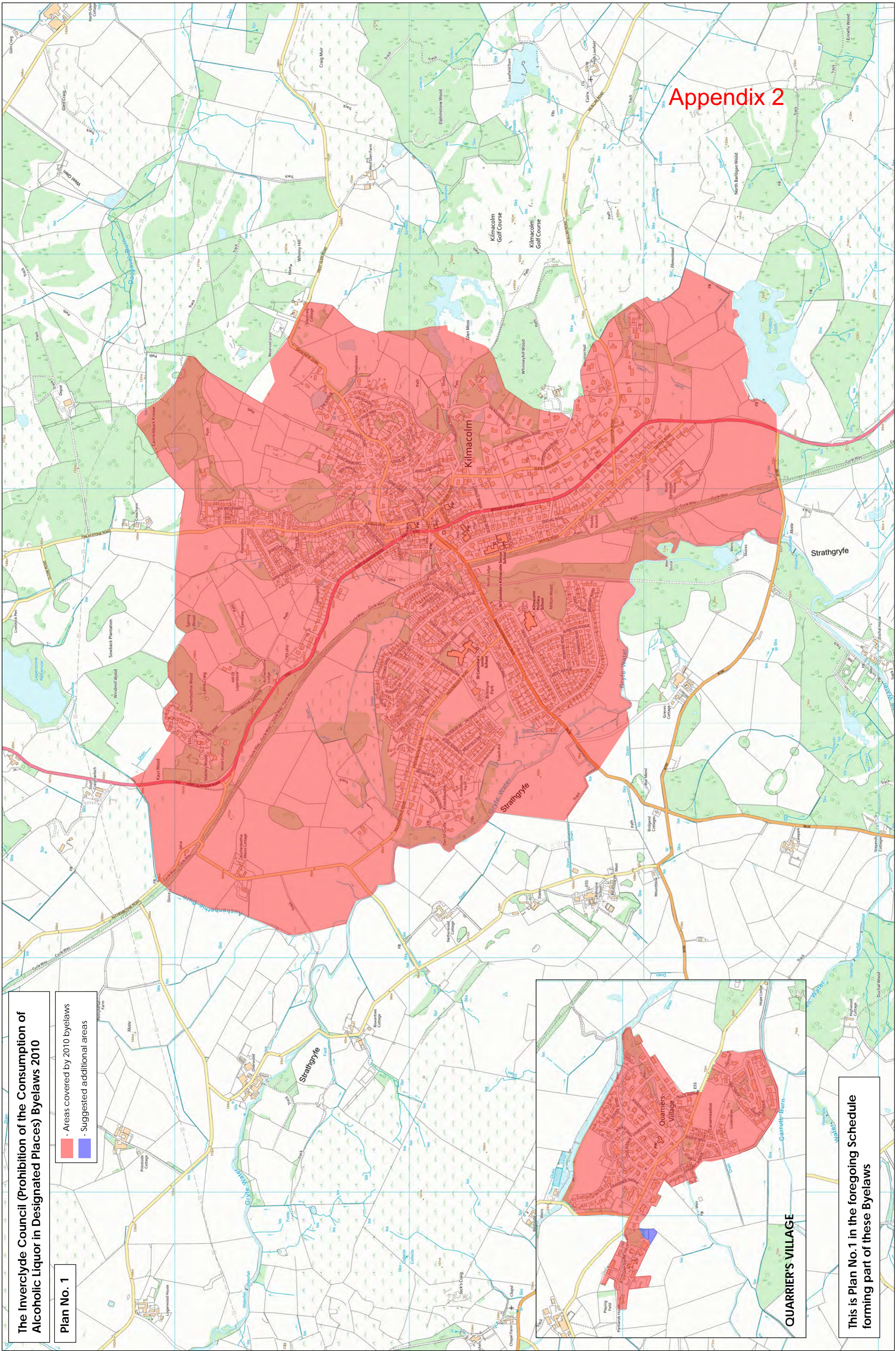
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The Inverclyde Council (Prohibition of the Consumption of Alcoholic Liquor in Designated Places) Byelaws 2010

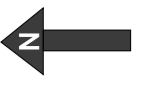
Plan No. 1

- Areas covered by 2010 byelaws
- Suggested additional areas

Appendix 2



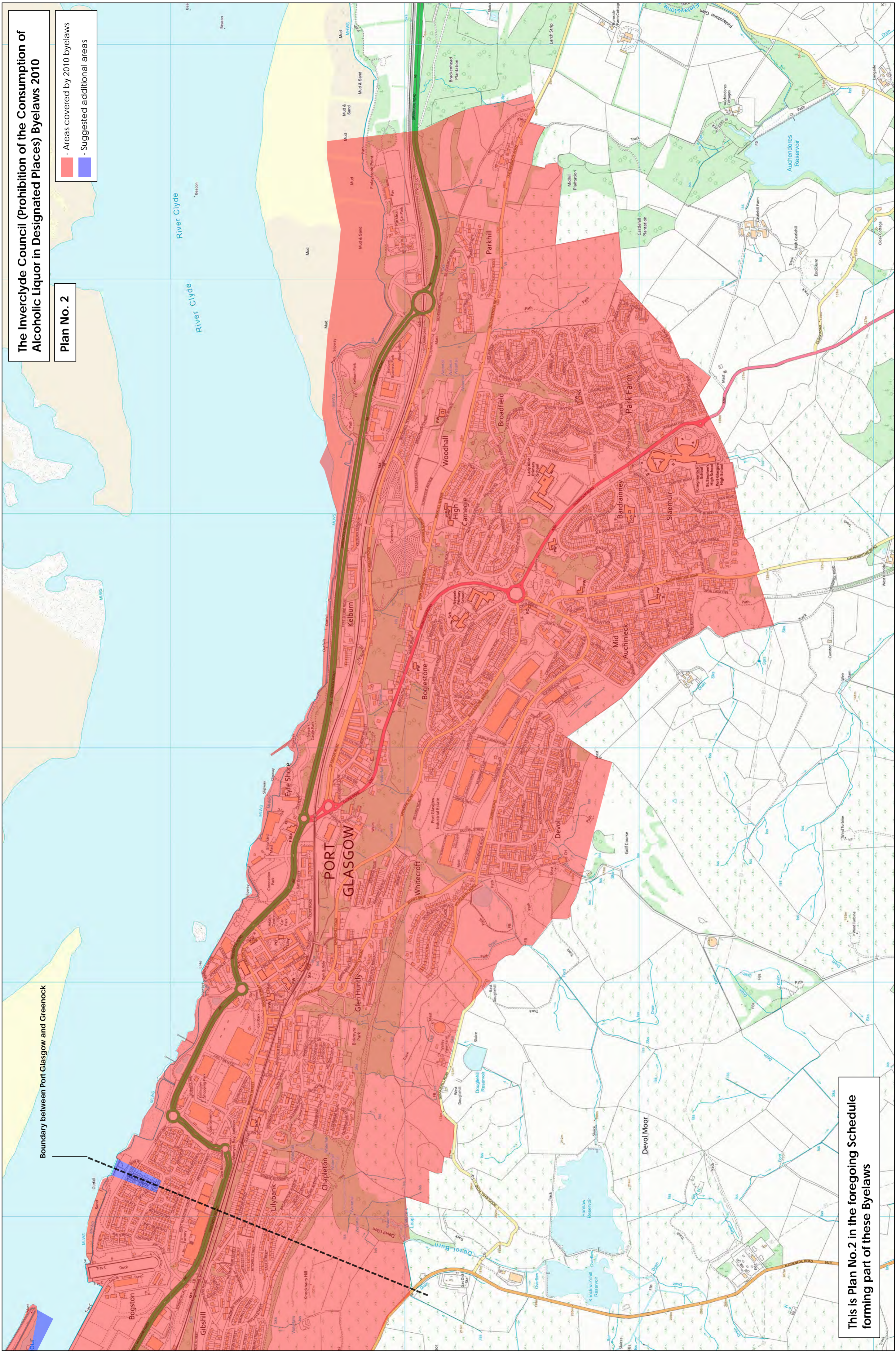
This is Plan No.1 in the foregoing Schedule forming part of these Byelaws



The Inverclyde Council (Prohibition of the Consumption of Alcoholic Liquor in Designated Places) Byelaws 2010

Plan No. 2

- Areas covered by 2010 byelaws
- Suggested additional areas



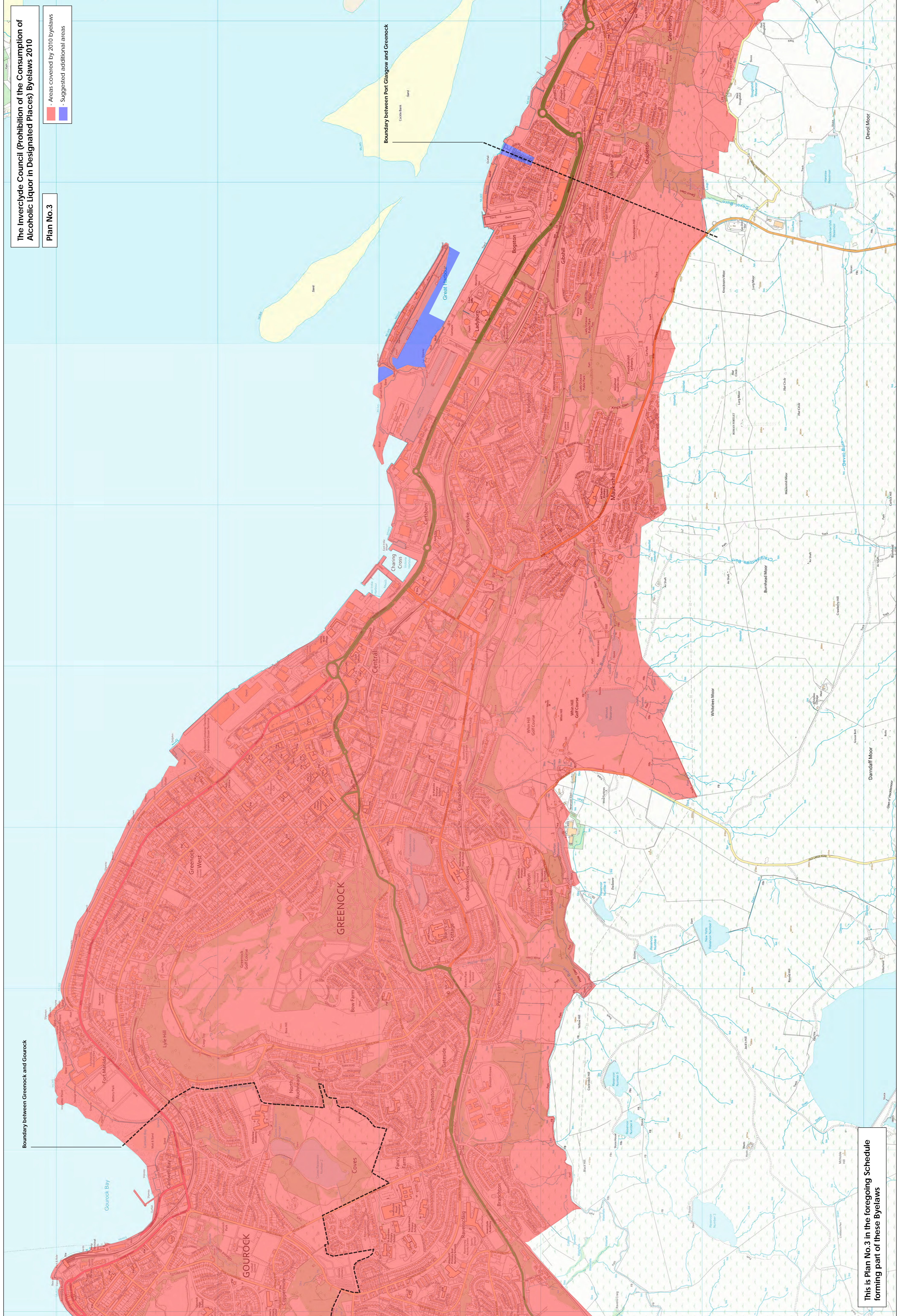
Boundary between Port Glasgow and Greenock

This is Plan No.2 in the foregoing Schedule forming part of these Byelaws

The Inverclyde Council (Prohibition of the Consumption of Alcoholic Liquor in Designated Places) Byelaws 2010

Plan No.3

- Areas covered by 2010 byelaws
- Suggested additional areas



Boundary between Greenock and Gourock

Boundary between Port Glasgow and Greenock

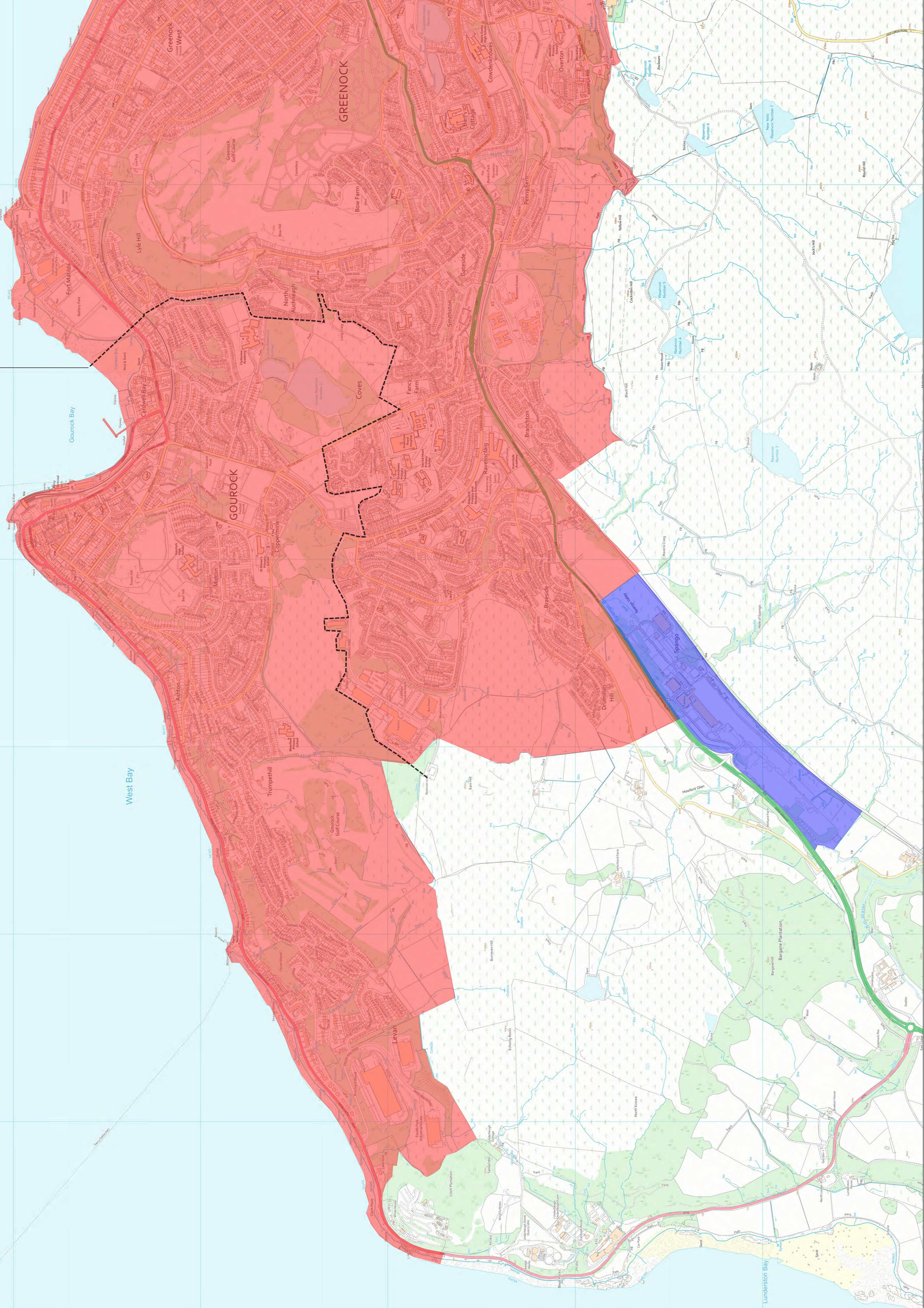
This is Plan No.3 in the foregoing Schedule forming part of these Byelaws

The Inverclyde Council (Prohibition of the Consumption of Alcoholic Liquor in Designated Places) Byelaws 2010

- Areas covered by 2010 byelaws
- Suggested additional areas

Plan No.4

Boundary between Greenock and Gourock

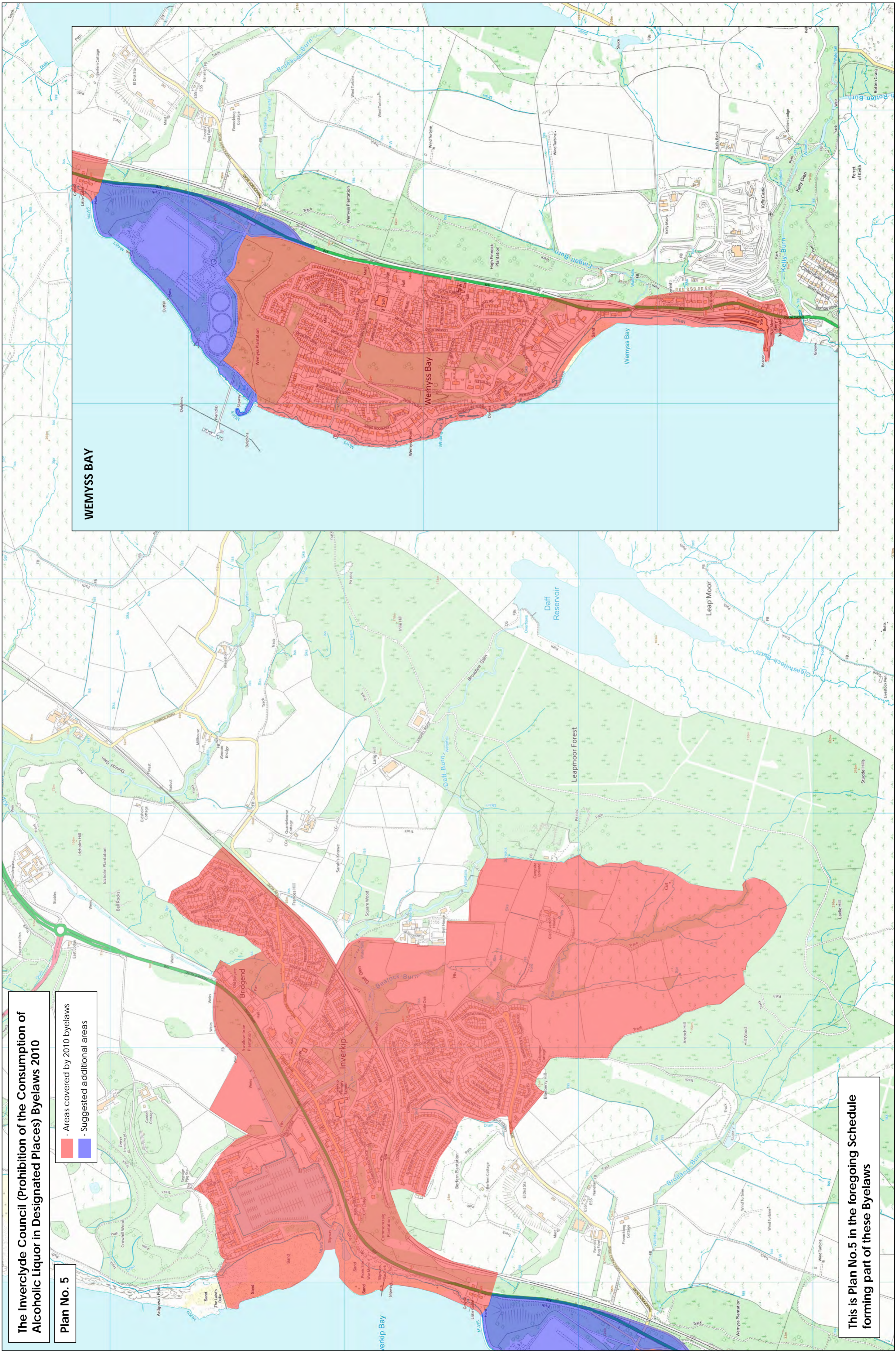


This is Plan No.4 in the foregoing Schedule forming part of these Byelaws

The Inverclyde Council (Prohibition of the Consumption of Alcoholic Liquor in Designated Places) Byelaws 2010

Plan No. 5

- - Areas covered by 2010 byelaws
- - Suggested additional areas



This is Plan No.5 in the foregoing Schedule forming part of these Byelaws

NOT PROTECTIVELY MARKED

Date-08/02/2021

Your Ref :AS/KB

Our Ref:DHQ-01-02/2021-AH



**POLICE
SCOTLAND**
Keeping people safe

Mr G Malone
Head of Legal & Property Services
Municipal Buildings
Clyde Square
Greenock
PA15 1LY

Police Scotland
Paisley Police Office
Mill street
Paisley
PA1 1JU
Tel: 01415325900

Dear Mr Malone,

Thank you for your recent correspondence, dated 8 December 2020, in relation to the review of the Inverclyde Council (Prohibition of Alcohol in Designated Public Places) Byelaws 2010.

I can confirm that having read the existing byelaws which came into operation on 20 December 2010 that I believe that there still relevant and necessary to protect the communities of Inverclyde.

Since 2010 this legislation has been utilised by police officers on 5881 occasions within the boundaries of the current parameters. This demonstrates the effectiveness of the legislation which assists us greatly when dealing with anti-social behaviour.

After consultation with the Local Area Commander for Inverclyde, Chief Inspector Paul Cameron, we are of the united opinion that the byelaws should be amended to include the entirety of the Inverclyde area.

Yours sincerely

NOT PROTECTIVELY MARKED

**OFFICIAL
NOT PROTECTIVELY MARKED**



Mr D Duncan
Divisional Commander
'K' Division
Paisley Police office
Mill Street
Paisley
PA1 1JU

NOT PROTECTIVELY MARKED

Anne Sinclair

From: Cllr John Crowther
Sent: 04 February 2021 21:35
To: Anne Sinclair
Subject: FW: (No Classification) Review of The Inverclyde Council (Prohibition of Alcohol in Designated Public Places) Byelaws 2010

Classification: No Classification

Good evening Anne,

I had previously raised an issue about boundaries per subject heading which was addressed by Gerard Malone.

The only other comment that I can make is that common sense/discretion prevails in respect of...

Application 2 "These bylaws shall not apply

(b) on 01 January until 06 am

And, provided that no crime is being committed that there is a leeway to allow revellers to continue on their journey home.

I am not suggesting that the time should be increased however I am well aware that many parties are still ongoing at 06.00 hrs.

Kind regards,

Cllr. John Crowther
Ward 7 – Inverclyde South
Municipal Buildings
Inverclyde
PA15 1LY

Email: John.Crowther@inverclyde.gov.uk
Tel: 07768 868 500

From: Gerard Malone
Sent: 03 December 2020 11:37
To: Cllr John Crowther <John.Crowther@inverclyde.gov.uk>; Anne Sinclair <Anne.Sinclair@inverclyde.gov.uk>
Cc: Rona McGhee <Rona.McGhee@inverclyde.gov.uk>
Subject: RE: (No Classification) Inverclyde Council Meeting: 03 December 2020

Classification: No Classification

John

Thank you. Yes, you are absolutely correct, as paragraph 4.7 of the report says "it is also necessary to establish if the boundary of the...plan requires to be expanded to include, for example, areas where future planning permission has been granted".

The areas you mention at Spango and at Inverkip power station are foremost in my mind. These will be captured in the consultation process.

The area at Kingston is a necessary, existing update to be made and as you will appreciate this will be incorporated in the revision but in the general public interest this is a matter that can be dealt with by officers

Regards

Gerard

Gerard Malone
Head of Legal and Property Services
Environment, Regeneration and Resources
Inverclyde Council
Municipal Buildings
Greenock
PA15 1LY

TelNo: 01475 71 2710
email: gerard.malone@inverclyde.gov.uk

From: Cllr John Crowther

Sent: 03 December 2020 11:20

To: Gerard Malone <Gerard.Malone@inverclyde.gov.uk>; Anne Sinclair <Anne.Sinclair@inverclyde.gov.uk>

Subject: (No Classification) Inverclyde Council Meeting: 03 December 2020

Classification: No Classification

Good morning Anne / Gerard,

For your information.

Agenda Item No. 12: "Review of The Inverclyde Council (Prohibition of Alcohol in Designated Public Places) Byelaws 2010"

I note that Plan No. 2: Port Glasgow requires to be updated due to housing construction at Kingston Dock. The current map shows the boundary skirting around the infilled Kingston Basin which now has houses built on it.

Should the area subject to this byelaw, as delineated in red, include the land which has been reclaimed from the river i.e. down to low water mark on a mean spring tide along the full length of the Kingston Dock housing development?

Questions may also be raised about Plan No. 4. as to consideration being given to extending this to cover potential new-build house construction at Spango Valley plus the recreational area at Lunderston Bay plus Plan 5 to cover potential new-build house construction at the former Inverkip Power Station site.

Kind regards,

Cllr. John Crowther
Ward 7 – Inverclyde South
Municipal Buildings
Inverclyde
PA15 1LY

Email: John.Crowther@inverclyde.gov.uk
Tel: 07768 868 500

Report To:	Inverclyde Council	Date:	10 June 2021
Report By:	Interim Head of Legal Services	Report No:	LP/065/21
Contact Officer:	Anne Sinclair	Contact No:	01475 712710
Subject:	Local Government Pay Claim – Notice of Motion by Councillor Jackson		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Council of the receipt of a Notice of Motion by Councillor Jackson, countersigned by Councillor Clocherty, relative to the Local Government Pay Claim, submitted in terms of Standing Order 22.
- 1.2 The terms of the Notice of Motion are set out in Appendix 1 to the report.

2.0 RECOMMENDATION

- 2.1 The Council is asked to consider the Notice of Motion by Councillor Jackson.

Anne Sinclair
Interim Head of Legal Services

Local Government Pay Claim

Council endorses the views expressed by COSLA in relation to the SJC pay claim and notes:

1. The extraordinary lengths local government staff have gone to in order to maintain services and support individuals and communities over the course of the pandemic and expresses our appreciation of their continuing efforts;
2. The erosion of pay levels within local government over the past 13 years;
3. Our disappointment that the Cabinet Secretary for Finance so far declined the formal request to meet with COSLA Leaders to discuss funding of an enhanced pay offer to local government staff;
4. That based on the current local government settlement, councils across Scotland have indicated that an enhanced pay offer is unaffordable and would lead to cuts in services and jobs;
5. The concerns raised by the SJC local government trade unions, their rejection of the current pay offer and the urgency of a meeting with Scottish Government to discuss the funding of an enhanced offer.

Council resolves:

6. To write to the Scottish Government supporting COSLA's request for additional baselined funding from Scottish Government to match the 4% offer to health staff (£168m) and non-recurring funding to make a £500 recognition payment to local government staff who have not received such a payment (£84m).

Proposed by: *Cllr Colin Jackson*
Seconded by: *Cllr Jim Clocherty*