

**A meeting of the Policy & Resources Committee will be held on Tuesday 16 November at 3pm.**

**Members may attend the meeting in person or via remote online access. Webex joining details will be sent to Members and Officers prior to the meeting. Members are requested to notify Committee Services by 12 noon on Monday 15 November how they intend to access the meeting.**

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

**Information relating to the recording of meetings can be found at the end of this notice.**

ANNE SINCLAIR  
Interim Head of Legal Services

## **BUSINESS**

**\*\* Copy to follow**

1. <b>Apologies, Substitutions and Declarations of Interest</b>	Page
<b>PERFORMANCE MANAGEMENT</b>	
2. <b>COVID-19 Update</b> ** Report by Interim Director, Environment & Regeneration	p
3. <b>2021/22 Revenue Budget Update</b> Report by Chief Executive, Interim Director Finance & Corporate Governance and Corporate Director, Education, Communities & Organisational Development	p
4. <b>Policy &amp; Resources Capital Budget and 2021/24 Capital Programme</b> Report by Interim Director, Finance & Corporate Governance	p
5. <b>Treasury Management – Mid-Year Report 2021/22</b> Report by Interim Director, Finance & Corporate Governance	p
6. <b>Finance Service Performance Update</b> Report by Interim Director, Finance & Corporate Governance	p
7. <b>Procurement Update</b> Report by Interim Director, Finance & Corporate Governance	p
8. <b>Contract Awards – 1 April 2021 to 30 September 2021</b> Report by Interim Director, Finance & Corporate Governance	p

9. <b>Delivering Differently Programme Update</b> Report by Interim Director, Finance & Corporate Governance	p
10. <b>Corporate Policy, Performance and Organisational Development Update Report</b> Report by Corporate Director, Education, Communities & Organisational Development	p
11. <b>Freedom of Information Annual Report - 2020</b> Report by Interim Director, Finance & Corporate Governance	p
12. <b>Inverclyde Council Annual Complaint Handling Report 1 April 2020 - 31 March 2021</b> Report by Interim Head of Legal Services	p
<b>NEW BUSINESS</b>	
13. <b>2022/23 Budget Update</b> Report by Interim Director, Finance & Corporate Governance	p
14. <b>Programme for Government 2021-22</b> Report by Interim Director, Environment & Regeneration	p
15. <b>Pensions Discretions Policy Statement</b> Report by Head of Organisational Development, Policy & Communications	p
16. <b>Progress and Development for Anti-Poverty Interventions 2021-2023</b> Report by Corporate Director, Education, Communities & Organisational Development	p
17. <b>Update on Participatory Budgeting in Inverclyde</b> Report by Corporate Director, Education, Communities & Organisational Development	p
18. <b>HM The Queen Platinum Jubilee 2022 and City Status</b> Report by Head of Organisational Development, Policy & Communications	p
<b>The documentation relative to the following items has been treated as exempt information in terms of the Local Government (Scotland) Act 1973 as amended, the nature of the exempt information being set out in paragraphs 6 &amp; 12 of Part I of Schedule 7(A) of the Act.</b>	
19. <b>Update in Relation to Former Owners of Property in Clune Park Estate</b> Report by Interim Head of Legal Services	p

The reports are available publicly on the Council's website and the minute of the meeting will be submitted to the next standing meeting of the Inverclyde Council. The agenda for the meeting of the Inverclyde Council will be available publicly on the Council's website.

Please note that the meeting will be recorded for publishing on the Council's website. The Council is a Data Controller under UK GDPR and the Data Protection Act 2018 and data collected during any recording will be retained in accordance with the Council's Data Protection Policy, including, but not limited to, for the purpose of keeping historical records and making those records available.

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contained in the video and oral recording of the meeting will be used for the purpose of making the recording available to the public.

Enquiries to – **Colin MacDonald** – Tel 01475 712113

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Chief Executive, Interim Director, Finance &amp; Corporate Governance, Corporate Director Education, Communities &amp; Organisational Development</b>	<b>Report No:</b>	<b>FIN/71/21/AP/AE</b>
<b>Contact Officer:</b>	<b>Angela Edmiston</b>	<b>Contact No:</b>	<b>01475 712143</b>
<b>Subject:</b>	<b>2021/22 Revenue Budget Update</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to advise Committee of the 2021/22 projected outturn for the Policy & Resources Committee. The report also details the position of the General Fund Revenue Budget including the latest position regarding COVID funds.

## 2.0 SUMMARY

- 2.1 The total revised Committee budget for 2021/22 is £18,500,000. This excludes Earmarked Reserves of £2,006,000. The latest projection, excluding Earmarked Reserves, is an overspend of £333,000, service breakdown and detailed material variances is detailed in Appendices 2 & 3. This projection excludes COVID-19 expenditure which is shown against the COVID-19 Reserve Fund. The main variances making up this overspend are projected under-recoveries within Internal Resource Interest, Prior Years Council Tax and Statutory Additions income.
- 2.2 There is a projected underspend in the year of £43,230 within the Common Good Fund resulting in a projected surplus fund balance of £144,410 at 31 March 2022 with a breakdown included within Appendix 5. This is largely attributed to the cancellation of 2 events due to lockdown.
- 2.3 The Committee's own Earmarked Reserves for 2021/22 totals £2,006,000 of which £627,000 is projected to be spent in the current financial year. To date expenditure of £139,000 (22.2%) has been incurred which is £26,000 more than the phased budget. The Earmarked Reserves reported in Appendix 6 excludes Earmarked Reserves for Asset Plans and Strategic Funds.
- 2.4 It can be seen from Appendix 7 that as at 30 September 2021 the General Fund is projecting a £327,000 overspend (excluding Health & Social Directorate) which represents 0.16% of the net Revenue Budget. The position comprises, Education & Communities Committee currently projecting £261,000 underspend, Policy & Resources Committee £333,000 overspend and £255,000 overspend within the Environment & Regeneration Committee. Further details have been reported to the individual Committees. It should be noted this position assumes that the 2021/22 pay inflation pressure will be contained within the overall inflation allowance.
- 2.5 Appendix 8 shows the latest position in respect of overall Earmarked Reserves, excluding those relating to Asset Plans and Funding Models, it can be seen that as at 30 September 2021 expenditure totalled £842,000 which equates to 16.79% of the planned spend in 2021/22. It can also be seen from Appendix 8 that at 30 September 2021 actual expenditure is £114,000 more than phased budget.
- 2.6 Appendix 9 shows the latest position in respect of the General Fund Reserves and shows that the projected balance at 30 September 2021 is £4.563 million which is £563,000 more than the

minimum recommended balance of £4 million. This position is prior to the conclusion of the audit of the 2020/21 Accounts. The audited position will be incorporated within the February Committee report.

- 2.7 Appendix 10 highlights the current position of the COVID Fund. Expenditure of £15.784 million will be funded from Government Grant to be received 2021/22 and funding carried forward from 2020/21 as an Earmarked Reserve. As seen from Appendix 10, there is £1.31 million unallocated contingency to meet any unbudgeted costs associated with Covid from 2021/22 onwards.

### **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Committee notes the update in respect of the Policy & Resources Committee budget including the 2021/22 projected overspend of £333,000.
- 3.2 It is recommended that the Committee approves the virement detailed in Appendix 4.
- 3.3 It is recommended that the Committee notes the projected 2021/22 surplus of £43,230 for the Common Good Budget.
- 3.4 It is recommended that the Committee notes the overall overspend of £327,000 projected as at Period 6, 30 September for the General Fund, its overall Earmarked Reserves position and the position of the Free Reserves.
- 3.5 It is recommended that the Committee notes the update relating to COVID expenditure and funding shown in Appendix 10.

**Louise Long**  
Chief Executive

**Alan Puckrin**  
Interim Director, Finance & Corporate  
Governance

**Ruth Binks**  
Corporate Director,  
Education, Communities  
& Organisational Development

#### 4.0 BACKGROUND

4.1 The Council Budget was agreed in March 2021 and approved a budget of £18.231 million for the Policy & Resources Committee. This report provides an update on all matters relating to the Committee budget and the General Fund as at 30 September, 2021.

#### 5.0 2021/22 COMMITTEE CURRENT POSITION

5.1 The current projection for 2021/22 is an overspend of £333,000. The material variances are identified in Appendix 3.

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

##### **Finance - £116,000 overspend**

Material Variances are noted below;

Employee Costs: £31,000 projected underspend, mainly due to an over-recovery of turnover savings within Finance and Revenues partly off-setting unachieved turnover target to within ICT.

Administration Costs: Projecting £61,000 underspend. This underspend is mainly due to £20,000 overspend within Computer Software Maintenance, £22,000 underspend within Mobile Phone recharges and £26,000 underspend within Line Rental recharges which are off-set with an under-recovery within income.

Income: An under-recovery of £180,000 is being projected; £22,000 within Mobile Phone recharges, £26,000 under-recovery for Line Rental recharges as off-set within Administration Costs above and an over recovery of ICT recharges to internal customers. In addition there is a projected £50,000 under-recovery within Statutory Additions income in line with 2020/21, which is a decrease from the £81,000 under-recovery previously reported and also £80,000 projected under-recovery for Council Tax Prior Years Income.

##### **Legal & Property - £9,000 overspend**

Projected variances are all below £20,000.

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

##### **Organisational Development, Policy & Communications - £24,000 overspend**

Employee Costs: £32,000 projected overspend, mainly due to unachieved turnover target to date.

5.4 The following material variances relate to the Miscellaneous budget.

##### **Miscellaneous – £170,000 overspend**

All budgets within Miscellaneous are projected on target with the exception of Internal Resource Interest with a £170,000 projected under-recovery due to extremely low interest levels in 2021/22.

The following position relates to the Chief Executive budget:

##### **Chief Executive – £14,000 overspend**

5.5 Projected variances are all below £20,000.

## 6.0 VIREMENT

- 6.1 The Committee is asked to approve the virement of £7,830 within the Policy & Resources Committee, as detailed in Appendix 4. This budget will be transferred from the HSCP Committee to allow an upgrade the Councils Brightwave system; upgrade partly funded from HSCP Committee and Non-Pay Inflation Contingency.

## 7.0 COMMON GOOD FUND

- 7.1 The Common Good Fund is projecting a surplus fund balance of £43,230. Which results in projected surplus fund balance of £144,410 at 31 March 2022. Surplus has increased since last reported to Committee due to the recent cancellation of the annual Fireworks display.

## 8.0 COMMITTEE EARMARKED RESERVES

- 8.1 Appendix 6 gives a detailed breakdown of the current earmarked reserves position. Total funding is £2,006,000 of which £627,000 is projected to be spent in 2021/22 and the remaining balance of £1,379,000 to be carried forward to 2022/23 and beyond. It can be seen that expenditure of £139,000 has been achieved which is £26,000 over that the phased budgeted spend to date and represents 22.2% of the annual projected spend.

## 9.0 GENERAL REVENUE FUND POSITION

- 9.1 It can be seen from Appendix 7 that as at 30 September 2021 the General Fund is projecting a £327,000 overspend (excluding Health & Social Directorate) which represents 2.68% of the net Revenue Budget.
- 9.2 The overspend consists of the Education & Communities Committee currently projecting an underspend with all other Committees projecting overspends:-

The main issues relating to the four Service Committees are:-

Policy & Resources Committee – Projected overspend of £333,000 (1.80%) which has increased by £208,000 since last Committee. Overspend mainly due to under-recoveries within Statutory Additions, Prior Years Council Tax Income and £170,000 for internal resource interest.

Environment & Regeneration – Projected overspend of £255,000 (1.17%) decrease in overspend since P4 of £71,000. Overspend mainly due to an under-recovery for Cremations and Trade Waste income lines and overspends within Residual and Green Waste mainly due to increased tonnage.

Education & Communities – Projected underspend of £261,000 (0.28%), underspend has increased by £28,000 since last Committee. Underspend mainly due to additional turnover savings achieved.

Health & Social Care – Projected overspend of £522,000 (0.95%), which is a decrease in costs of £32,000 since P4. Overspends within external residual placements within Children & Families and fostering, adoption and kinship. Any overspend will be met from the IJB Reserves at the year end.

- 9.3 Appendix 8 shows the latest position in respect of Earmarked Reserves, excluding those relating to Asset Plans and Funding Models, it can be seen that as at 30 September 2021 expenditure totalled £842,000 which equates to 16.78% of the planned spend in 2021/22. It can also be seen from Appendix 8 that at 30 September 2021 actual expenditure is £114,000 more than phased budget.

9.4 Appendix 9 shows the latest position in respect of the General Fund Reserves and shows that the projected balance at 30 September 2021 is £4.563 million which is £563,000 more than the minimum recommended balance of £4 million. This is based on the 2020/21 unaudited accounts and the next report will reflect the audited accounts position.

**10.0 COVID-19 – COST & INCOME BREAKDOWN**

10.1 It can be noted from Appendix 10 that £15.784 million has been allocated for COVID-19; £12.426 million in 2021/22 and £3.358 million in 2022/23. The detailed breakdown within Appendix 10 is an estimate and will change as COVID-19 pressures change.

This expenditure is matched from income consisting of; £7.653 million Government Grants, £70,000 Other Funding and £8.061 million unused Council Reserves from 2020/21.

10.2 It can be seen from Appendix 10 that there is an unallocated Contingency of £1.310 million which will be used to meet any unbudgeted costs associated with Covid from 2021/22 onwards.

**11.0 IMPLICATIONS**

**11.1 Finance**

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

**11.2 Legal**

There are no specific legal implications arising from this report.

**11.3 Human Resources**

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

**11.4 Equalities**

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

YES (see attached appendix)



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

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

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

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

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

**11.5 Repopulation**

There are no repopulation issues arising from this report.

**12.0 CONSULTATIONS**

12.1 The paper has been jointly prepared by the Interim Director, Finance & Corporate Governance and the Corporate Director Education, Communities & Organisational Development.

**13.0 BACKGROUND PAPERS**

13.1 There are no background papers for this report.

**Policy & Resources Budget Movement - 2021/22****Period 6: 1st April - 30th September 2021**

Service	Approved Budget	Movements			Revised Budget	
	2021/22 £000	Inflation £000	Virement £000	Supplementary Budgets £000	Transferred to EMR £000	2021/22 £000
Finance	7,086	14	(59)			7,041
Legal	1,846			31		1,877
Organisational Development, Policy & Communications	2,073	11				2,084
Chief Exec	323					323
Miscellaneous	7,574	(649)	250			7,175
<b>Totals</b>	<b>18,902</b>	<b>(624)</b>	<b>222</b>	<b>0</b>	<b>0</b>	<b>18,500</b>

**Supplementary Budget Detail**

£000

Inflation

Finance/ICT - inflationary uplift

14

OD, Policy &amp; Communications - Brightwave System Upgrade

11

Miscellaneous:

Non Pay Inflation Contingency

(649)

(624)

Virements

Legal - Service Restructure

31

Finance - Service Restructure

(69)

Finance - Post transferred to CSC

10

HSCP - Anti Poverty funding to Miscellaneous

250

222

**Total Inflation & Virements****(402)**

**REVENUE BUDGET MONITORING REPORT****CURRENT POSITION****Period 6: 1st April - 30th September 2021**

2020/21 Actual £000	SUBJECTIVE ANALYSIS	Approved Budget 2021/22 £000	Revised Budget 2021/22 £000	Projected Out-turn 2021/22 £000	Projected Over/(Under) Spend £000	Percentage Over/(Under)
9,235	Employee Costs	8,049	8,021	8,042	21	0.3%
514	Property Costs	552	552	552	0	-
678	Supplies & Services	968	974	986	12	1.2%
2	Transport & Plant	4	4	4	0	-
1,112	Administration Costs	1,328	1,328	1,258	(70)	(5.3%)
30,517	Payments to Other Bodies	37,806	37,126	37,133	7	0.0%
(26,742)	Income	(29,805)	(29,505)	(29,142)	363	(1.2%)
<b>15,316</b>	<b>TOTAL NET EXPENDITURE</b>	<b>18,902</b>	<b>18,500</b>	<b>18,833</b>	<b>333</b>	<b>1.8%</b>
	Earmarked reserves				0	
<b>15,316</b>	<b>Total Net Expenditure excluding Earmarked Reserves</b>	<b>18,902</b>	<b>18,500</b>	<b>18,833</b>	<b>333</b>	

2020/21 Actual £000	OBJECTIVE ANALYSIS	Approved Budget 2021/22 £000	Revised Budget 2021/22 £000	Projected Out-turn 2021/22 £000	Projected Over/(Under) Spend £000	Percentage Over/(Under)
7,517	Finance	7,086	7,041	7,157	116	1.6%
1,883	Legal Services	1,846	1,877	1,886	9	0.5%
<b>9,400</b>	<b>Total Net Expenditure Environment, Regeneration &amp; Resources</b>	<b>8,932</b>	<b>8,918</b>	<b>9,043</b>	<b>125</b>	<b>1.4%</b>
2,093	Organisational Development, Policy & Communications	2,073	2,084	2,108	24	1.2%
<b>2,093</b>	<b>Total Net Expenditure Education, Communities &amp; Organisational Development</b>	<b>2,073</b>	<b>2,084</b>	<b>2,108</b>	<b>24</b>	<b>1.2%</b>
327	Chief Executive	323	323	337	14	4.3%
2,760	Miscellaneous	7,574	7,175	7,345	170	2.4%
<b>14,580</b>	<b>TOTAL NET EXPENDITURE</b>	<b>18,902</b>	<b>18,500</b>	<b>18,833</b>	<b>333</b>	<b>1.8%</b>
	Earmarked reserves				0	
<b>14,580</b>	<b>Total Net Expenditure excluding Earmarked Reserves</b>	<b>18,902</b>	<b>18,500</b>	<b>18,833</b>	<b>333</b>	

	Approved Reserves £000	Revised Reserves £000	21/22 Budget £000	Projected Spend £000	Projected Carry Forward £000
Earmarked Reserves	2,006	2,006	530	530	1,476
<b>Policy &amp; Resources Overall Expenditure</b>	<b>2,006</b>	<b>2,006</b>	<b>530</b>	<b>530</b>	<b>1,476</b>

## REVENUE BUDGET MONITORING REPORT

## MATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)

Period 6: 1st April - 30th September 2021

Outturn 2020/21 £000	Budget Heading	Budget 2021/22 £000	Proportion of Budget £000	Actual to 30/09/21 £000	Projection 2021/22 £000	Over/(Under) Budget £000
	<b>Finance/ICT</b>					
4,579	Employee Costs	3,982	1,833	1,816	3,951	(31)
308	Admin Costs - ICT Line Rental Recharges	333	167	170	307	(26)
55	Admin Costs - Mobile Phone Recharges	59	30	19	37	(22)
379	Admin Costs - ICT Computer Software Maintenance	673	337	357	693	20
(215)	Income - Statutory Additions	(294)	(147)	(115)	(244)	50
(306)	Income - ICT Line Rental Recharges	(333)	(167)	(168)	(307)	26
(55)	Income - Mobile Phone Recharges	(59)	(30)	(19)	(37)	22
	Income - Council Tax Prior Years	(356)	0	0	(276)	80
	<b>Organisational Development, Policy &amp; Communications</b>					
1,771	Employee Costs	1,768	814	781	1,800	32
	<b>Miscellaneous</b>					
(39)	Internal Resource Interest	(200)	(100)	0	(30)	170
<b>6,477</b>	<b>TOTAL MATERIAL VARIANCES</b>	<b>5,573</b>	<b>2,736</b>	<b>2,841</b>	<b>5,894</b>	<b>321</b>

POLICY AND RESOURCES COMMITTEE

VIREMENT REQUESTS

<b>Budget Heading</b>		<b>Increase Budget</b>	<b>(Decrease) Budget</b>
Organisational Development, Policy & Communications - Work Force Development		7,830	
HSCP - Directorate Other Expenditure			(7,830)
<b>Total</b>		<b>7,830</b>	<b>(7,830)</b>

**Note**

**Reason for virement:**

This virement represents the HSCP contribution to the Brightwave System Maintenance costs.

**REVENUE BUDGET MONITORING REPORT 2021/22****Period 6: 1st April - 30th September 2021**

	Final Outturn 2020/21	Approved Budget 2021/22	Budget to Date 2021/22	Actual to Date 2021/22	Projected Outturn 2021/22
<b><u>PROPERTY COSTS</u></b>	<b>24,420</b>	<b>29,000</b>	<b>14,000</b>	<b>24,570</b>	<b>34,500</b>
Repairs & Maintenance	490	9,000	4,500	80	9,000
Rates	1	21,020	19,000	24,490	24,500
Property Insurance	2,910	1,000			1,000
<b><u>ADMINISTRATION COSTS</u></b>	<b>24,190</b>	<b>7,700</b>	<b>800</b>	<b>3,990</b>	<b>12,700</b>
Sundries	17,990	1,500	800	3,990	6,500
Commercial Rent Management Recharge	2,200	2,200			2,200
Recharge for Accountancy	4,000	4,000			4,000
<b><u>OTHER EXPENDITURE</u></b>	<b>1,110</b>	<b>61,400</b>	<b>0</b>	<b>320</b>	<b>18,800</b>
Christmas Lights Switch On		10,500			10,500
Gourock Highland Games		29,600			0
Armistice Service	1,670	8,300		320	8,300
Comet Festival		13,000			0
Bad Debt Provision	(560)				
<b><u>INCOME</u></b>	<b>(147,280)</b>	<b>(105,000)</b>	<b>(52,200)</b>	<b>(71,060)</b>	<b>(109,230)</b>
Property Rental	(167,850)	(158,050)	(79,000)	(102,870)	(158,050)
Void Rents	2	55,760	53,550	31,840	48,920
Internal Resources Interest	(90)	(500)		(30)	(100)
Disposal of Land	(35,100)				
<b><u>NET ANNUAL EXPENDITURE</u></b>	<b>(97,560)</b>	<b>(6,900)</b>	<b>(37,400)</b>	<b>(42,180)</b>	<b>(43,230)</b>
<b><u>EARMARKED FUNDS</u></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>TOTAL NET EXPENDITURE</u></b>	<b>(97,560)</b>	<b>(6,900)</b>	<b>(37,400)</b>	<b>(42,180)</b>	<b>(43,230)</b>

Fund Balance as at 31st March 2021 **101,180**

Projected Fund Balance as at 31st March 2022

**144,410****Notes:****1 Rates (Empty Properties)**

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

**2 Current Empty Properties are:**Vacant since:

12 Bay St  
6 John Wood Street  
10 John Wood Street  
15 John Wood Street  
16 John Wood Street  
17 John Wood Street

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

## EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy &amp; Resources

<u>Project</u>	<u>Lead Officer/ Responsible Manager</u>	<u>Total Funding</u>	<u>Phased Budget To Period 6</u>	<u>Actual To Period 6</u>	<u>Projected Spend</u>	<u>Amount to be Earmarked for 2022/23 &amp; Beyond</u>	<u>Lead Officer Update</u>
		<u>2021/22</u>	<u>2021/22</u>	<u>2021/22</u>	<u>2021/22</u>		
		<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	
Equal Pay	Steven McNab	200	0	0	0	200	Balance for equal pay which is under review on an annual basis.
Digital Strategy	Alan Puckrin	194	0	6	28	166	Project officer £88k over 2 years starting 01/10/21. £88k uncommitted.
Welfare Reform - Operational	Alan Puckrin	216	45	36	86	130	£60k unallocated balance.
Revenue Contingency	Alan Puckrin	43	0	0	16	27	£23k currently uncommitted.
Anti-Poverty Fund	Alan Puckrin	996	0	38	200	796	Projecting £425k is needed to meet cost of Pupil Payments during 2022/23
Community Support Fund	Tony McEwan	200	56	50	100	100	Kilblain Street Premises purchased for Tail O The Bank Credit Union.
HSCP NDR Relief	Alan Puckrin	7	0	0	3	4	£7k NDR relief Tail O The Bank.
HSCP Digital Devices	Craig Given	10	0	0	0	10	£10k HSCP Digital Devices .
Resilience & Insurance Claims - Training	Steven McNab	20	0	0	20	0	HR training as required eg. £5k moving and handling training, £1.5k face fit testing, £7k mediation training & HR Mental Health training.
GDPR	Anne Sinclair	50	2	1	19	31	Information governance system contract awarded (2yr+1yr+1yr). Spend committed - £10k per year. Corporate training is being organised, £11k Workpro training December 2021. £1.5k spent in P5, Law Society.
Promotion and Tourism (ERR)	George Barbour	50		0	50	0	Additional marketing and support for events.
Recruitment of Chief Executive	Steven McNab	20	10	8	8	12	Recruitment costs to cover recruitment of new Chief Exec which has now taken place. Full costs of £8k. £12k to be written back 31/03/22.
<b>Total Category C to E</b>		<b>2,006</b>	<b>113</b>	<b>139</b>	<b>530</b>	<b>1,476</b>	

Policy & Resources CommitteeRevenue Budget Monitoring ReportPosition as at 30th September 2021

Committee	Approved Budget 2021/2022	Revised Budget 2021/2022	Projected Out-turn 2021/2022	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	18,902	18,500	18,833	333	1.80%
Environment & Regeneration	22,019	21,872	22,127	255	1.17%
Education & Communities <b>(Note 1)</b>	95,926	92,725	92,464	(261)	(0.28%)
Health & Social Care	54,652	54,714	55,236	522	0.95%
<b>Committee Sub-Total</b>	<b>191,499</b>	<b>187,811</b>	<b>188,660</b>	<b>849</b>	<b>0.45%</b>
Loan Charges (Including SEMP)	11,586	16,174	16,174	0	0.00%
Identified Savings <b>(Note 2)</b>	4	4	4	0	0.00%
Earmarked Reserves	0	645	645	0	0.00%
<b>Total Expenditure</b>	<b>203,089</b>	<b>204,634</b>	<b>205,483</b>	<b>849</b>	<b>0.41%</b>
<b>Financed By:</b>					
General Revenue Grant/Non Domestic Rates	(169,418)	(170,963)	(170,963)	0	0.00%
Contribution from General Reserves	(1,049)	(1,049)	(1,049)	0	100.00%
Council Tax	(32,622)	(32,622)	(32,622)	0	0.00%
Integration Joint Board - Contribution from IJB Reserves	0	0	(522)	(522)	100.00%
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>327</b>	<b>327</b>	

**Note 1 - Reduction reflects loans charges and earmarked reserves.**

**Note 2 - Identified savings to be allocated**



**Earmarked Reserves Position Statement**

**Appendix 8**

**Summary**

<u>Committee</u>	<u>Total Funding 2021/22</u>	<u>Phased Budget to</u>	<u>Actual Spend To 30 Sept 2021</u>	<u>Variance Actual to Phased Budget</u>	<u>Projected Spend 2021/22</u>	<u>Earmarked 2022/23 &amp; Beyond</u>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Education & Communities	4,108	250	230	(20)	2,007	2,101
Health & Social Care	2,891	199	300	101	1,048	1,843
Regeneration & Environment	5,158	166	173	7	1,334	3,824
Policy & Resources	2,006	113	139	26	627	1,379
	14,163	728	842	114	5,016	9,147

<u>2021/22 %age Spend Against Projected</u>	<u>2021/22 %age Over/(Under) Spend Against Phased Budget</u>
11.46%	(8.00%)
28.63%	50.75%
12.97%	4.22%
22.17%	23.01%
16.79%	15.66%

**Actual Spend v Phased Budget Ahead Phasing = £114k 15.66%**

**Last Update (Period P5 ) Ahead of Phasing = £82k**

**Movement £32k**

**Appendix 9**

**GENERAL FUND RESERVE POSITION**  
**Position as at 30/09/21**

	<u>£000</u>	<u>£000</u>
Unaudited Balance 31/03/21 <b>Note 1</b>		4890
Projected Surplus/(Deficit) 2021/22	(327)	
Contribution to/(from) General Fund Reserves	<u>0</u>	
		(327)
Projected Unallocated Balance 31/03/22		<u><u>4563</u></u>

**Minimum Reserve required is £4 million**

**Note 1** Any adjustments identified through the audit will be reported to February Policy & Resources

**COVID 19 Fund - Costs and Income 2021/22 on- Position as at 8.10.21**

Proposal	Total Estimated Cost £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000
<b>Education, Communities &amp; ODHR</b>			
Inverclyde Leisure	2,543	1,745	798
Balance from FSM/£100 payments grants	92	92	
Summer/Winter 2021 £100 payments	631	631	
October £160 & Extra £60 Winter payment 2021	450	450	
FSM Holiday Payments Summer 21 - Easter 22	532	532	
Schools Digital Exclusion - Devices	37	37	
Loss of School Meal Income	0	0	
Lower provision of School Meals	0	0	
Loss of Wraparound income	30	30	
Cleaning/PPE 2021/22	182	182	
Additional School Cleaning costs	117	117	
Additional ELC Cleaning costs	40	40	
Allowance for Handsanitiser/PPE - Council Wide	100	100	
Balance of Education Recovery Grant	28	28	
Extra teachers & support staff-20/22	829	829	
Extra teachers & support staff -21/22	951	951	
Support for Education during lockdown	714	714	
Homeworking equipment	39	39	
Increased support for Health & Wellbeing of employees	35	35	

<b>Environment, Regeneration &amp; Resources</b>			
Increased Cleaning- Non School/ELC Buildings	38	38	
Planning income - reduction in demand	135	135	
Discretionary Business Grants	415	415	
Parental Employment Support Fund Boost	88	88	
2 x Temporary Business Development Officers	120	80	40
Vaccination Centre Costs 1.4.21-30.6.21	198	198	

Comments
Based on net income loss and IL Draft 20/21 Figures. Post May21 P&R approval
£83k FSM and £9k £100 Easter payments balance. Funding shortfall in school holiday payments arising from £0.50/day extra Council payment plus £9k towards £100 payments below.
£408k from share of £23.066m Grant which = 80% of expected funding. Claim to be made for the balance which is estimated to be £100k.£123k vired from Hardship Fund to fund more generous qualifying criteria. £9k to come from B/Fwd Resources above
Part of the £520 Bridging Payment in 2021. Amount tbc
Share of £21.75million grant. Actual cost estimated to be £615k including £0.50/day extra cost funded from B/Fwd balance of £92k above
Share of £25million specific grant. £37k unused revenue grant carried forward
Figures to 30 June 2021. Fund from 20/21 ELC Underspend.
Balance of £220k Budget pressure net of £38k allocated to corporate estate
Covers period to 30.6.21 .Funded from £1.185m Recovery Grant
Funding to come from ELC 20/21 Underspend
Includes allowance for 21/22. Funded from £1.185m Recovery Grant
Balance of £1.185m Recovery Grant.
Funded by SG Grant for period to 30.6.22
Funded by £60 million SG Grant in 2021/22
Funded by SG £25m (Teachers) , Digital Inclusion £10m, Home Learning Support £10m. Total Council share £717k. Allocated, £180k Wifi, £206k extra delegated resources to schools and £331k teachers per Delegated Powers paper 2.2.21.
After transfer of £39k to ICT for headsets,
Increased staffing and Occupational Health costs

Non-School part of £220k Pressure funding
Approved CMT 23.9.21
Funded by Government Grant
Funded by Government Grant
Funded from Town Centres EMR
Claimed from the SG. Relates to hires/staffing/transport

**COVID 19 Fund - Costs and Income 2021/22 on- Position as at 8.10.21**

Proposal	Total Estimated Cost £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Comments
Waste Collection - Social Distancing & Agency Drivers	217	217		£118k To 30.9.21, further £99k agreed CMT 23.9.21 for the period to 22.2.22
Increased Waste Tonnage	120	120		Approved CMT 23.9.21 for period to 31.3.22
Extra EHO/Trading Standards Resources	46	46		Funded from £2.9m SG Grant, £27k funded 21/22
ICT: Equipment for Homeworking	25	25		Docking stations,screens, keyboards , headsets inc £39k transferred from HR Homeworking Fund for headsets
Extra technicians to support School Digital Inclusion	85	65	20	2 posts to 30.6.22. Funded from pressures thereafter
Scottish Welfare Fund - Crisis Grants	174	174		C/Fwd funded by increased Scottish Government Grant. Fully spend by 31.7.21
Administration of £130 CTR payments	20	20		Extra resource to manage the circa 10,000 payments
Self Isolation Support Grants Admin to 30.9.21	17	17		To help fund overtime etc in DPT during 21/22 due to increase in Self Isolation Support Grants
Tenants Hardship Grants	93	93		To assist with Covid related rent arrears
Other minor Expenditure areas	0	0		

<b>Corporate Expenditure</b>				
Council Tax, Loss of Income due to reduced collection levels	0	0		Collection levels reviewed mid-year and no funding now required
Council Tax Reduction	100	100		Sum reviewed/reduced as part of annual CTAS return Sept 2021
Hardship Fund C/Fwd	426	426		Funding £100 CTR payments(£393k) , is after £123k virement for summer/winter 2021 £100 payments. £33k unallocated
Level 4 Restrictions-C/fwd balance	248	248		To fund Pupil Anti-Poverty payments 2021/23
Recovery Plans- Short Term Actions	35	35		£10 HLF Bid and £25k Economic Study
Recovery Plans -Medium/Longer Term Actions	4,500	2,000	2,500	Approved March Council plus £500k per May P&R
Increased Vehicle Insurance costs- Social Distancing	24	24		38 extra vehicles impacted on premium charged
<b>Unallocated Contingency</b>	<b>1,310</b>	<b>1,310</b>		<b>Balancing figure</b>
<b>Gross Expenditure -</b>	<b>15,784</b>	<b>12,426</b>	<b>3,358</b>	
<b>Government Grants</b>				
£520 2021 Bridging Payment - Admin	(30)	(30)		Share of £1,200,000 Grant-21/22 GRG
2021 Bridging Payment Ph1 - Summer & Winter	(408)	(408)		Share of £23.066m Grant- 21/22 GRG
£520 2021 -Claim for Ph1 balance (est)	(100)	(100)		To be claimed 31.8.21 - Paid as 21/22 GRG
2021 Bridging Payment Ph2- October & Extra £120	(450)	(450)		Share of £25.430m Grant
£520 2021- Claim for Ph2 balance (est)				To be claimed 31.1.22 Paid as 21/22 GRG
Low Income £130 CTR Payment-Administration	(77)	(77)		Share of £3.82million Grant-21/22 GRG
2021/22 FSM Holiday Payments	(532)	(532)		Share of £21.75million Grant- 21/22 GRG
EHO/Trading Standards	(27)	(27)		Share of Funding- GRG 21/22
Test & Protect 1.4.21-30.6.21	(39)	(39)		Share of £2.275million - GRG 21/22
Test & Protect 1.7.21-30.9.21	(38)	(38)		Share of £2.275million - GRG 21/22

**COVID 19 Fund - Costs and Income 2021/22 on- Position as at 8.10.21**

Proposal	Total Estimated Cost £'000	Estimate 2021/22 £'000	Estimate 2022/23 £'000	Comments
Test & Protect 1.10.21-31.12.21	(38)	(38)		Share of £2.275million - GRG 21/22
SISG -Administration Costs	(17)	(17)		Share of £823k Grant for 2021/22-Specific Grant
Tenants Hardship Grant & Admin Payment	(98)	(98)		Share of £10 million Grant- 21/22 GRG
Business Grants-Administration	(28)	(28)		Share of £3 million -GRG 21/22
Vaccinations 2020/21	(149)	(149)		Specific Grant paid in 2021/22
Vaccinations 2021/22	(198)	(198)		Claim for 1.4.21-30.6.21 submitted 17.8.21
School Staffing 2021/22 Term	(951)	(951)		Share of £60million , 2021/22 GRG
General Covid support 28.1.21	(3,875)	(3,875)		Share of £259 million Grant -GRG 21/22
2021/22 Budget Announcement	(598)	(598)		Share of £40million Grant- GRG 21/22
<b>Gross Income</b>	<b>(7,653)</b>	<b>(7,653)</b>	<b>0</b>	
<b>Net Expenditure</b>	<b>8,131</b>	<b>4,773</b>	<b>3,358</b>	
<u>Other Funding</u>				
Early Years Grant Underspend 20/21	(70)	(70)		£30k Wraparound Income, £40k extra cleaning
<u>Corporate Resources</u>				
'Resources carried forward from 2020/21	(8,061)	(8,061)		Carry forward of Unused SG Grants and Council reserves from 2020/21 and includes £256k for double count of Food Fund spend in 20/21
	(8,131)	(8,131)	0	
<b>Balance to be Funded</b>	<b>0</b>	<b>(3,358)</b>	<b>3,358</b>	

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**Report To:** Policy & Resources Committee    **Date:** 16 November 2021

**Report By:** Interim Director, Finance & Corporate Governance    **Report No:** FIN/70/21/AP/MT

**Contact Officer:** Matt Thomson    **Contact No:** 01475 712256

**Subject:** Policy & Resources Capital Budget and 2021/24 Capital Programme

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## 1.0 PURPOSE

- 1.1 The purpose of the report is to provide Committee with the latest position of the Policy & Resources Capital Budget and the 2021/24 Capital Programme.

## 2.0 SUMMARY

- 2.1 On March 18 2021 the Council approved the 2021/24 Capital Programme as part of the overall Budget approval.
- 2.2 The Capital Programme reflects the confirmed 2021/22 capital grant and an estimate of capital grants for the period 2022/24. The significant reduction in the Capital Grant seen in 2020/21 continued into 2021/22 with the Scottish Government advising that this is likely to remain the case until 2026/27, based on this the 2022/23 & 2023/24 estimated grants have also been reduced to £6.4m per year.
- 2.3 In order to address the reduction in Capital Resources the Council approved a number of measures including a reduction in the RAMP allowance to £2.4m from 2023/24 and the allocation of £1.7m from General Fund Reserves. The Council also requested officers to develop proposals to enhance the Capital Programme without adding further to the funding gap.
- 2.4 An over provision of projects against estimated resources of up to 5% is considered acceptable to allow for increased resources and/or cost reductions. Currently the Capital Programme is reporting a deficit of £2.775m which represents 4.65% of the 2021/24 resources. However the Committee approved a further £1m be allocated to Clune Park and a funding source for this has to be identified.
- 2.5 The Policy & Resources capital budget is £3.136m and the current projection is on budget. The budget for 2021/22 is £1.427m with slippage of £0.098m (6.87%) being reported at this stage. Spend to date is £0.057m which is 4% of projected spend. Further detail on the Policy & Resources Capital Programme can be found in Appendix 1 and section 5 of the report.
- 2.6 As a result of material shortages and potential resultant project delays and price increases in the construction industry Policy & Resources Committee on 10<sup>th</sup> August approved the use of £100,000 Prudential Borrowing to borrow up to £1.6m to meet the potential increase in capital costs throughout 2021/22 and 2022/23. This £1.6m allowance is reflected in the Policy & Resources Capital Budget and will be allocated out to specific projects as the need is identified. All such allocations will be reported to this Committee.
- 2.7 In terms of the overall Capital Programme it can be seen from Appendix 2 that as at 30<sup>th</sup> September 2021 expenditure in 2021/22 was 24.7% of projected spend. Phasing and projected spend has been reviewed by the budget holders and the relevant Director. The

position in respect of each individual Committee is reported in Appendix 2 and Section 6 of the report. Overall committees are projecting to outturn on budget.

- 2.8 In the current year net slippage of £0.138m, 0.66% is currently being reported, this is a movement of £0.368, 1.76%, from the net advancement reported to the previous Committee. This is due to advancement within the Education & Communities Committee (£0.269m) and Health & Social Care (£0.499) offset by slippage within Environment & Regeneration Committee (£0.808m) and Policy & Resources Committee (£0.098m).
- 2.9 The Council's City Deal projects lie outwith the General Fund Capital Programme and are not included in this report. Progress on the 3 City Deal projects is reported to Environment & Regeneration Committee.

### **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that Committee note the current position of the 2021/24 Policy & Resources Capital Budget.
- 3.2 It is recommended that Committee note the current position of the 2021/24 Capital Programme.

**Alan Puckrin**  
**Interim Director, Finance & Corporate Governance**

## **4.0 BACKGROUND**

- 4.1 On March 18 2021 the Council approved the 2021/24 Capital Programme as part of the overall Budget approval.
- 4.2 The Capital Programme reflects the confirmed 2021/22 capital grant and an estimate of capital grants for the period 2022/24. The significant reduction in the Capital Grant seen in 2020/21 continued into 2021/22 with the Scottish Government advising that this is likely to remain the case until 2026/27, based on this the 2022/23 & 2023/24 estimated grants have also been reduced to £6.4m per year.
- 4.3 In order to address the reduction in Capital Resources the Council approved a number of measures including a reduction in the RAMP allowance to £2.4m from 2023/24 and the allocation of £1.7m from General Fund Reserves. The Council also requested officers to develop proposals to enhance the Capital Programme without adding further to the funding gap.
- 4.4 An over provision of projects against estimated resources of up to 5% is considered acceptable to allow for increased resources and/or cost reductions. Currently the Capital Programme is reporting a deficit of £2.775m which represents 4.65% of the 2021/24 resources. However the Committee approved a further £1m be allocated to Clune Park and a funding source for this has to be identified.
- 4.5 The Policy & Resources Capital Programme contains the previously reported 2021/24 allocations as well as a £1.6m Cost Pressures allowance added to the Policy & Resources programme to address anticipated price increases in the construction industry as a result of cost increases and project delays arising from material shortages and supply chain issues. This allowance will be allocated out to specific projects as the need is identified. All such allocations will be reported to this Committee.

## **5.0 POLICY & RESOURCES CAPITAL BUDGET UPDATE**

- 5.1 The Policy & Resources capital budget is £3.136m and the current projection on budget. The budget for 2021/22 is £1.427m with slippage of £0.098m (6.87%) being reported at this stage. Spend to date is £0.057m which is 4% of projected spend with a further £0.230m committed. Further detail on the Policy & Resources Capital programme can be found in Appendix 1.
- 5.2 PC Refresh Programme – ICT has moved to a laptop refresh strategy to provide flexibility for home and hybrid working. It has identified the next tranche equipment to be replaced during the refresh programme which is scheduled to be completed in December 2021.
- 5.3 Server and Switch Replacement – A number of maintenance replacements are scheduled and are being scoped including the core VMWare Host Server Estate and School Estate Domain Controllers. Refresh of core Firewall and Anti-Virus appliances are scheduled for this financial year (£78k) and discussion with vendor and manufacturer is complete and moving to replacement.
- 5.4 ICT & Digital Strategies - Business Cases for investment as part of the Council's Digital Strategy in Electronic Document Management to enable home and hybrid working are being developed in conjunction with services as appropriate.

## **6.0 2021/24 CAPITAL PROGRAMME UPDATE**

- 6.1 Appendix 2 shows that over the 2021/24 period the Capital Programme is reporting a £2.775m deficit. This is within an acceptable level of up to 5% over provision.
- 6.2 The position in respect of individual Committees for 2021/22 is as follows:

### Policy & Resources

Expenditure as at 30<sup>th</sup> September 2021 is £0.057m against an approved budget of £1.427m. Slippage Of £0.098m (6.87%) is being reported at this stage within the ICT Annual Allocation.



### Environment & Regeneration

Expenditure as at 30<sup>th</sup> September 2021 is £1.815m against an approved budget of £12.619m. Net slippage of £0.808m (4.26%) is being reported due to advancement within the Cemetery Development (£0.125m), offset by slippage in the SPT projects (£0.214m), Spaces for People (£0.230m), Ivy House Replacement (£0.200m), Waterfront Leisure Centre Lifecycle Works (£0.100m) and Parks, Cemeteries and Open Spaces AMP (£0.113m).

### Education & Communities

Expenditure as at 30<sup>th</sup> September 2021 is £3.211m against an approved budget of £5.617m. Net advancement of £0.269m (4.79%) is being reported due to advancement/cost increases in Gourrock Primary School Extension (£0.778m) and Direct Access works at various Early Years Centres (£0.150m) offset by slippage in Indoor Tennis Facility (£0.400m) and Waterfront Leisure Centre Moveable Pool Floor (£0.274m).

### Health & Social Care

Advancement of £0.499m is being reported in connection with Crosshill Children's Home Replacement, with spend of £0.038m for the year to date against an approved budget of £1.229m.

- 6.3 Overall in 2021/22 expenditure is 24.7% of projected spend for the year and projected net slippage of the programme is £0.138m (0.66%).

## **7.0 CONSULTATION**

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

## **8.0 IMPLICATIONS**

### **Finance**

#### 8.1 Financial Implications

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

#### One off Costs

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

#### Annually Recurring Costs/ (Savings)

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

### **Legal**

- 8.2 There are no legal implications.

### **Human Resources**

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

## 8.4 Equalities

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

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

(b) Fairer Scotland Duty

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

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

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

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

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

### Repopulation

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

## 9.0 BACKGROUND PAPERS

9.1 None.

COMMITTEE: POLICY & RESOURCES

<u>Project Name</u>	1	2	3	4	5	6	7	8
	<u>Est Total Cost</u>	<u>Actual to 31/3/21</u>	<u>Approved Budget 2021/22</u>	<u>Revised Est 2021/22</u>	<u>Actual to 30/09/21</u>	<u>Est 2022/23</u>	<u>Est 2023/24</u>	<u>Future Years</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
<b><u>Environment, Regeneration &amp; Resources</u></b>								
<b><u>ICT</u></b>								
Storage/Backup Devices/Minor Works and Projects	25		25	25		0	0	0
Rolling Replacement of PC's	305		305	305	40	0	0	0
Whiteboard/Projector Refresh	30		90	30		0	0	0
Server & Switch Replacement Programme	169		169	169	17	0	0	0
Annual Allocation	884		38	0		521	363	0
<b><u>ICT Total</u></b>	<b>1,413</b>	<b>0</b>	<b>627</b>	<b>529</b>	<b>57</b>	<b>521</b>	<b>363</b>	<b>0</b>
<b><u>Finance</u></b>								
Modernisation Fund	123	112	0	0		11	0	0
Cost Pressure Contingency	1,600		800	800		800		
<b><u>Finance Total</u></b>	<b>1,723</b>	<b>112</b>	<b>800</b>	<b>800</b>	<b>0</b>	<b>811</b>	<b>0</b>	
<b>TOTAL</b>	<b>3,136</b>	<b>112</b>	<b>1,427</b>	<b>1,329</b>	<b>57</b>	<b>1,332</b>	<b>363</b>	<b>0</b>

**Appendix 2a****Capital Programme - 2021/22 - 2023/24****Available Resources**

	A	B	C	D	E
	2021/22	2022/23	2023/24	Future	Total
	£000	£000	£000	£000	£000
Government Capital Support	6,405	6,400	6,400	-	19,205
Capital Receipts (Note 1)	835	275	296	-	1,406
Capital Grants (Note 2)	2,227	1,184	-	-	3,411
Prudential Funded Projects (Note 3)	1,052	8,468	2,964	207	12,691
Balance B/F From 20/21	15,105	-	-	-	15,105
Capital Funded from Current Revenue	6,525	1,063	483	-	8,071
	<u>32,149</u>	<u>17,390</u>	<u>10,143</u>	<u>207</u>	<u>59,889</u>

**Overall Position 2021/24**

Available Resources (Appendix 2a, Column A-C)	<u>£000</u>
Projection (Appendix 2b, Column B-D)	59,682
(Shortfall)/Under Utilisation of Resources	<u>(2,775)</u>
(Shortfall)/Under Utilisation of Resources %	<u>(4.65)%</u>

**Notes to Appendix 2a**Note 1 (Capital Receipts)

	2021/22	2022/23	2023/24	Future	Total
	£000	£000	£000	£000	£000
Sales	525	275	296	-	1,096
Contributions/Recoveries	310	-	-	-	310
	835	275	296	-	1,406

Note 2 (Capital Grants)

	2021/22	2022/23	2023/24	Future	Total
	£000	£000	£000	£000	£000
Government Grant - Place Based Funding	675	-	-	-	675
Renewal of Play Parks	65	-	-	-	65
Cycling, Walking & Safer Streets	406	-	-	-	406
SPT	575	-	-	-	575
Spaces for People	248	-	-	-	248
Nature Restoration Fund	88	-	-	-	88
HES - Watt Complex	26	-	-	-	26
Electric Vehicles	19	-	-	-	19
Sustrans	70	-	-	-	70
Watt Complex Creativity Space	55	-	-	-	55
RCGF - King George VI	-	1,184	-	-	1,184
	2,227	1,184	-	-	3,411

Note 3 (Prudentially Funded Projects)

	2021/22	2022/23	2023/24	Future	Total
	£000	£000	£000	£000	£000
Vehicle Replacement Programme	(420)	217	839	-	636
Asset Management Plan - Offices	-	84	-	-	84
Asset Management Plan - Depots	37	305	-	-	342
Capital Works on Former Tied Houses	-	76	90	207	373
CCTV	15	-	-	-	15
Clune Park Regeneration	27	334	-	-	361
Neil Street Childrens Home Replacement - CoS	2	11	-	-	13
Crosshill Childrens Home Replacement	185	106	-	-	291
New Learning Disability Facility	406	6,292	635	-	7,333
SWIFT Upgrade	-	243	-	-	243
Additional Prudential Borrowing to Fund Capital Programme	-	-	1,400	-	1,400
Additional Prudential Borrowing to meet anticipated Cost Pressures	800	800	-	-	1,600
	1,052	8,468	2,964	207	12,691

**Appendix 2b**Capital Programme - 2021/22 - 2023/24Agreed Projects

Committee	A Prior Years	B 2021/22	C 2022/23	D 2023/24	E Future	F Total	G Approved Budget	H (Under)/ Over	I 2021/22 Spend To 30/09/2021
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Policy & Resources	112	1,329	1,332	363	-	3,136	3,136	-	57
Environment & Regeneration	6,110	11,811	15,328	7,152	364	40,765	40,765	-	1,815
School Estate	5,488	5,127	3,466	3,500	1,001	18,582	18,582	-	2,923
Education & Communities (Exc School Estate)	360	759	2,647	370	-	4,136	4,136	-	288
HSCP	1,556	1,728	6,910	635	-	10,829	10,829	-	38
Total	13,626	20,754	29,683	12,020	1,365	77,448	77,448	-	5,121

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Interim Director, Finance &amp; Corporate Governance</b>	<b>Report No:</b>	<b>FIN/68/21/AP/KJ</b>
<b>Contact Officer:</b>	<b>Alan Puckrin</b>	<b>Contact No:</b>	<b>01475 712223</b>
<b>Subject:</b>	<b>Treasury Management – Mid-Year Report 2021/22</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to advise members of the operation of the treasury function and its activities for the first six months of 2021/22 as required under the terms of Treasury Management Practice 6 ("TMP6") on "Reporting Requirements and Management Information Arrangements".

## 2.0 SUMMARY

- 2.1 The COVID-19 emergency continues to impact on the Council's treasury management position with additional cash flows in and additional costs from COVID-19 but with less volatility than before. There remains continued economic uncertainty with the UK Bank Rate unchanged at the historically low 0.10% and many investment rates at levels close to zero. There had been the possibility of further cuts in the Bank Rate and negative interest rates but this is looking less likely and instead there is the possibility of rate increases.
- 2.2 As at 30 September 2021 the Council had gross external debt (including PPP) of £256,989,788 and investments (cash balances managed in house) of £54,569,163. This compares to gross external debt (including PPP) of £257,757,141 and investments of £39,905,732 at 31 March 2021.
- 2.3 The Council is projected to be underborrowed by £42,087,000 compared to its Capital Financing Requirement as at 31 March 2022. This is an increase of £11,644,000 from the estimate of £30,443,000 for 2021/22 in the Treasury Management Strategy due to a projected increase in capital expenditure in year and borrowing projected to be lower than estimated. The under borrowing position means that the Council is using funds it currently has (such as reserves) to cash flow capital expenditure rather than bringing in new funds from borrowing.
- 2.4 The Council has not undertaken any new borrowing this year. The Treasury Management Strategy includes £7,500,000 of replacement borrowing for 2021/22 but the current projection for the remainder of the year does not anticipate additional borrowing. Borrowing may, however, be undertaken if funds are required and if it is prudent to borrow.
- 2.5 The average rate of return achieved on investments during the first six months of 2021/22 was 0.17% which exceeds the benchmark return rate for the period of -0.05% by 0.22% and resulted in £49,600 of additional interest on investments for the Council.
- 2.6 The Council has not undertaken any debt restructuring this year and operated within the required treasury limits and Prudential Indicators for the year set out in the Council's Treasury Policy Statement, annual Treasury Strategy Statement, and Treasury Management Practices.

### **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Committee notes the contents of the Mid-Year Report on Treasury Management for 2021/22 and the ongoing work to ensure the delivery of financial benefits for the Council.
- 3.2 It is recommended that the Mid-Year Report be remitted to the Full Council for approval.

**Alan Puckrin**  
**Interim Director, Finance & Corporate Governance**



## 4.0 BACKGROUND

- 4.1 The Council is required by the revised CIPFA Code of Practice on Treasury Management 2017 and the CIPFA Prudential Code for Capital Finance in Local Authorities to produce a mid-year treasury management review of activities and prudential and treasury indicators for 2021/22.
- 4.2 Treasury Management in this context is defined as: “The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

## 5.0 MID-YEAR REVIEW

- 5.1 The treasury management issues arising during the first six months of 2021/22 were:
  - a. The Council’s debt (including PPP) has reduced during the period by £767,353 due largely to the regular monthly repayments on the PPP contract.
  - b. The Council’s investments have increased by £14,663,431 due to additional net cash flows into the Council.
  - c. As at 31 March 2021 the Council had under borrowed against its capital financing requirement by £35,240,000. The latest projection is for the under borrowing to increase to £42,087,000 as at 31 March 2022. Under borrowing means that the Council is using funds it currently has to cash flow capital expenditure rather than bringing in funds from borrowing. The projected level of under borrowing is considered manageable but the position is kept under review in light of Council capital financing and other funding requirements.
  - d. Whilst COVID-19 and other issues continue to cause financial market volatility and economic uncertainty in the UK and around the world, the view and expectation on interest rates appears to be settling down. In 2020 with the UK Bank Rate cut to a historic low of 0.10%, there was a possibility of further cuts and negative interest rates in the UK but this is looking less likely and instead there is the possibility of rate increases.
  - e. The latest forecast from the Council’s treasury advisers (produced in September) is for the Bank Rate to increase from 0.10% to 0.25% in the second quarter of 2022 followed by increases to 0.50% in the second quarter of 2023 and to 0.75% in the first quarter of 2024.
  - f. During the period PWLB rates for new borrowing had been expected to remain largely unchanged. Rates increased by around 0.25% for shorter periods but remained largely unchanged for periods beyond around 25 years. The volatility during the 6-month period resulted in spreads between the high and low rates for some loan periods of up to 0.57% (e.g. borrowing rates for 47 years of 2.00% at the end of September had been at 2.09% in May and at 1.52% in August).
  - g. The Council’s treasury advisers expect PWLB rates to remain at around current levels over the remainder of the financial year but the extent and speed of any changes to rates will depend on the economic and other factors affecting the UK and global markets.
  - h. The Council has not undertaken any new borrowing during the period. The Treasury Management Strategy includes £7,500,000 of replacement borrowing in 2021/22 (to part fund the repayment of £10,000,000 of PWLB borrowing maturing in November) but the current projection for the remainder of the year does not anticipate additional borrowing. Borrowing may, however, be undertaken if funds are required and if it is prudent to borrow. Any borrowing undertaken will be reported to Committee.
  - i. The Council did not undertake any debt restructuring during the first six months of 2021/22 and remained within its Prudential Indicator and Treasury Management limits.
  - j. With the Bank Rate at 0.10%, investment rates and returns have been low with many rates close to zero, including for fixed term deposits. Rates for periods beyond around 6-9 months are starting to increase due to the expectation of increases in the Bank Rate.

- k. The Council's investments earned a rate of return of 0.17% during the period and outperformed the benchmark return of -0.05% resulting in additional income to the Council of £49,600.
- l. All investments were in accordance with the Council's investment policy and no institutions with which investments were made had any difficulty in repaying those investments and interest in full during the period.
- m. The Council's investment performance is due to undertaking fixed term investments and placing funds into notice accounts at interest rates that were above the benchmark with counterparties that have high creditworthiness (the Bank of Scotland, Santander UK, and Nationwide Building Society) and in accordance with the Council's investment strategy.

5.2 The Council's debt position was as follows:

	At 31 March 2021	At 30 September 2021
	£	£
Total Excluding PPP	198,761,141	198,804,788
PPP Debt	58,996,000	58,185,000
Total Including PPP	257,757,141	256,989,788

Further detail is given in the following table:

	At 31 March 2021		At 30 September 2021		Movement In Period
	Principal	Rate	Principal	Rate	Principal
	£000		£000		£000
Fixed Rate Funding:					
- PWLB	99,065		99,065		0
- Market *	56,000		56,000		See * Below
	155,065	3.67%	155,065	3.67%	0
Variable Rate Funding:					
- PWLB	0		0		0
- Market *	43,400		43,400		See * Below
- Temporary #	296		340		44
	43,696	4.91%	43,740	4.91%	44
Total Debt (Excl PPP)	198,761	3.94%	198,805	3.94%	44
PPP Debt	58,996		58,185		(811)
Total Debt (Incl PPP)	257,757		256,990		(767)

\* - Market Loans are shown as variable when they have less than 1 year to go until their next call date. The total value of Market Loans has not changed between financial years, just the split between fixed and variable.

# - Temporary Loans are funds held by the Council on behalf of the Common Good and Trust Funds that are treated as borrowing for Treasury Management purposes.

5.3 The Council's investment position was as follows:

	At 31 March 2021		At 30 September 2021		Movement In Period
	Principal	Return	Principal	Return	Principal
	£000		£000		£000
Investments:					
- Fixed Term Deposits	10,000	0.25%	15,000	0.06%	5,000
- Notice Accounts	14,534	0.40%	14,564	0.40%	30
- Deposit Accounts	15,372	0.01%	25,005	0.01%	9,633
Totals	39,906	0.21%	54,569	0.13%	14,663

Maximum level of investments in Period: £60,355,118 on 17 August 2021

Minimum level of investments in Period: £32,318,469 on 29 April 2021

Daily average for the period: £45,114,324

An analysis of the above investments is shown in Appendix 1.

In addition to the above cash balances managed in-house, the Council has other transactions/balances required to be treated as investments under Investment Regulation 31. Appendix 2 includes these transactions/balances along with estimates for 2021/22.

5.4 2021/22 Latest Projection Compared to Estimates in 2021/22 Strategy

The latest 2021/22 projection compared to the estimates in the 2021/22 strategy:

	2021/22 Estimate	2021/22 Latest Projection
<u>Borrowing Requirement</u>	£000	£000
New borrowing	0	0
Alternative financing requirements	0	0
Replacement borrowing	7,500	0
TOTAL	7,500	0
<u>Prudential/Treasury Management Indicators</u>		
Capital financing requirement (As at 31 March 2022)	£000 285,800	£000 288,231
Gross external debt including PPP (As at 31 March 2022)	255,357	246,144
(Under)/over borrowing against CFR	(30,443)	(42,087)
Gross Capital Expenditure	£000 18,072	£000 21,122
Ratio of financing costs (including PPP) to net revenue stream	11.27%	11.13%
Ratio of net debt (debt and PPP less investments) to net revenue stream	111.5%	103.9%

5.5 2021/22 Mid-Year Position Compared to Limits in 2021/22 Strategy

The 2021/22 mid-year position compared to limits in the 2021/22 strategy:

	2021/22 Limits		2021/22 Mid-Year Actual Position	
<u>Prudential/Treasury Management Indicators</u>				
Authorised limit for external debt				
	£000		£000	
• Borrowing	232,000		198,805	
• Other long term liabilities	61,000		58,185	
	293,000		256,990	
Operational boundary for external debt				
	£000		£000	
• Borrowing	214,000		198,805	
• Other long term liabilities	61,000		58,185	
	275,000		256,990	
Upper limit on sums invested for periods longer than 365 days (Actual is maximum in period)				
	£000		£000	
	10,000		0	
Upper limits on Fixed/Variable borrowing maturing in each period (LOBOs included based on call dates and not maturity dates) at 31 March 2022				
	Fixed	Var.	Fixed	Var.
• Under 12 months	45%	35%	5.1%	22.0%
• 12 months and within 24 months	45%	35%	11.9%	-
• 24 months and within 5 years	45%	35%	3.8%	-
• 5 years and within 10 years	45%	35%	5.7%	-
• 10 years and within 30 years	45%	35%	8.8%	-
• 30 years and within 50 years	45%	35%	22.6%	-
• 50 years and within 70 years	45%	35%	20.1%	-
<u>Council Policy Limits</u>				
Maximum Percentage of Debt Repayable In Year	25%		20.1%	
Maximum Proportion of Debt At Variable Rates	45%		22.0%	
Maximum Percentage of Debt Restructured In Year	30%		0.0%	

5.6 The forecasts from the Treasury Advisors for the Bank Rate as at 31 March each year are:

	Forecast Per 2021/22 Strategy (February 2021)	Latest Forecast (September 2021)
2021/22	0.10%	0.10%
2022/23	0.10%	0.25%
2023/24	0.10%	0.75%

5.7 The Council's investment policy for the year is governed by Scottish Government Investment Regulations and was included in the annual investment strategy approved by the Council. This policy sets out the approach for choosing investment categories and counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data such as rating outlooks, credit default swaps, bank share prices etc.

5.8 All investments were in accordance with the policy and no institutions with which investments were made had any difficulty in repaying investments and interest in full during the period.

The result of the investment strategy undertaken by the Council in the first six months of 2021/22 is as follows:

Average Investment	Rate of Return (gross of fees)	Benchmark Return (3 month LIBID un compounded)
£45,114,324	0.17%	-0.05%

The Council have outperformed the benchmark by 0.22% resulting in additional income to the Council of £49,600. (Note: The benchmark rate has been negative since 3/7/2020).

## 6.0 IMPLICATIONS

### 6.1 Finance

Through the achievement of exceeding the investment benchmark return rate, the Council has benefited from additional returns of £49,600. The Council utilises Treasury Management as part of the overall Financial Strategy. Officers will continue to investigate borrowing and investment opportunities to bring financial benefits to the Council, all within the Treasury Management Policy.

### 6.2 Legal

None. Any borrowing or lending is done under the Council's legal powers.

### 6.3 Human Resources

None.

### 6.4 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

**6.5 Repopulation**

None.

**7.0 CONSULTATIONS**

7.1 This report has been produced based on advice from the Council's treasury advisers (Link Treasury Services Limited).

**8.0 LIST OF BACKGROUND PAPERS**

8.1 CIPFA - Treasury Management in the Public Services – Code of Practice and Cross-Sectoral Guidance Notes – 2017 Edition  
Inverclyde Council – Capital Strategy 2021/31 and Treasury Management Strategy Statement and Annual Investment Strategy 2021/22-2024/25.

**CASH BALANCES MANAGED IN-HOUSE  
ACTUAL AS AT 31 MARCH 2021 AND 30 SEPTEMBER 2021**

The following is an analysis of cash balances managed in-house as at 31 March 2021 and at 30 September 2021:

	<b>As At 31 March 2021</b>	<b>As At 30 September 2021</b>
	£	£
<u>Fixed Term Deposits</u>		
Bank of Scotland	10,000,000	0
Santander UK	0	0
Nationwide Building Society	0	15,000,000
	10,000,000	15,000,000
Average Interest Rate	0.25%	0.06%
<u>Notice Accounts</u>		
Bank of Scotland	0	0
Santander UK	14,534,326	14,563,658
	14,534,326	14,563,658
Average Interest Rate	0.40%	0.40%
<u>Deposit Accounts</u>		
Bank of Scotland	15,370,900	25,005,000
Santander UK	505	505
	15,371,405	25,005,505
Average Interest Rate	0.01%	0.01%
<b>TOTAL</b>	<b>39,905,731</b>	<b>54,569,163</b>
Average Interest Rate	0.21%	0.13%

**FORECAST OF INVESTMENT BALANCES  
ESTIMATE FOR 2021/22 AND ACTUAL AT 30 SEPTEMBER 2021**

Investment Regulation 31 requires the Council to provide forecasts for the level of investments. The estimate for 2021/22 and the actual as at 30 September 2021 are:

	<b>2021/22</b>	<b>2021/22</b>
	<b>Estimate For Year</b>	<b>Actual For 1 April 2021 To 30 September 2021</b>
	£000	£000
Cash balances managed in-house		
- At Start of Year	40,000	39,906
- At End of Year/Period	31,337	54,569
- Change in Year/Period	(8,663)	14,663
- Average daily cash balances	35,669	45,114
Holdings of shares, bonds, units (includes local authority owned company)		
- At Start of Year	2	2
- Purchases	0	0
- Sales	0	0
- At End of Year/Period	2	2
Loans to local authority company or other entity to deliver services		
- At Start of Year	442	398
- Advances	0	0
- Repayments	43	21
- At End of Year/Period	399	377
Loans made to third parties (2021/22 is largely remaining BPRA) #		
- At Start of Year	1,402	1,410
- Advances	0	5
- Repayments ##	1,290	7
- At End of Year/Period	112	1,408
Total of all investments		
- At Start of Year	41,846	41,716
- At End of Year/Period	31,850	56,356
- Change in Year/Period	(9,996)	14,640

# - This includes the £50,000 investment made with the Shared Interest Society Limited in August 2017.

## - The main part of the repayments are for the BPRA and are due in January 2022.



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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Interim Director, Finance &amp; Corporate Governance</b>	<b>Report No:</b>	<b>FIN/72/21/AP/LA</b>
<b>Contact Officer:</b>	<b>Alan Puckrin</b>	<b>Contact No:</b>	<b>01475 712223</b>
<b>Subject:</b>	<b>Finance Service Performance Update</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to update Committee on a range of Finance Service matters and to seek approvals as appropriate.

## 2.0 SUMMARY

- 2.1 The latest data published by the Scottish Government shows that at 30<sup>th</sup> June 2021 1,700 Scottish Child Payment applications have been authorised with £278,080 being paid out. This compares to 1,295 applications and £56,190 at 31<sup>st</sup> March 2021. Inverclyde's authorised applications represents 1.65% of the national total. Further engagement with Inverclyde Council services is planned to promote awareness and to develop collaboration and referral opportunities to SSSA services when appropriate.
- 2.2 The latest published data shows that 7065 households and 9236 adults in Inverclyde are on Universal Credit. The temporary Covid-19 related uplift to Universal Credit of £20 per week stopped on 6<sup>th</sup> October 2021. The effect of this on a single person aged over 25 year reduces their monthly maximum standard allowance, before help with housing costs from £411.51 to £324.84. The maximum UC payable to a couple, one of whom is aged over 25 years with 2 children reduces from £1116.16 to £1029.49.
- 2.3 The Accounts Commission published the latest housing benefit thematic study, "The impact of Covid-19 on Scottish councils' benefit services". The report focuses on the challenges of continuing to deliver the service during pandemic restrictions concluding that councils responded positively and were effective in meeting the significant challenges they faced.

The report can be found here: <https://www.inverclyde.gov.uk/Covid19BenefitsAuditReport>

- 2.4 Inverclyde Council has been allocated £93,000 from a £10m Scottish Government Covid-19 fund to help prevent homelessness. The fund provides financial support to tenants paid directly to landlords specifically for the purposes of covering part or whole rent arrears arising from the impact of the pandemic. The grant is payable for a period of arrears spanning less than 12 months during the qualifying period 23<sup>rd</sup> March 2020 until 9<sup>th</sup> August 2021. Section 5 contains proposals regarding the level of award.
- 2.5 Section 6 provides the annual update on the Insurance Fund. As at 30 September 2021 the Insurance Fund had a balance of £4.707m which is £0.296m higher than the previous year. The movement is due to the annual contributions from the revenue budget less the insurance claims and fund costs paid in the year. Appendix 1 shows this in more detail. Estimated liabilities on claims outstanding at 30 September 2021 are £0.699m with a provision for clawback on Municipal Mutual Insurance (MMI) claims having been made of £0.335m leaving a balance for future claims of £3.673m.

- 2.6 Section 7 provides the annual Governance of External Organisations update. Overall, the Council's approach to the governance of external organisations is operating well albeit Covid has changed the previous physical meetings approach previously adopted. As has been the case for many years regular detailed reports go to the HSCP Committee combining both qualitative and governance issues, whilst annual reports are presented to Education & Communities and Environment & Regeneration Committees. The organisations which were subject to this process in 2020/21 are shown in Appendix 1. Within the appendix any organisations where the agreed Governance process has been achieved are highlighted.
- 2.7 The list of external organisations that are proposed will form part of this framework for the next 12 months are shown in Appendix 3. Based on last year's expenditure, over £43 million was allocated to/spent with these 78 organisations in 2020/21.

### **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Committee note the updates in respect of Welfare Reform, the annual Insurance Fund report and the Annual External Organisations Governance update.
- 3.2 It is recommended that the Committee agree the proposals in Section 5 regarding the proposed grant level for the Tenant Hardship Grant Fund.
- 3.3 It is recommended that the Committee approve the External Organisations to be subject to the Council's formal governance process for the period November 2021-October 2022 as shown in Appendix 3.
- 3.4 It is recommended that the Committee approves the request from the Environment & Regeneration Committee to use up to £90,000 from the Former Housing Repairs & Renewals Fund to carry out the Local Housing Condition Survey linked to the Local Housing Strategy.

**Alan Puckrin**  
**Interim Director, Finance & Corporate Governance**

## **4.0 BACKGROUND**

- 4.1 The Committee receives a report each cycle covering a number of areas covered by the Finance Service including progress on matters relating to Welfare Reform and other performance updates.
- 4.2 The Committee has previously received annual reports in respect of the Insurance Fund position and the Governance of External Organisations. Both these matters are covered within this report.

## **5.0 WELFARE REFORMS & RELATED MATTERS**

- 5.1 Members asked officers to report back on the services in place to promote and optimise take up of the Scottish Social Security Agency's (SSSA) Scottish Child Payment (SCP) and to outline any need for further action. The official Local Delivery Service launch on 22<sup>nd</sup> November 2021 will introduce face to face, video and telephone meetings and home visits to support clients apply for SSSA benefits including the SCP. Further engagement with Inverclyde Council services is planned to promote awareness and to develop collaboration and referral opportunities to SSSA services when appropriate.
- 5.2 The latest data published by the Scottish Government shows that at 30<sup>th</sup> June 2021 1,700 SCP applications have been authorised with £278,080 being paid out. This compared with 1,295 applications and £56,190 at 31<sup>st</sup> March 2021. Inverclyde's authorised applications represents 1.65% of the national total. Continued local and direct promotion with those families with potential entitlement is key to maximising uptake. The SSSA Local Delivery Service's plans to galvanise stakeholder engagement with ongoing awareness sessions and collaboration opportunities will be explored.
- 5.3 The latest published data shows that 7065 households and 9236 adults in Inverclyde are on Universal Credit. The temporary Covid-19 related uplift to Universal Credit of £20 per week stopped on 6<sup>th</sup> October 2021. The effect of this on a single person aged over 25 year reduces their monthly maximum standard allowance, before help with housing costs from £411.51 to £324.84. The maximum UC payable to a couple, one of whom is aged over 25 years with 2 children reduces from £1116.16 to £1029.49. In the Chancellor's Autumn statement on 27 October the impact of this reduction was partly off-set by changes to the taper whereby someone on Universal Credit who is working is allowed to keep more of their earned income. The impact of these changes will be monitored via any changes in demand for Crisis Grants etc.
- 5.4 A Self- Isolation Support Grant of £500 is payable to individuals in low paid employment or self-employment who will suffer a loss of income as a result of being required to self-isolate to prevent the spread of Covid-19. Applications and grant awards increased exponentially in line with infection rates from the last week in June 2021 with the average number of applications each week rising from 4 to 57, peaking at 101 applications during week beginning 10<sup>th</sup> September 2021. 73% of applicants have qualified for grants totalling £344,000 during the 6 month period up to 1<sup>st</sup> October 2021.
- 5.5 A change to the grant eligibility criteria was introduced by the Scottish Government on 13<sup>th</sup> October 2021 to align with wider isolation requirements. Fully vaccinated close contacts who previously accounted for 51% of approved applications no longer automatically qualify however an application may be considered should they go on to return a positive PCR test result. The change reduces the cost of the scheme and addresses some of the pressure on Councils to deliver the fund.
- 5.6 The Accounts Commission published the latest housing benefit thematic study, "The impact of Covid-19 on Scottish councils' benefit services". The report focuses on the challenges of continuing to deliver the service during pandemic restrictions concluding that councils responded positively and were effective in meeting the significant challenges they faced.

- 5.7 The report acknowledges councils being proactive in adapting benefit services to protect jobs and expertise in response to declining caseloads as claims move to Universal Credit, processed by DWP. Inverclyde's Benefits team delivers Council Tax Reduction and the Scottish Welfare Fund and like many other councils was responsible alongside Revenues colleagues for administering and processing local and national Covid-19 grants.

The report can be found here: <https://www.inverclyde.gov.uk/Covid19BenefitsAuditReport>

- 5.8 Inverclyde Council has been allocated £93,000 from a £10m Scottish Government Covid-19 fund to help prevent homelessness. The fund provides financial support to tenants paid directly to landlords specifically for the purposes of covering part or whole rent arrears arising from the impact of the pandemic. The grant is payable for a period of arrears spanning less than 12 months during the qualifying period 23<sup>rd</sup> March 2020 until 9<sup>th</sup> August 2021.
- 5.9 The Homeless team will review each application, encourage engagement between tenants and landlords and ensure that other means of support are explored. Permission will be sought from tenants to make a referral on their behalf to HSCP Advice Services to maximise income and for budgeting support to prevent ongoing rent arrears. Grants will be paid to landlords to avoid any adverse implications for tenants who may be in receipt of other forms of financial support such as Universal Credit. A suite of template letters provided by the Scottish Government outline the conditions of the grant will be used.
- 5.10 Officers recommend a maximum grant equivalent to the Local Housing Allowance rate for Inverclyde set at April 2021 relevant to the size of a tenant's accommodation

#### WEEKLY LOCAL HOUSING ALLOWANCE RATE

Shared	1 Bedroom	2 Bedrooms	3 Bedrooms	4 Bedrooms
£67.66	£80.55	£103.56	£126.58	£230.14

#### ANNUAL LOCAL HOUSING ALLOWANCE RATE

Shared	1 Bedroom	2 Bedrooms	3 Bedrooms	4 Bedrooms
£3518	£4188,60	£5356	£6552	£11960

- 5.11 Consideration will be given to other supports such as Discretionary Housing Payment (DHP) and benefits checks before a grant is approved. Where other solutions are not available, priority cases will be identified to ensure the fund is targeted at those who need it most. The grant is flexible to enable a degree of discretion in its administration as part of a homeless prevention approach.

## 6.0 INSURANCE FUND ANNUAL UPDATE AS AT 30 SEPTEMBER, 2021

- 6.1 The number of insurance claims received for 2020/21 was lower than for 2019/20 largely due to a reduction in the number of public liability claims (although these claims can arise after the year in which the incident occurred). Apart from 2017/18, the number of claims has fallen year-on-year over the last 5 years. Last year the report showed 787 claims for the previous 5 insurance years (2015/16-2019/20) whereas Appendix 1 shows 709 claims when the position is moved forward a year (for 2016/17-2020/21), showing a reduction of 78 claims or 9.9% on the 5 year rolling basis.
- 6.2 As at 30 September 2021 the Insurance Fund had a balance of £4.707m which is £0.296m higher than the previous year. The movement is due to the annual contributions from the revenue budget less the insurance claims and fund costs paid in the year. Appendix 1 shows this in more detail. Estimated liabilities on claims outstanding at 30 September 2021 are £0.699m with a provision for clawback on Municipal Mutual Insurance (MMI) claims having been made of £0.335m leaving a balance for future claims of £3.673m.

- 6.3 The Fund is the subject of an actuarial review every 3 years with the next review due this year. The last review assessed the financial position of the Fund and advised on the level of the annual contribution required to be made based on current and projected claims. Following that review, the Council reduced the annual contribution to the Fund by £0.1m for 10 years and wrote-back £1m from the Fund to be used for measures to reduce future claims.
- 6.4 MMI is a former insurer which provided insurance primarily to local authorities. As a result of financial difficulties, MMI ceased to write new insurance business in September 1992 and “went into run-off” i.e. it continues but only to pay any claims that were outstanding or any claims that have arisen/may arise. MMI do not have sufficient funds to meet the cost of any new claims so, from 1 January 2014, they are only paying a percentage of the cost of claims. The percentage of claims being paid by MMI is unchanged this year at 75% (with 25% payable by the Council). The Council has included an allowance for these claims and any clawback and continues to monitor the allowance using the latest information from MMI.
- 6.5 On 4 October 2017, the Limitation (Childhood Abuse) (Scotland) Act 2017 came into effect. The Act removed the 3 year time bar on claims for child abuse meaning that claims can be made for abuse suffered on or after 26 September 1964. It remains unclear how many claims will be forthcoming, the cost of those claims, and who will bear those costs (whether former insurers/their successors or current local authorities/organisations as successors to authorities/organisations who provided child care services from 1964 onwards).
- 6.6 In August 2020 and following a consultation, the Scottish Government introduced a Bill to the Scottish Parliament for a financial redress scheme for survivors of historical child abuse care in Scotland with contributions to the scheme proposed to come from Councils and other organisations. The level of contribution expected and the impact of the Bill on insurance claims and the Insurance Fund is still to be finalised but will be reported to Committee when more detail becomes available.

## **7.0 ANNUAL GOVERNANCE OF EXTERNAL ORGANISATIONS UPDATE**

- 7.1 In May 2011, the Council approved a risk based approach to the governance of those external organisations with whom the Council had a significant financial relationship. As part of the Council's approved framework, reports for relevant organisations are presented to the relevant Committee each year giving updates and assurances in terms of performance and governance whilst an annual report is presented to the Policy & Resources Committee summarising progress and highlighting any areas where the agreed governance actions have not been delivered.
- 7.2 Overall, the Council's approach to the governance of external organisations is operating well albeit Covid has changed the previous physical meetings approach previously adopted. As has been the case for many years regular detailed reports go to the HSCP Committee combining both qualitative and governance issues, whilst annual reports are presented to Education & Communities and Environment & Regeneration Committees. The organisations which were subject to this process in 2020/21 are shown in Appendix 1. Within the appendix any organisations where the agreed Governance process has been achieved are highlighted.
- 7.3 Due to the pivotal role many of these organisations have played in supporting the Council throughout the Covid pandemic there has been very regular contact around the finances and sustainability of the organisations but without the formal Governance meetings are not taking place or being recorded. The CMT have agreed that the formal Governance meetings with formal recording of meetings now needs to recommence.
- 7.4 Given the pressures within the economy caused by Covid and other factors the CMT are aware that there are a number of organisations where concerns exist regarding their financial position and capacity to deliver what is required under the contractual arrangements with the Council. Relevant updates will be provided to the relevant Committee as and when required.

7.5 The list of external organisations that are proposed will form part of this framework for the next 12 months are shown in Appendix 3. Based on last year's expenditure, over £43 million was allocated to/spent with these 78 organisations in 2020/21.

## 8.0 OTHER ISSUES

8.1 The Housing (Scotland) Act requires Local Authorities from time to time to carry-out assessments on the condition of housing in their area. In order to assess the condition of the private housing the Council requires to commission a local housing condition survey (LHCS) for the private stock. This survey will also provide household information and an assessment of the energy efficiency of the properties. The last LHCS was in 2010/11 and the service originally intended to commission a survey in 2020-21 to inform the Local Housing Strategy.

8.2 The LHCS informs the future direction of the Local Housing Strategy and provide support information to access any available funding from Scottish Government to improve the condition or energy efficiency of housing in Inverclyde. A sample of the private housing will be surveyed and order to get statistically significant condition information for geographical locations in Inverclyde and for our older stock primarily in town centres the sample size will require to be around 1400 units. The budget for this will need to be around £90,000 and the Environment & Regeneration Committee agreed that, subject to approval by this Committee, the cost should be funded from the Housing Repairs & Renewals Fund.

## 9.0 IMPLICATIONS

### 9.1 Finance

#### Financial Implications:

#### One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Repairs & Renewal Fund	PtOB	2021/22	£90,000		

#### Annually Recurring Costs/ (Savings)

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

### 9.2 Legal

There are no legal implications arising from this report.

### 9.3 Human Resources

There are no HR implications arising from this report.

### 9.4 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

**9.5 Repopulation**

There are no repopulation issues arising from this report.

**10.0 CONSULTATIONS**

10.1 The CMT have been consulted on the issues in Sections 7 and 8.

**11.0 BACKGROUND PAPERS**

11.1 Housing Update - Environment & Regeneration Committee 28.10.21.

## Appendix 1

### Insurance Fund Financial Summary - Insurance Years 2019/20 - 2020/21

	Insurance Years		
	2019/2020 (1 Oct 2019 - 30 Sept 2020) £	2020/2021 (1 Oct 2020 - 30 Sept 2021) £	
<u>Fund Income in Year</u>			
Total Contributed to the Fund	515,000.00	457,500.00	
Write-Back For Measures to Reduce Future Claims	(1,000,000.00)	0.00	
Internal Resources Interest	17,854.71	1,375.50	
	<u>(467,145.29)</u>	<u>458,875.50</u>	A
<u>Fund Expenditure in Year</u>			
Risk Management	5,000.00	5,000.00	
Actuarial/Property Revaluation Costs	7,450.00	33,750.00	
	<u>12,450.00</u>	<u>38,750.00</u>	
Incurred Charges to the Fund in Year	165,148.85	123,910.56	
	<u>177,598.85</u>	<u>162,660.56</u>	B
Net Surplus/(Deficit) on Fund in Year	<u>(644,744.14)</u>	<u>296,214.94</u>	C=A-B
<hr/>			
<u>Fund Balance</u>			
	£	£	
Balance As At Start of Year	5,055,617.75	4,410,873.61	D
Add:			
Net Surplus/(Deficit) on Fund in Year	(644,744.14)	296,214.94	C
Actual Fund Balance At End of Year	<u>4,410,873.61</u>	<u>4,707,088.55</u>	E=D+C
Less:			
Estimated Outstanding Charges on Fund	656,943.14	699,194.21	F
Provision for Clawback for MMI Claims	370,492.00	334,886.00	G
Balance for Future Years Claims At End of Year	<u>3,383,438.47</u>	<u>3,673,008.34</u>	H=E-F-G

#### Claims Information For Last 5 Insurance Years

(This information is for the number of claims received analysed by the year to which the claim relates)

	No. of Claims Received For Year	No. of Claims Settled/Resolved	No. of Claims Outstanding	Estimated Outstanding Charges On Insurance Fund £
2016/17	157	155	2	36,114.70
2017/18	165	160	5	155,013.12
2018/19	150	137	13	128,801.00
2019/20	138	116	22	116,217.00
2020/21	99	42	57	190,207.74
	<u>709</u>	<u>610</u>	<u>99</u>	<u>626,353.56</u>
Claims Pre-2016/17			11	72,840.65
TOTALS			<u>110</u>	<u>699,194.21</u>

Of the claims outstanding:

- a) 25 are Motor Vehicle claims, none of which are payable by the Insurance Fund.
- b) 6 are Employer's Liability claims relating to Pleural Plaques and are included net of amounts payable by Municipal Mutual Insurance (MMI).



Supplier / Provider	Payments	Service	Last or Planned Governance Monitoring Date	Date Reported to Committee	Nature of Payments	Total	Comments
1 ICDT LTD	£1,891,824.87	E&R	13/08/2021	28/10/2021	Tendered	24	
2 ALT-NA-CRAIG LIMITED	£949,013.04	HSCP	03/08/2021	19/08/2021	Commissioned no tender	24	
3 CARE CONCERN LIMITED	£924,375.92	HSCP	N/A	19/08/2021	Commissioned no tender	24	No longer used due to change in ownership of Marchmont Care Ltd
4 INVERCLYDE ASSOC FOR MENTAL HEALTH	£516,966.18	HSCP	24/02/2021	19/08/2021	Tendered	24	
5 INVERCARE SERVICES LTD	£376,403.52	HSCP	Ongoing	19/08/2021	Tendered	24	
6 CVS INVERCLYDE	£352,908.95	HSCP	Ongoing	19/08/2021	Commissioned no tender	24	
7 CROSSREACH	£319,841.12	HSCP	20/10/2021	19/08/2021	Commissioned no tender	24	
8 INVERCLYDE LEISURE	£1,512,199.14	E&C	16/09/2021	02/11/2021	Commissioned no tender	24	
9 KEY HOUSING ASSOCIATION LTD	£1,805,836.20	HSCP	26/10/2021	19/08/2021	Tendered	24	
10 YOUR VOICE	£360,396.36	HSCP	04/06/2021	19/08/2021	Commissioned no tender	24	
11 RIVERSIDE INVERCLYDE	£1,267,882.16	E&R	23/08/2021	28/10/2021	Commissioned no tender	24	
12 INVERCLYDE VOLUNTARY COUNCIL	£120,113.59	HSCP	27/05/2021	19/08/2021	Commissioned no tender	24	
13 BRANCHTON COMMUNITY CENTRE	£128,191.00	E&C	21/09/2021	02/11/2021	Grant - SLA	22	
14 THE KILMACOLM NEW COMMUNITY CENTRE COMPANY LTD	£76,320.00	E&C	14/10/2021	02/11/2021	Grant- SLA	22	
15 HAPPITOTS NURSERY (ENCHANTED FOREST NURSERY)	£190,460.73	E&C	13/10/2021	02/11/2021	Commissioned no tender	22	
16 CRAIGEND RESOURCE CENTRE	£158,991.24	E&C	21/09/2021	02/11/2021	Grant-SLA	22	
17 FINANCIAL FITNESS	£87,436.67	HSCP	28/10/2021	19/08/2021	Commissioned no tender	22	
18 INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£69,196.53	E&R	06/04/2021	28/10/2021	Commissioned no tender	22	
19 RIVER CLYDE HOMES	£980,612.81	HSCP	22/10/2021	19/08/2021	Commissioned no tender	22	
20 MUIRSHIEL CENTRE	£255,462.20	HSCP	22/06/2021	19/08/2021	Tendered	22	
21 PARKLEA BRANCHING OUT	£155,863.18	HSCP	24/08/2021	19/08/2021	Commissioned no tender	22	
22 MOVING ON (INVERCLYDE)	£106,875.00	HSCP	07/04/2021	19/08/2021	Commissioned no tender	22	
23 INVERCLYDE WOMENS AID	£163,465.88	HSCP	11/08/2021	19/08/2021	Commissioned no tender	22	
24 GIBSHILL COMMUNITY CENTRE	£32,775.00	E&C	27/09/2021	02/11/2021	Grant- SLA	22	
25 INVERKIP COMMUNITY INITIATIVE	£55,574.69	E&C	30/09/2021	02/11/2021	Grant-SLA	22	
26 THE BEACON	£167,374.53	E&C	09/08/2021	02/11/2021	Commissioned no tender	20	
27 TRUST HOUSING ASSOCIATION LIMITED	£339,538.44	HSCP	27/10/2021	19/08/2021	Commissioned no tender	20	
28 ANGEL CARE SERVICES SCOTLAND LTD	£116,408.24	HSCP	07/04/2021	19/08/2021	Tendered	20	
29 HILLEND VIEW CARE HOME	£49,787.32	HSCP	N/A	19/08/2021	Commissioned no tender	20	Not currently being used
30 FOSTER CARE CONNECT	£45,442.82	HSCP	26/05/2021	19/08/2021	Commissioned no tender	20	
31 SILVERLINE CARE CALEDONIA LTD	£1,553,210.42	HSCP	18/02/2021	19/08/2021	Commissioned no tender	18	
32 SIR GABRIEL WOOD'S MARINERS HOME	£483,393.45	HSCP	N/A	19/08/2021	Commissioned no tender	18	No longer used
33 MEALLMORE LODGE LIMITED	£1,120,786.65	HSCP	26/01/2021	19/08/2021	Commissioned no tender	18	
34 QUARRIERS	£2,681,944.33	HSCP	10/09/2021	19/08/2021	Commissioned no tender	18	
35 CONFIDENT CARE LTD	£344,373.85	HSCP	03/02/2021	19/08/2021	Tendered	18	
36 COTTAGE CARE SERVICES SCOTLAND LTD	£218,426.84	HSCP	10/07/2021	19/08/2021	Commissioned no tender	18	
37 FLAGSHIP TOWER (GREENOCK) LIMITED	£2,189,030.06	HSCP	18/01/2021	19/08/2021	Commissioned no tender	18	
38 GREENOCK MEDICAL AID SOCIETY	£1,255,328.87	HSCP	13/01/2021	19/08/2021	Commissioned no tender	18	
39 HC ONE LIMITED	£1,241,181.11	HSCP	13/01/2021	19/08/2021	Commissioned no tender	18	
40 KINCAID HOUSE	£1,909,933.92	HSCP	26/01/2021	19/08/2021	Commissioned no tender	18	
41 BALCLUTHA COURT	£1,631,871.23	HSCP	25/01/2021	19/08/2021	Commissioned no tender	18	
42 BARNARDOS	£1,276,954.14	HSCP	18/12/2021	19/08/2021	Commissioned no tender	18	
43 MARGARET BLACKWOOD HOUSING ASS	£860,218.78	HSCP	N/A	19/08/2021	Commissioned no tender	18	Service closed down

44	LITTLE SISTERS OF THE POOR	£402,619.95	HSCP	28/01/2021	19/08/2021	Commissioned no tender	18	
45	LOCHWYND LTD	£269,290.32	HSCP	N/A	19/08/2021	Commissioned no tender	18	Unclear who this provider is
46	ALZHEIMERS SCOTLAND	£265,797.59	HSCP	05/10/2021	19/08/2021	Commissioned no tender	18	
47	IN-WORKS ENTERPRISES LTD	£253,552.64	HSCP	24/02/2021	19/08/2021	Commissioned no tender	18	
48	CAPABILITY SCOTLAND	£215,432.21	HSCP	N/A	19/08/2021	Commissioned no tender	18	Not currently being used
49	INVERCLYDE CARERS CENTRE LTD	£205,643.30	HSCP	06/04/2021	19/08/2021	Commissioned no tender	18	
50	THE RICHMOND FELLOWSHIP SCOTLAND	£2,715,301.55	HSCP	17/03/2021	19/08/2021	Tendered	16	
51	KARMA HEALTHCARE	£1,983,606.42	HSCP	Ongoing	19/08/2021	Tendered	16	
52	WELLINGTON PLAYGROUP	£125,616.49	E&C	08/10/2021	02/11/2021	Commissioned no tender	16	
53	UNITY ENTERPRISE	£94,399.33	HSCP	01/02/2021	19/08/2021	Commissioned no tender	16	
54	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£68,811.43	HSCP	15/08/2021	19/08/2021	Commissioned no tender	16	
55	THISTLE HEALTHCARE LTD	£64,688.62	HSCP	13/08/2021	19/08/2021	Commissioned no tender	16	
56	WHO CARES (SCOTLAND)	£58,586.00	HSCP	N/A	19/08/2021	Commissioned no tender	16	No Longer used
57	YOUTH CONNECTIONS	£114,249.94	E&C	27/09/2021	02/11/2021	Grant-SLA	16	
58	TURNING POINT SCOTLAND	£2,246,329.49	HSCP	15/03/2021	19/08/2021	Tendered	16	
59	SPARK OF GENIUS	£524,755.09	HSCP	30/06/2021	19/08/2021	Tendered	16	
60	CAREWATCH (INVER & NTH AYRSH)	£76,047.01	HSCP	26/03/2021	19/08/2021	Tendered	16	
61	SCOTT ASSOC FOR MENTAL HEALTH	£696,347.89	HSCP	09/03/2021	19/08/2021	Tendered	16	
62	SCOTTISH MASONIC HOMES LIMITED	£192,574.40	HSCP	15/02/2021	19/08/2021	Commissioned no tender	16	
63	SALVATION ARMY TERRITORIAL HEADQUARTERS	£155,428.92	HSCP	26/06/2021	19/08/2021	Tendered	16	
64	NAS SERVICES LTD	£151,038.68	HSCP	01/04/2021	19/08/2021	Commissioned no tender	16	
65	OCHIL TOWER SCHOOL	£127,531.54	HSCP	N/A	19/08/2021	Commissioned no tender	16	No placements
66	PACIFIC CARE	£69,429.94	HSCP	26/04/2021	19/08/2021	Commissioned no tender	16	
67	OAK TREE HOUSING ASSOCIATION	£69,385.70	HSCP	NA	19/08/2021	Commissioned no tender	16	not used via HSCP Commissioning Team
68	MARINER SUPPORT ASSOCIATES LTD	£67,647.20	HSCP	27/01/2021	19/08/2021	Commissioned no tender	16	
69	REAL LIFE OPTIONS	£66,842.65	HSCP	N/A	19/08/2021	Commissioned no tender	16	No placements
70	HILLSIDE SCHOOL (ABERDOUR) LTD	£146,719.29	HSCP	N/A	19/08/2021	Commissioned no tender	16	No placements
71	HANSEL ALLIANCE	£58,453.95	HSCP	22/09/2021	19/08/2021	Commissioned no tender	16	
72	ERSKINE HOSPITAL	£223,584.01	HSCP	31/03/2021	19/08/2021	Commissioned no tender	16	
73	ENABLE SCOTLAND	£197,937.21	HSCP	27/01/2021	19/08/2021	Commissioned no tender	16	
74	CORA FOUNDATION	£131,194.14	HSCP	20/05/2021	19/08/2021	Commissioned no tender	16	
75	ALLIED HEALTHCARE GROUP LIMITED	£592,100.08	HSCP	26/07/2021	19/08/2021	Tendered	16	
76	KIBBLE EDUCATION AND CARE CENTRE	£237,295.86	HSCP	16/10/2020	19/08/2021	Commissioned no tender	16	
77	MADEIRA NURSERY	£54,253.18	E&C	04/03/2021	02/11/2021	Commissioned no tender	16	
78	STEPWELL CONSULTANCY LIMITED	£181,212.76	E&R	22/07/2021	28/10/2021	Tendered	16	

**Total** £43,447,896

	Organisation	Payments	Service	Contract Arrangement	Total Points
1	CVS INVERCLYDE	£382,281.98	HSCP	Direct Award	24
2	CRAIGEND RESOURCE CENTRE	£325,386.00	E&C	Grant - With SLA	24
3	YOUR VOICE	£291,106.76	HSCP	Direct Award	24
4	INVERCLYDE CARERS CENTRE LTD	£289,072.99	HSCP	Direct Award	24
5	FLAGSHIP TOWER (GREENOCK) LIMITED	£2,202,290.49	HSCP	Tenderered	22
6	KARMA HEALTHCARE	£2,106,002.55	HSCP	Tenderered	22
7	ICDT LTD	£1,904,342.12	E&R	Tenderered	22
8	KINCAID HOUSE	£1,733,626.96	HSCP	Tenderered	22
9	SILVERLINE CARE CALEDONIA LTD	£1,684,095.69	HSCP	Tenderered	22
10	GREENOCK MEDICAL AID SOCIETY	£1,446,762.65	HSCP	Tenderered	22
11	INVERCLYDE LEISURE	£1,220,216.60	E&C	Direct Award	22
12	INVERCARE SERVICES LTD	£464,492.56	HSCP	Tenderered	22
13	SPARK OF GENIUS	£419,990.39	HSCP	Tenderered	22
14	CONFIDENT CARE LTD	£381,806.39	HSCP	Tenderered	22
15	EVERGREEN HOME SUPPORT	£375,283.20	HSCP	Tenderered	22
16	YOUTH CONNECTIONS	£94,583.28	E&C	Grant - With SLA	22
17	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£76,479.21	E&R	Direct Award	22
18	THE KILMACOLM NEW COMMUNITY CENTRE COMPANY LIMITED	£75,020.00	E&C	Grant - With SLA	22
19	INVERKIP COMMUNITY INITIATIVE	£55,220.00	E&C	Grant - With SLA	22
20	CARE CONCERN LIMITED	£1,178,818.33	HSCP	Tenderered	20
21	ALT-NA-CRAIG LIMITED	£1,163,369.03	HSCP	Tenderered	20
22	RIVER CLYDE HOMES	£601,564.54	HSCP	Direct Award	20
23	INVERCLYDE ASSOC FOR MENTAL HEALTH	£543,320.00	HSCP	Tenderered	20
24	LITTLE SISTERS OF THE POOR	£436,332.31	HSCP	Tenderered	20
25	MUIRSHIEL CENTRE	£264,526.11	HSCP	Tenderered	20
26	COTTAGE CARE SERVICES SCOTLAND LTD	£199,501.00	HSCP	Direct Award	20
27	FINANCIAL FITNESS	£158,600.14	HSCP	Direct Award	20
28	ANGEL CARE SERVICES SCOTLAND LTD	£135,157.55	HSCP	Tenderered	20
29	PARKLEA BRANCHING OUT	£127,389.78	HSCP	Direct Award	20
30	MIND MOSAIC	£124,813.29	HSCP	Direct Award	20
31	BRANCHTON COMMUNITY CENTRE	£112,514.00	E&C	Grant - With SLA	20
32	STARTER PACKS INVERCLYDE	£53,424.00	HSCP	Direct Award	20
33	GIBSHILL COMMUNITY CENTRE	£32,000.00	E&C	Grant - With SLA	20
34	QUARRIERS	£2,266,645.05	HSCP	Direct Award	18
35	INSPIRE SCOTLAND LTD	£346,059.99	HSCP	Tenderered	18

**Appendix 3**

36	THE BEACON	£177,352.80	E&C	Grant - With SLA	18
37	INVERCLYDE WOMENS AID	£163,465.88	HSCP	Direct Award	18
38	OCHIL TOWER SCHOOL	£99,663.31	HSCP	Tenderered	18
39	MOVING ON (INVERCLYDE)	£90,000.00	HSCP	Direct Award	18
40	RIVERSIDE INVERCLYDE	£69,794.10	E&R	Direct Award	18
41	THE RICHMOND FELLOWSHIP SCOTLAND	£2,964,327.91	HSCP	Tenderered	16
42	TURNING POINT SCOTLAND	£2,903,207.50	HSCP	Tenderered	16
43	BALCLUTHA COURT	£1,896,919.95	HSCP	Tenderered	16
44	KEY HOUSING ASSOCIATION LTD	£1,776,787.04	HSCP	Tenderered	16
45	MEALLMORE LODGE LIMITED	£1,539,194.62	HSCP	Tenderered	16
46	BARNARDOS	£1,463,362.62	HSCP	Tenderered	16
47	HC ONE LIMITED	£1,249,346.56	HSCP	Tenderered	16
48	CROSSREACH	£689,374.94	HSCP	Tenderered	16
49	SCOTT ASSOC FOR MENTAL HEALTH	£614,627.29	HSCP	Tenderered	16
50	KIBBLE EDUCATION AND CARE CENTRE	£513,183.00	HSCP	Tenderered	16
51	ENABLE SCOTLAND	£467,025.74	HSCP	Tenderered	16
52	CARE VISIONS RESIDENTIAL SERVICES	£465,240.76	HSCP	Tenderered	16
53	TRUST HOUSING ASSOCIATION LIMITED	£395,761.30	HSCP	Tenderered	16
54	SACRO	£322,425.00	HSCP	Tenderered	16
55	ALZHEIMERS SCOTLAND	£279,452.81	HSCP	Tenderered	16
56	ALLIED HEALTHCARE GROUP LIMITED	£272,216.97	HSCP	Tenderered	16
57	NAS SERVICES LTD	£240,842.49	HSCP	Direct Award	16
58	DRIVE DEVILBISS HEALTHCARE LTD	£206,452.52	HSCP	Direct Award	16
59	SCOTTISH MASONIC HOMES LIMITED	£186,780.15	HSCP	Tenderered	16
60	STEPWELL CONSULTANCY LIMITED	£149,467.61	E&R	Tenderered	16
61	OAK TREE HOUSING ASSOCIATION	£117,367.68	HSCP	Direct Award	16
62	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£104,139.79	HSCP	Tenderered	16
63	UNITY ENTERPRISE	£76,467.31	HSCP	Direct Award	16
64	EMBRACE (COMBINED) LIMITED	£64,919.25	HSCP	Direct Award	16

£43,076,108.05

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Interim Director, Finance &amp; Corporate Governance</b>	<b>Report No:</b>	<b>PR/23/21/DA</b>
<b>Contact Officer:</b>	<b>Eddie Montgomery / David Aitken</b>	<b>Contact No:</b>	<b>01475 712472/2964</b>
<b>Subject:</b>	<b>Procurement Update</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to update the committee on procurement related activity including outcomes delivered during the period 1st April 2020 to 31st March 2021 and to seek approval to publish the Annual Procurement Report attached within Appendix 1. The report also provides an update in respect of The Scottish Government's commitment to Fair Work and requests approval to add SCAPE Scotland to the named frameworks within the Council's Standing Orders Relating to Contracts.

## 2.0 SUMMARY

- 2.1 As required under section 15 of the Procurement Reform (Scotland) Act 2014 a contracting authority must publish a Procurement Strategy and subsequently produce an Annual Procurement Report, required by section 18 of the Act. The Annual Procurement report monitors the authority's regulated procurement activities (which is defined as any procurement from £50k for Supplies and Services and from £2m for Works) against delivery of its procurement strategy and should be published as soon as is reasonably practicable after the end of their financial year. The content of this report covers all regulated procurements completed during the period 1 April 2020 to 31 March 2021 and details how those procurements supported the objectives included within the Council's Procurement Strategy.
- 2.2 A letter from Scottish Ministers to all Local Authority Leaders and COSLA Chief Executive was issued in early September 2021 re-stating the Scottish Governments commitment to Fair Work. This was followed by an updated Scottish Procurement Policy Note in late September and further Scottish Government correspondence mid-October on the real living wage and approach in contracts.
- 2.3 The Council's currently employment practices meet the updated elements of Fair Work First Principles with the exception of one area outlined within the report and recommendations below. The Council's current procurement process for Fair Work will be reviewed and updated to reflect the updated policy with further work undertaken as part of the implementation of the new Procurement Strategy. The Council's existing approach to grant / funding awards will also be reviewed to identify appropriate opportunities for application of Fair Work First criteria.
- 2.4 The Council has a limited internal Technical Services resource and requires to engage external consultants to assist in the delivery of the various projects within the Capital programme. Frameworks and Collaborative Agreements offer a fully compliant and efficient method of accessing such support and it is proposed to add SCAPE Scotland to the current list of "Framework and Exempt Collaborative Agreements" under section 6.6 of the Standing Orders Relating to Contracts.

### **3.0 RECOMMENDATIONS**

#### **3.1 That the Committee:**

- Approves the Annual Procurement Report in Appendix 1 for publication to the Scottish Government and on the Council's website;
- Notes the latest Procurement Compliant Spend position and spend with SMEs and local suppliers;
- Notes the current position including actions required to embed/apply the revised Fair Work First principles in line with the updated policy and guidance and that a Fair Work First Action Plan will be developed and submitted to the February Policy & Resources Committee;
- Agree that the Council's Work Life Balance Policy is revised to allow employees to make an application for flexible working from day one of employment;
- Approves the addition of SCAPE Scotland to the listed bodies within 6.6 of the Council's Standing Orders Relating to Contracts and grants authority under 6.7 of the Standing Orders for the Corporate Procurement Manager to sign the SCAPE Scotland Access Agreement.

**Alan Puckrin**  
**Interim Director**  
**Finance & Corporate Governance**

## 4.0 BACKGROUND

- 4.1 The requirement to publish an Annual Procurement Report was introduced into Scottish Legislation to further the principles of openness and transparency. All public contracting authorities with spends greater than £5,000,000 must publish an Annual Procurement Report. Previous reports to the Committee have given annual updates on spend with local Suppliers and with SMEs. These are detailed within sections 5.5 and 5.6 of this report.
- 4.2 Scottish public bodies have been addressing Fair Work in procurement since the introduction of Statutory Guidance in October 2015. The May 2015 Policy and Resources Committee approved the introduction of a standard weighted technical question for inclusion in Council tenders on Fair Working Practices with maximum weightings addressing Social Care Contracts, Construction Contracts and Corporate Services and Waste Contracts.
- 4.3 A Scottish Procurement Policy Note (SPPN 3/2021) had previously been issued on 15th March 2021 advising public bodies to implement Fair Work First in new procurement processes from 1 April 2021. The Council's standard weighted technical questions were updated at that time to reflect the updated policy. A letter from Scottish Ministers to all Local Authority Leaders and COSLA Chief Executive was issued on 9th September 2021 re-stating the Scottish Governments commitment to Fair Work (see Appendix 2). An update to SPPN 3/2021 (SPPN 6/2021) was issued on 24<sup>th</sup> September 2021 following Ministers announcement of the expansion of Fair Work First to include 2 new elements. This expansion is in response to challenges faced in the labour market with new elements seeking to **promote flexible and family friendly working practices** and **oppose the use of fire and rehire practices**. Fair Work First asks for a commitment to:
- appropriate channels for effective voice, such as trade union recognition;
  - investment in workforce development;
  - no inappropriate use of zero hours contracts;
  - action to tackle the gender pay gap and create a more diverse and inclusive workplace;
  - payment of the real Living Wage;
  - offer flexible and family friendly working practices for all workers from day one of employment; and
  - oppose the use of fire and rehire practices.
- 4.4 Public bodies have now been advised to start an incremental approach to implementing the expanded Fair Work First in new procurement processes from 31 October 2021, with a view to having fully developed internal procedures so that Fair Work First is incorporated in all relevant procurement processes in financial year 2022/23.
- 4.5 The Council has a limited internal Technical Services resource which requires to be supplemented by external consultant support for Engineering and other more specialist disciplines in connection with the various projects delivered through the Councils Capital programme. Frameworks and Collaborative Agreements offer a fully compliant and efficient method of accessing the necessary consultant and contractor expertise to support the delivery of the projects undertaken by the Council. The Council's Standing Orders Relating to Contracts includes a list of all approved framework and collaborative agreement bodies and authority is required to extend this list for any new membership/participation. Section 7 below provides information on the SCAPE Scotland framework and authority is sought to add this body as an additional procurement delivery vehicle.

## 5.0 ANNUAL PROCUREMENT REPORT

### Procurement Compliant Spend

- 5.1 As part of an ongoing suite of audit actions relating to spend compliance procurement have undertaken an extensive analysis of spend to determine Procurement Compliant Spend.

5.2 The Annual Procurement report is contained within Appendix 1. The report highlights that the total Procurement Spend for 2020/21 was £91,130,593.

5.3 Based on an analysis of the financial year 2020/21 spend data, of the £74,465,102 regulated procurement spend, £69,336,419 (93.1%) was compliant with regulated procurements:

Spend Type	Total Regulated Spend	Compliant Regulated Spend	Non-Compliant Regulated Spend #1	Percentage Compliance
Goods	£9,812,192	£9,290,015	£522,176	94.7%
Services	£64,652,909	£60,046,403	£4,606,506	92.9%
Works	£0	£0	£0	-
Total	£74,465,101	£69,336,418	£5,128,682	93.1%

#1: Compliance can be influenced by multiple factors such as supplier's decisions to remove themselves from Compliant Framework Agreements. As part of on-going improvement actions, Non-Compliance is regularly analysed with actions identified to support making the spend Compliant.

5.4 There were 19 Council regulated procurements performed in the period with a total award value of £7,221,826.

#### Local and SME Spend

5.5 Previous procurement reports have updated this Committee on the Council's aim to maximise procurement opportunities for regulated Local and SME suppliers. Spend in 2020/21 with local and SME suppliers is detailed in the table below:

LOCAL and SME Spend				
2019/2020		2020/2021		Variance (+/-)
Local Spend (%)	25.9%	Local Spend (%)	25%	-0.9%
Local Spend (£)	29,600,673	Local Spend (£)	£22,738,419	-£6,862,254 #2
SME Spend (%)	55.9%	SME Spend (%)	57.1%	+1.2%
SME Spend (£)	£64,724,839	SME Spend (£)	£52,015,862	-£12,708,977 #2

#2: 2020/21 spend has been categorised differently to previous years to identify spend that that is non-influenceable such as inland revenue, grant funding and payment to other bodies, which is therefore exempt from the Annual Procurement Report. This has also resulted in lower volume of spend, however the percentages are similar to previous years.

5.6 The Council has several processes and initiatives in place to support local and SME suppliers and these are detailed below:

- Consider Lotting contracts / Framework Agreements where appropriate
- Continue to pay local suppliers early where this is requested
- Select at least 50% of suppliers from the local area to bid for quotations
- Refer suppliers to the Supplier Development Programme
- Hold meet the buyer events, supplier debriefs and individual meetings
- Inform local suppliers of Scotland Excel contract opportunities and lobbying Scotland Excel to lot these contracts to allow local suppliers the ability to bid.
- Take local suppliers and SMEs into account when creating tender strategies



## Fair Work First and Community Benefits

- 5.7 Each of the 16 unique suppliers who were awarded council regulated contracts have committed to pay the real Living Wage with 1 of these suppliers being an accredited Living Wage supplier. A fuller update on activity around Fair Work First is included in section 6 below.
- 5.8 Community Benefits in 2020/21 is identified in the table below:

COMMUNITY BENEFITS 2020/21	
Total number of council regulated procurements awarded in 2020/2021:	19
Total number of council regulated procurements awarded which included community benefits in 2020/2021:	1
Community Benefits delivered in Financial Year 2020/2021:	7

The low value of awards and reducing number of larger value capital programme projects has resulted in the lower than average number of community benefits for the period. The position is expected to improve with the larger value construction contracts that are underway or will be awarded in the 2021/22 reporting period. Improvement is also anticipated in connection with the review of the Councils' Community Benefits approach as part of the new Procurement strategy which is in development and planned for submission and approval by the end of the current financial year.

## 6.0 FAIR WORK FIRST IN LOCAL GOVERNMENT

- 6.1 The updated policy and guidance on Fair Work First states that 'Fair Work is more important than ever and must be at the heart of employment practices, funding and procurements'. The letter from Ministers also directs Authorities to embed Fair Work First principles in their employment practices during the current financial year, and work towards applying the criteria to grants, other funding and contracts awarded by the timescales noted in 4.4 above. The sections below cover the current position and actions required to address each area of activity.

### Employment Practices

- 6.2 Inverclyde Council is committed to Fair Work and has taken positive steps in this regard, including becoming an accredited Living Wage Employer. There are now 7 principles to Fair Work First which are outlined below together with a summary of key actions and working practices which the Council have put in place to support these:

#### Appropriate channels for effective voice, such as trade union recognition

- Inverclyde Council recognises trade unions and already engages our trade union colleagues in key policy decisions such budget decisions;
- The Council have a jointly signed a Partnership Working Pledge with all the recognised trade unions;
- Policies promote constructive dialogue to resolve workforce issues;
- Clear communication arrangements with employees are in place (e.g. Insider publication);
- A range of employee surveys are undertaken in order to seek views and inform decision making.

#### Investment in workforce development

- Inverclyde Council invests in workforce development and this is demonstrated in our People and OD Strategy, Employee Wellbeing Strategy, Service workforce plans,

leadership events, modern apprentice and graduate opportunities and a wide catalogue of e-learning opportunities to the whole workforce;

- Performance Appraisals identify employee learning needs and individual development plans are put in place.

#### No inappropriate use of zero hours contracts

- Inverclyde Council does not use inappropriate zero hours contracts.
- Employees are employed on a permanent or temporary contract of employment.
- There is no expectation on casual/sessional workers to accept hours of work offered;
- The working arrangements of casual and sessional employees are reviewed on a quarterly basis and contracts of employment are offered where appropriate.

#### Action to tackle the gender pay gap and create a more diverse and inclusive workplace.

- Inverclyde Council participates in gender pay gap analysis on an annual basis.
- A number of initiatives have been implemented over the past few years which has seen a continuous reduction in the gender pay gap and an increase in females holding senior management positions;
- Key equality and diversity policies are in place and reviewed regularly;
- The Council is an accredited 'Carer Positive' employer and has achieved 'Disability Confident' Leader status;
- Employee equality groups and forums are engaged and have input to relevant employment policies.

#### Payment of the real Living Wage

- Inverclyde Council is already a committed accredited living wage employer;
- The Council recently reviewed its pay model which consolidated the Living Wage into the pay structure rather than paying a supplement;
- Pay rates are agreed with recognised trade unions through collective bargaining.

#### Offer flexible and family friendly working practices for all workers from day one of employment

- Inverclyde Council have a flexible workforce and have several policies (work-life balance, special leave, dealing with emergencies, maternity etc.) in place to support those working flexibly or requiring family friendly support;
- Council has developed a Hybrid Working Strategy offering employees greater flexibility in their working arrangements;
- Our work-life balance policy allows employees to make an application for flexible working after 6 months service and it is proposed that this is revised to allow employees to apply from day one;
- The Councils ICT strategy supports investing in equipment to facilitate wider flexible working.

#### Oppose the use of fire and rehire practices.

- Inverclyde Council does not operate fire and rehire policies;
- Any changes to terms and conditions of employment are achieved through meaningful consultation with recognised trade unions.

6.3 As outlined above the Council's current employment practices meet the new 7 elements of Fair Work First Principles with the exception of offering flexible and family friendly working practices from day one of employment. It is recommended that the Councils Work Life Balance Policy is revised to allow employees to make an application for flexible working from day one of employment.

### **Procurement**

6.4 Fair Work First is central to achieving the Scottish Government's priority for sustainable and

inclusive growth, and as the country transitions out of the COVID-19 pandemic and into a period of economic recovery and renewal, Fair Work is more important than ever and must be at the heart of employment practices, funding and procurements.

- 6.5 Fair Work First Practices are currently embedded within the majority of council procurement processes and this is supported by appropriate internal governance. Considerable work has been undertaken and will continue to be progressed with Procuring Services, the Council's Legal Service and Trade Unions to develop and refine the guidance and questions to be included within the procurement processes to ensure the council is adopting best practice in its implementation.
- 6.6 The position around Fair Work First is evolving with the most recent communication from the Scottish Government on 15<sup>th</sup> October 2021 stating that it is possible to mandate the payment of the real living wage in contracts where:
- Fair Work First practices, including payment of the real Living Wage is relevant to how the contract will be delivered;
  - It does not discriminate amongst potential bidders;
  - It is proportionate to do so, and
  - The contract will be delivered by workers based in the UK.
- 6.7 The recent changes detailed above have resulted in procurement establishing a cross functional working group to consider the impact, review, monitor, and progress current Fair Work First guidance in to the procurement process. Fair Work First will also feature prominently within the new procurement strategy which is scheduled to be submitted for consideration and approval prior to the end of the current financial year. To support this officers will prepare an action plan which will be submitted to the February Policy & Resources Committee. The delivery of Fair Work First outcomes will also be captured and reported as part of all future annual procurement reports.

### **Funding/Grants**

- 6.8 As noted in 6.1 above the letter from Ministers directs Authorities to work towards applying Fair Work First criteria to grant and other funding awards. The position with this element is less clear as the approach must be proportionate and appropriate to the level and type of grants or other funding awards involved. Due to the conditionality and complexity of grant funding, a cross functional team has been established to identify opportunities to influence and support the delivery of Fair Work First criteria where appropriate.

## **7.0 SCAPE SCOTLAND FRAMEWORK**

- 7.1 SCAPE are a public sector partnership that provide compliant frameworks for the delivery of works and services in the areas of Construction, Consultancy and Civil Engineering. SCAPE Scotland's frameworks are compliant with Scottish procurement legislation and since 2015, have delivered more than 260 projects across Scotland. As well as being a public sector partnership with a real focus on delivering social value through their framework agreements, SCAPE Scotland are also a living wage employer.
- 7.2 SCAPE recently announced its next-generation framework following a rigorous procurement process. This includes the new Built Environment Consultancy Services (BECs) Framework which offers access to core professional services such as Quantity Surveying and Engineering disciplines but also to more specialist / non-core services such as Net Zero advice, Listed Building advice and Landscape Architecture. As noted in 4.5 above the Council's internal Technical Service requires to be supplemented to deliver the various projects within the Capital programme and SCAPE Scotland offers a route to assist in that delivery in addition to the other established frameworks and collaborative agreements currently utilised/available.
- 7.3 Section 6 of the Standing Orders Relating to Contracts (Excluded Contracts) and specifically section 6.6 (Framework and Exempt Collaborative Agreements) states that "Any matter

relating to the Council’s membership of the bodies listed at Standing Order 6.6 shall be referred to the Council’s Policy & Resources Committee or its equivalent from time to time”. Authority is sought in terms of section 6.7 of the Standing Orders for the Corporate Procurement Manager to sign the SCAPE Scotland Access Agreement on behalf of the Council and add SCAPE Scotland to the list of “Framework and Exempt Collaborative Agreements” under section 6.6. It should be noted that there is no cost or commitment to utilise the frameworks when signing the agreement.

**8.0 IMPLICATIONS**

**Finance**

8.1 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					

There are no direct financial or procurement implications arising from this report. However, it is important that all officers of the Council support the actions required to continuously improve procurement compliance.

**Legal**

8.2 There are no known Legal implications contained within this report.

**Human Resources**

8.3 There are no known Human Resources implications contained within this report.

**Equalities**

8.4 Equalities

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

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YES

X
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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

**Repopulation**

8.5 The regeneration works outlined in this report should contribute to retaining and increasing the population within the area. There are no repopulation implications contained within this report.

**9.0 CONSULTATIONS**

9.1 The report has been prepared in consultation with the Interim Director, Environment & Regeneration; the Interim Head of Legal Services; the Head of Organisational Development, Policy & Communications and the Regeneration Manager.

**10.0 BACKGROUND PAPERS**

10.1 Scottish Procurement Policy Note - SPPN 6/2021 - 24<sup>th</sup> September 2021.

# Inverclyde Council Annual Procurement Report

1ST APRIL 2020 – 31ST MARCH 2021

# Contents

1. Introduction .....	2
2. Summary of Regulated Procurement.....	3
3. Review of Regulated Procurement Compliance .....	4
4. Community Benefit Summary .....	6
5. Fair Work and the Real Living Wage .....	7
6. Payment Performance .....	8
7. Supported Businesses Summary.....	9
8. Spend and Savings Summary .....	10
9. Future Regulated Procurements Summary .....	11
Appendix 1 – Full List of Regulated Procurements .....	12
Appendix 2 – Requirements of the Act.....	17
Appendix 3 – Community Benefit Outcomes.....	20
Appendix 4 – Future Regulated Procurements (From April 2021 to March 2023)....	21
Appendix 5 - Purchase Card Spend Equating to more than £25,000.....	23
Appendix 6 – Glossary .....	24
Appendix 7– Key Statistics.....	26

# 1. Introduction

As required under section 15 of the Procurement Reform (Scotland) Act 2014 (“the Act”), a contracting authority must publish a Procurement Strategy by December 2016 and subsequently produce an Annual Procurement Report, required by section 18 of the Act. The Annual Procurement report monitors the authority’s regulated procurement activities against delivery of its procurement strategy and should be published as soon as is reasonably practicable after the end of their financial year.

Inverclyde Council is pleased to publish our fourth Annual Procurement Report. The content of this Report covers all regulated procurements completed during the period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021 and details how those procurements supported the objectives included within the council’s Procurement Strategy.

Key benefits in the delivery of the Procurement Strategy are:

- Updating process and procedures to comply with the requirements of the new procurement rules and regulations.
- Increasing time spent on strategic aspects of procurement activities.
- Supporting the council’s overall savings targets.
- Embedding the council’s community benefits approach into all relevant and proportionate contracts delivering a greater volume and increased variety of outcomes across a wider range of commodities.
- Transitioning to the Scottish Government Procurement Journey which standardised and aligned our processes and procedures and reduced risk and duplication.
- Ensuring Small and Medium-sized Enterprises (SMEs) are provided targeted opportunities as standard within our Quick Quote process (Goods and Services under £25,000, Works under £100,000).
- Fulfilment of our procurement work plans, including the delivery of tenders supporting special projects (e.g. The Glasgow City Region City Deal)

The Council was assessed as part of the national Procurement and Commercial Improvement Programme (PCIP), and achieved a score of 70% in 2018. The PCIP assessment was planned to take place in late 2020 but has been postponed until 2022 as a result of the pandemic.



## 2. Summary of Regulated Procurement

Section 18(2) (a) of the Procurement Reform (Scotland) Act 2014 requires organisations to include: “a summary of the regulated procurements that have been completed during the year covered by the report”

Regulated procurement refers to any procurement above £50,000 for goods and services or £2,000,000 for works. A regulated procurement is completed when the award notice is published or where the procurement process otherwise comes to an end. Regulated procurements can refer to new contracts and framework agreements but also to mini-competitions and call offs from existing framework agreements.

In total the Council awarded 59 regulated contracts during the reporting period with a total award value of £22,322,989. The following table provides further detail of the type of awards:

Type	Number of Contracts	Value of Contracts	Unique Suppliers	Unique SME Suppliers
Total Council regulated contracts awarded	19	£7,221,826	16	13
Total Non-Council regulated contracts awarded	40	£15,101,163	37	14
<b>Total regulated contracts awarded</b>	<b>59</b>	<b>£22,322,989</b>	<b>52</b>	<b>27</b>

Appendix 1 Table 1 shows a full list of each individual procurement completed. Information on live contracts can also be found on Inverclyde Council’s Contract Register on Public Contracts Scotland.

During the reporting period, the Council also utilised a number of legacy non council frameworks on a call off basis, meaning a large volume of low value orders were raised accumulating to more than £50,000. The 2020/21 spend is shown for each framework in Appendix 1 Table 2.

The Council also utilised the COSLA National Care Home Contract to make awards above regulated procurement with a total value of £14,100,000.

Contract values are based on the total value of the contract for all years that the contract could be in place and therefore includes possible extensions.

During the same period there were instances where alternative methods of procurement were used in line with the regulations and the Council Standing Orders Relating to Contracts (e.g. where there is only one potential supplier).

### 3. Review of Regulated Procurement Compliance

Section 17 of the Procurement Reform (Scotland) Act 2014 requires that regulated procurements be carried out in accordance with the organisation's procurement strategy, so far as reasonably practical. Section 18(2) states that an annual procurement report must include, at 18(2) (b), "a review of whether those procurements complied with the authority's procurement strategy" and, at 18(2) (c), "to the extent that any regulated procurements did not comply, a statement of how the authority intends to ensure that future regulated procurements do comply".

The Council's Procurement Strategy sets out how regulated procurement would be undertaken in compliance with the Act. This Strategy also set out objectives for improving the process and procedures relating to regulated procurements.

From the Strategy objectives we identified the following key compliance categories:

- Best Value
- Fairness and transparency (General Duties)
- Economic and social sustainability (community benefits)
- Environmental sustainability
- Fair work practices (including Living Wage)
- Purchase to pay efficiencies

Further information on the requirements of the Act can be seen in Appendix 2.

All regulated procurement in the Council is undertaken in accordance with a legal and procedural framework which ensures that each procurement is compliant with the Strategy. Legal requirements are set out in the Council Standing Orders Relating to Contracts. Procedural requirements are set out in Scottish Government Procurement Journey (for general procurement best practice) and the Corporate Procurement Manual.

Regulated procurement spend refers to any spend with suppliers above £50,000 for goods and services or £2,000,000 for works.

Based on an analysis of the financial year 2020/21 spend data, of the £74,465,102 regulated procurement spend, £69,336,419 (93.1%) was compliant with regulated procurements:

<b>Spend Type</b>	<b>Total Regulated Spend</b>	<b>Compliant Regulated Spend</b>	<b>Non-Compliant Regulated Spend</b>	<b>Percentage Compliance</b>
Goods	£9,812,192	£9,290,015	£522,177	94.7%
Services	£64,652,909	£60,046,403	£4,606,506	92.9%
Works	£0	£0	£0	-
<b>Total</b>	<b>£74,465,101</b>	<b>£69,336,418</b>	<b>£5,128,683</b>	<b>93.1%</b>

Where there has been non-compliance with procedures, this may be due to previous partnership arrangements which now require a Direct Award or within Light Touch Regime arrangements, or the combined value of spend across various services may be more than the Financial Regulation limits.

Throughout the reporting period, our regulated procurements were monitored on an ongoing basis. This monitoring process consisted of reviewing the key supporting documents that underpin our legislative and procedural framework including sourcing strategies, project plans, procedural documentation, scoring calculators and approval reports. The monitoring process was supplemented by post project reviews, which are undertaken after a contract is awarded as well as at the end of the contract. In addition the best value aspect of our contracts is monitored regularly as part of a robust contract management process. These combined processes ensured that all regulated procurements were undertaken in compliance with the legal and procedural framework and, as a result, in compliance with the Strategy. The reviews have also allowed us to identify the following potential improvement areas:

- There are further opportunities to secure economic, environmental and social sustainability outcomes from Non Council frameworks.
- Existing contract and frameworks can continue to be targeted in order to increase purchase to pay efficiencies.
- Continue to work with client teams on advance provision of work plans which will allow increased opportunity to deliver best value from our regulated procurements.

The Council is committed to ensuring that all suppliers who are awarded business are paid within 30 days. Prompt payment clauses requiring a 30 day payment term are embedded within our contractual terms and conditions. Suppliers are required to apply the same terms and conditions with their sub-contractors who are delivering and supporting the council contract.

## 4. Community Benefit Summary

Section 18(2) (d) of the Procurement Reform (Scotland) Act 2014 states that it is mandatory for an annual procurement report to include “a summary of any community benefit requirements imposed as part of a regulated procurement that were fulfilled during the year covered by the report”.

Section 25 of the Procurement Reform (Scotland) Act 2014 mandates that all contracting authorities “must consider whether to impose community benefit requirements as part of the procurement” when the estimated contract value is greater than or equal to £4,000,000.

The council’s own policy and manual stipulates that community benefits must be considered for inclusion in all works contracts with an estimated value greater than £1,000,000 and give consideration to include in all goods and services contracts above £50,000.

Robust processes have been developed to ensure that community benefits are considered for inclusion in all relevant contracts in line with the requirements of both the Procurement Reform (Scotland) Act 2014 and the Council’s own community benefits policy.

When initiating procurement activity, client departments are required to consider and highlight potential community benefits considerations for inclusion where relevant. Procurement staff then engage with key stakeholders and undertake market research and benchmarking activity to further explore potential opportunities and identify appropriate requirements for inclusion in the contract.

Delivery of agreed outcomes is monitored and reported internally on a quarterly basis using monitoring updates provided by suppliers.

Key community benefits outcomes secured include:

Total number of Council regulated procurements awarded in 2020/21:	19
Total number of Council regulated procurements awarded which included community benefits in 2020/21:	1
Community Benefits delivered in Financial Year 2020/21	7

Appendix 3 provides full details of all outcomes secured and delivered during the reporting period.

7 Work Experience Placements were also offered during the reporting period. However they were unable to be delivered due to the ongoing Covid-19 Pandemic.

## 5. Fair Work and the Real Living Wage

As an update to the requirements within the 2020/21 Procurement Annual report, the Council is now also required to provide the following summary:

Item	Number	%
a) The number of Council regulated contracts awarded during the period that have included a scored Fair Work criterion.	15	79%
b) Number of unique suppliers who have committed to pay the real Living Wage in the delivery of a Council regulated contract awarded during the period.	16	100%
c) Number of unique suppliers who are accredited Living wage employers and were awarded a Council regulated contract during the period	2	13%
d) Number of unique suppliers who have signed up to the Scottish Business Pledge and were awarded a Council regulated contract award during the period	0	0%

## 6. Payment Performance

The table below provides a summary on payment performance:

a) Number of valid invoices for the period	39,197
b) Percentage of invoices paid on time for the period	96.84%
c) Number of Council regulated contracts awarded during the period containing a contract term requiring the prompt payment of invoices in public contract supply chains	19
d) Number of concerns raised by sub-contractors about the timely payment of invoices within the supply chain of public contracts	0

A summary of spend by supplier using a purchase card is provided in Appendix 5. Although this is not a requirement of the act this information serves as an extra level of transparency. All of these transactions involve legitimate expenses and have been fully scrutinised before being approved.

## **7. Supported Businesses Summary**

Section 18(2)(e) of the Procurement Reform (Scotland) Act 2014 requires organisations to include “a summary of any steps taken to facilitate the involvement of supported businesses in regulated procurements during the year covered by the report”.

The council’s Contract Standing Orders dictates that consideration be given to inclusion of supported businesses in all regulated procurements.

During the reporting period there were no regulated procurements awarded to supported businesses. The reason for this is that the goods, services or works associated with these procurements are not provided by existing supported businesses.

The council does have existing agreements in place with Lady Haig’s Poppy Factory, spending £237.66 who are a registered Supported Business and continues to explore opportunities for other organisations to become a supported business.

## 8. Spend and Savings Summary

A further new requirement of this year's report is that the following summary of spend and savings is provided:

a) Total procurement spend for the period covered by the annual procurement report.	£91,130,594
b) Total procurement spend for the period on SMEs during the period covered by the annual procurement report.	£52,015,862
c) Total procurement spend with third sector bodies during the period covered by the report.	£20,324,412
d) Percentage of total procurement spend through collaborative contracts	32.04%
e) Total targeted cash savings for the period covered by the annual procurement report	£0
f) Total delivered cash savings for the period covered by the annual procurement report	£0
g) Total non-cash savings for the period covered by the annual procurement report	£0



## 9. Future Regulated Procurements Summary

Section 18(2)(f) of the Procurement Reform (Scotland) Act 2014 states it is mandatory that an annual procurement report must include “a summary of the regulated procurements the authority expects to commence in the next two financial years.” Future regulated procurements have been identified via the following means:

- Current contracts on the council tender work plan that will expire and need to be extended or re-let over the next two years.
- New procurements identified via future tender work plans provided by Council service teams and analysis of council spend.
- New procurements identified via anticipated work plans for special projects (e.g. The Glasgow City Region City Deal).

a) Total number of regulated procurements expected to commence in the next two financial years	32
b) Total estimated value of regulated procurements expected to commence in the next two financial years	£74,340,875

A full list of anticipated procurements in the next two years can be seen in Appendix 4.

## Appendix 1 – Full List of Regulated Procurements

Table 1 - Awards of New Council Frameworks and Contracts

Date of Award		Supplier	Subject Matter (Commodity)	Title	Contract Start Date	Contract End Date With extensions	Estimated Contract Value
1.	01/04/2020	Inverclyde Community Development Trust	Workforce Development	Employability Services - Client Engagement, Assessment & Action Planning / Barrier Removal / Vocational Activity / Positive Destination Activity	01/04/2020	31/03/2022	£996,359
2.	01/04/2020	Inverclyde Community Development Trust	Workforce Development	Employability Services - Work Placement Programme	01/04/2020	31/03/2022	£489,996
3.	01/04/2020	ENABLE Scotland	Workforce Development	Employability Services - Employer Engagement & Support. In-Work Training & Support	01/04/2020	31/03/2022	£54,902
4.	01/04/2020	Stepwell Consultancy Ltd.	Workforce Development	Employability Services - Addressing Health Barriers to Employment	01/04/2020	31/03/2022	£124,228
5.	29/04/2020	Bield Housing & Care	Health & Social Care	Technology Enabled Care Call Handling Service	01/05/2020	30/04/2024	£168,000
6.	08/06/2020	Viridor Waste Management	Waste	Treatment of Glass (separate and/or mixed)	05/07/2020	04/07/2024	£64,000
7.	19/06/2020	Regen Waste Limited	Waste	Treatment and Recycling of MRF Outputs	22/06/2020	04/09/2020	£112,769
8.	14/07/2020	Action for Children	Health & Social Care	School Age Counselling Service	01/08/2020	31/07/2023	£1,198,000
9.	26/08/2020	Barnardo's	Health & Social Care	Family Support Workers	01/10/2020	30/09/2021	£900,000
10.	21/09/2020	Ethitec	ICT	Community Equipment Stores Management System	21/09/2020	20/09/2023	£70,000

Date of Award		Supplier	Subject Matter (Commodity)	Title	Contract Start Date	Contract End Date With extensions	Estimated Contract Value
11.	25/09/2020	J & M Murdoch & Sons	Waste	Treatment and Disposal of Inert Wastes and Rubble	01/10/2020	30/09/2024	£60,000
12.	16/10/2020	Regen Waste Limited	Waste	Treatment and Recycling of MRF Outputs	19/10/2020	18/10/2024	£1,972,560
13.	26/10/2020	Barnardo's	Health & Social Care	Integrated Children's Service	01/11/2020	30/10/2022	£462,000
14.	02/12/2020	Meon UK	Traffic Management	Supply and Delivery of Cycle Lane Defenders	02/12/2020	02/02/2021	£59,123
15.	04/12/2020	Starter Packs Inverclyde	Health & Social Care	Starter Packs	01/04/2020	31/03/2022	£75,000
16.	15/12/2020	The Wise Group	Health & Social Care	iHeat	01/04/2020	31/03/2022	£220,000
17.	15/12/2020	Financial Fitness Resource Team	Health & Social Care	Financial Fitness	01/04/2020	31/03/2022	£120,000
18.	17/02/2021	Harley Haddow (Glasgow) Ltd	Consultancy	Civil and Structural Engineering Consultancy Adult Learning Disability Hub	17/02/2021	16/02/2023	£37,020
19.	19/02/2021	Davie + McCulloch Ltd	Consultancy	MEP Engineering Consultancy Adult Learning Disability Hub	19/02/2021	18/02/2023	£37,870
<b>Total</b>							<b>£7,221,826</b>

Table 2 – Orders with Non-Council Framework Suppliers amounting to more than £50,000 spend in 2020/21.

Supplier		Subject Matter (Commodity)	Framework Owner	Framework Name	Framework Start Date	2020/21 Spend
1.	Edmundson Electrical Ltd	Building Construction Materials	Scotland Excel	Electrical Materials	01/04/2020	£110,642
2.	GMC Corsehill	Catering	Scotland Excel	Catering Sundries	01/08/2020	£57,343
3.	McLays Ltd	Catering	Scotland Excel	Fresh Meat, Cooked Meats & Fresh Fish	01/10/2018	£61,095
4.	Brake Bros Ltd	Catering	Scotland Excel	Frozen Foods	01/07/2017	£62,022
5.	Brake Bros Ltd	Catering	Scotland Excel	Groceries & Provisions	01/05/2020	£348,075
6.	Unico Ltd	Cleaning	Scotland Excel	Janitorial Products	01/03/2019	£303,398
7.	Arco Ltd	Clothing	Scotland Excel	Personal Protective Equipment	01/05/2017	£115,374
8.	Hub West Scotland	Construction	Hub West Scotland	West Territory Partnering Agreement	26/04/2012	£2,731,387
9.	Sweco UK Ltd	Consultancy	Scotland Excel	Engineering Consultancy	18/03/2017	£65,064
10.	Tts Group Ltd	Education	Scotland Excel	Education Materials	01/08/2017	£60,702
11.	Yorkshire Purchasing Organisation	Education	Scotland Excel	Education Materials	01/08/2017	£58,277
12.	Crossreach (the Operating Name For The Church Of Scotland Social Care Council)	Health & Social Care	Scotland Excel	Children's Residential	01/05/2018	£707,811
13.	Spark Of Genius (training) Limited	Health & Social Care	Scotland Excel	Children's Residential	01/05/2018	£634,571

Supplier		Subject Matter (Commodity)	Framework Owner	Framework Name	Framework Start Date	2020/21 Spend
14.	Care Visions Group Limited	Health & Social Care	Scotland Excel	Children's Residential	01/05/2018	£437,079
15.	Kibble Education & Care Centre	Health & Social Care	Scotland Excel	Children's Residential	01/05/2018	£392,883
16.	Inspire Scotland Ltd	Health & Social Care	Scotland Excel	Children's Residential	01/05/2018	£148,547
17.	Hillside School (aberdour) Limited	Health & Social Care	Scotland Excel	Children's Residential	01/05/2018	£138,179
18	Barnardo's	Health & Social Care	Scotland Excel	Fostering	25/03/2017	£160,386
19.	Kibble Education & Care Centre	Health & Social Care	Scotland Excel	Secure Care	01/04/2020	£174,267
20.	Edenred UK Group Ltd	Human Resources	Crown Commercial Services	Employee Benefits - Childcare Vouchers	30/08/2019	£50,517
21.	Randstad Public Services Limited	Human Resources	Scotland Excel	Social Care Agency Workers	01/08/2018	£240,479
22.	HP UK Ltd	ICT	Procurement Scotland	Desk Top Client Devices	01/01/2020	£779,978
23.	HP UK Ltd	ICT	Procurement Scotland	Mobile Client Devices	16/11/2015	
24.	Konica Minolta Ltd	ICT	Procurement Scotland	Office Equipment - Multifunctional Devices & Services	03/06/2017	£250,730
25.	Lyreco	ICT	Procurement Scotland	Stationery and Office Paper	01/06/2016	£139,367
26.	XMA Limited	ICT	Procurement Scotland	Web based and proprietary devices	30/11/2019	£62,062
27.	Avm Impact Ltd	ICT	Scotland Excel	Audio Visual	01/04/2019	£692,210

Supplier		Subject Matter (Commodity)	Framework Owner	Framework Name	Framework Start Date	2020/21 Spend
28.	Hawthorn Heights Ltd	Outdoor Surfaces	Scotland Excel	Outdoor Play Equipment and Artificial Surfaces	01/05/2017	£104,434
29.	Hillhouse Quarry Group Ltd	Roads	Scotland Excel	Roadstone	01/07/2018	£415,979
30.	The Irish Salt Mining & Exploration Company (T/A Salt Sales Company)	Roads	Scotland Excel	Salt for Winter Maintenance	01/07/2018	£134,387
31.	Mitie Security Ltd	Security	Scotland Excel	Security Services and Cash Collection	16/09/2019	£137,499
32.	Securigroup Limited	Security	Scotland Excel	Security Services and Cash Collection	16/09/2019	£73,841
33.	EDF Energy Customers Ltd	Utilities	Procurement Scotland	Electricity	01/04/2019	£1,625,096
34.	Certas T/A Scottish Fuels	Utilities	Procurement Scotland	Fuel	14/10/2019	£362,549
35.	Total Gas & Power	Utilities	Procurement Scotland	Gas	01/04/2020	£695,173
36.	Western Automobile Company Ltd t/a Western Commercial	Vehicles	Scotland Excel	Heavy Vehicles	01/01/2018	£1,967,739
37.	Motus Group (uk) Limited T/a Imperial Commercials	Vehicles	Scotland Excel	Heavy Vehicles	01/01/2018	£103,225
38.	McConechy's tyre service Ltd	Vehicles	Scotland Excel	Tyres for Vehicles & Plant	01/11/2017	£66,956
39.	Renault UK Ltd	Vehicles	Scotland Excel	Vehicle Purchase RM6060	02/12/2018	£322,899
40.	Enva Organics Recycling (formerly Gp Green Recycling)	Waste	Scotland Excel	Organic Waste	01/08/2017	£108,941
<b>Total</b>						<b>£15,101,163</b>

## **Appendix 2 – Requirements of the Act**

Procurement Reform (Scotland) Act 2014 asp 12 Part 2 General duties Section 8

### **8 General Duties**

- (1) A contracting authority must, in carrying out a regulated procurement –
- (a) treat relevant economic operators equally and without discrimination,
  - (b) act in a transparent and proportionate manner.
- (2) A contracting authority must also comply with the sustainable procurement duty.
- (3) However, a contracting authority must not do anything in pursuance of subsection (2) that would conflict with its duty under subsection (1).
- (4) A relevant economic operator is an economic operator who is a national of, or is established in –
- (a) A member State, or
  - (b) Iceland, Liechtenstein or Norway.
- (5) Subsection (1) does not apply in relation to an EU-regulated procurement

### **9 Sustainable Procurement Duty**

- (1) For the purposes of this Act, the sustainable procurement duty is the duty of a contracting authority –
- (a) before carrying out a regulated procurement, to consider how in conducting the procurement process it can –
    - (i) improve the economic, social, and wellbeing of the authority's area,
    - (ii) facilitate the involvement of small and medium enterprises, third sector bodies and supported businesses in the process, and
    - (iii) promote innovation, and
  - (b) in carrying out the procurement, to act with a view to securing such improvements identified as a result of paragraph (a)(i).
- (2) The contracting authority must consider under subsection (1) only matters that are relevant to what is proposed to be procured and, in doing so, consider the extent to which it is proportionate in all the circumstances to take those matters into account.

(3) In this section –

- “small and medium enterprises” means businesses with not more than 250 employees,
- “third sector bodies” means organisations (other than bodies established under an enactment) that exist wholly or mainly to provide benefits for society or the environment.

(4) In this section, references to the wellbeing of the authority’s area include reducing inequality in the area. Procurement Reform (Scotland) Act 2014 asp 12 Part 2 Procurement strategy and annual report Section 15.

### 15 Procurement Strategy

(1) A contracting authority which expects to have significant procurement expenditure in the next financial year must, before the start of that year –

(a) prepare a procurement strategy setting out how the authority intends to carry out regulated procurements, or

(b) review its procurement strategy for the current financial year and make such revisions to it as the authority considers appropriate.

(2) Subsection (3) applies where a contracting authority –

(a) has not, in relation to a financial year, prepared or reviewed a strategy under subsection (1), and

(b) becomes aware of the likelihood of having significant procurement expenditure during that year.

(3) The contracting authority must, as soon as practicable after it becomes aware of the likelihood of having significant procurement expenditure –

(a) prepare a procurement strategy setting out how the authority intends to carry out regulated procurements, or

(b) review its most recent procurement strategy and make such revisions to it as the authority considers appropriate.

(4) An authority has significant procurement expenditure in a year if the sum of the estimated values of the contracts to which its regulated procurements in that year relate is equal to or greater than £5,000,000.

(5) The procurement strategy must, in particular –



- (a) set out how the authority intends to ensure that its regulated procurements will
- (i) Contribute to the carrying out of its functions and the achievement of its purposes
  - (ii) deliver value for money, and
  - (iii) be carried out in compliance with its duties under section 8,
- (b) include a statement of the authority's general policy on
- (i) the use of community benefit requirements,
  - (ii) consulting and engaging with those affected by its procurements,
  - (iii) the payment of a living wage to persons involved in producing, providing or constructing the subject matter of regulated procurements,
  - (iv) promoting compliance by contractors and sub- contractors with the Health and Safety at Work etc. Act 1974 (c.37) and any provision made under that Act, and
  - (v) the procurement of fairly and ethically traded goods and services,
- (c) include a statement of the authority's general policy on how it intends its approach to regulated procurements involving the provision of food to –
- (i) improve the health, wellbeing and education of communities in the authority's area, and
  - (ii) promote the highest standards of animal welfare,
- (d) set out how the authority intends to ensure that, so far as reasonably practicable, the following payments are made no later than 30 days after the invoice (or similar claim) relating to the payment is presented –
- (i) payments due by the authority to a contractor,
  - (ii) payments due by a contractor to a sub-contractor,
  - (iii) payments due by a sub-contractor to a sub-contractor,
  - (e) address such other matters as the Scottish Ministers may by order specify.
- (6) The Scottish Ministers may by order modify subsection (4) so as to substitute for the figure specified there for the time being such other figure as they consider appropriate.
- (7) In subsection (5)(b)(iii), a "living wage" means remuneration which is sufficient to ensure an acceptable standard of living.

### Appendix 3 – Community Benefit Outcomes

<b>Theme</b>	<b>Outcome</b>	<b>Number Delivered</b>
New Entrant Positions	New Starts	4
Workplace Visits and Careers Events	Construction Curriculum Support – career support and site visit.	2
Community Engagement & Funding	Flower boxes, supplied and maintained for 2 years, equivalent to £5,000	1
<b>Total</b>		<b>7</b>

## Appendix 4 – Future Regulated Procurements (From April 2021 to March 2023)

Subject Matter (Commodity)		Title of Contract	Estimated Contract Start Date	Estimated Total Contract Value	Type
1.	Business Development	Business Gateway Services in Inverclyde	16/09/2021	£180,000	Ongoing
2.	Construction	Lift Maintenance	31/05/2021	£75,000	Ongoing
3.	Construction	Inverkip (City Deal)	01/10/2021	£3,250,000	One Off
4.	Construction	Maintenance & Minor Works for Fencing, Balustrades & Blacksmiths	01/11/2021	£416,000	Ongoing
5.	Construction	Community Learning Disability Hub	01/02/2022	£6,700,000	Ongoing
6.	Construction	Drainage Cleaning and Repair	05/02/2023	£250,000	Ongoing
7.	Consultancy	Carbon Neutral Consultancy Service	26/11/2021	£61,350	Ongoing
8.	Health & Social Care	National Care Home Contract	01/04/2021	£14,000,000	Ongoing
9.	Health & Social Care	Early help from Police Custody.	01/07/2021	£880,000	Ongoing
10.	Health & Social Care	Starter packs for vulnerable individuals	01/10/2021	£50,000	Ongoing
11.	Health & Social Care	Dementia	01/11/2021	£60,000	Ongoing
12.	Health & Social Care	Housing Information & Advice Service	11/12/2021	£275,000	Ongoing
13.	Health & Social Care	Supported Living Services	06/02/2022	£13,600,000	Ongoing
14.	Health & Social Care	Case management system for the Integrated Advice Service	01/04/2022	£67,125	Ongoing
15.	Health & Social Care	Distress Brief Intervention	01/04/2022	£100,000	Ongoing
16.	Health & Social Care	Information, Advice and Support Service, Respite Group Holidays, Sitter Service, Short Breaks	01/04/2022	£1,500,000	Ongoing
17.	Health & Social Care	Peer Support, Early Intervention and Recovery Development Co-ordinator services.	01/04/2022	£480,000	Ongoing
18.	Health & Social Care	Post Diagnostic Support.	01/04/2022	£78,000	Ongoing

Subject Matter (Commodity)		Title of Contract	Estimated Contract Start Date	Estimated Total Contract Value	Type
19.	Health & Social Care	Sheltered Housing	01/04/2022	£1,200,000	Ongoing
20.	Health & Social Care	Homecare Services in Inverclyde	02/04/2022	£8,100,000	Ongoing
21.	Health & Social Care	Daycare	01/07/2022	£1,500,000	Ongoing
22.	ICT	Social Care Replacement System	01/04/2021	£1,600,000	Ongoing
23.	ICT	Corporate Microsoft Licences	01/09/2021	£900,000	Ongoing
24.	ICT	Printing, Binding, Enveloping & Mailing Service	02/09/2021	£240,000	Ongoing
25.	ICT	Electronic Monitoring System for Care at Home.	01/07/2022	£129,000	Ongoing
26.	Traffic Management	Parking Management System Services	16/10/2021	£150,000	Ongoing
27.	Vehicles	Hire of Surfacing Plant & Roads Related Services	03/04/2021	£1,600,000	Ongoing
28.	Waste	Food Waste	30/06/2021	£200,000	Ongoing
29.	Waste	Treatment of Mixed Scrap Metal	01/09/2021	£65,000	Ongoing
30.	Waste	Treatment and Disposal of Recyclable and Residual Waste	02/09/2022	£12,400,000	Ongoing
31.	Waste	Treatment & Disposal of Street Sweepings & Gully Waste	01/01/2023	£134,400	Ongoing
32.	Workforce Development	Employability Services	01/04/2022	£4,100,000	Ongoing
<b>Total</b>				<b>£74,340,875</b>	

Please Note: Ongoing spend analysis task will identify areas of non-compliance that will be added to the pipeline of future procurements on an ongoing basis.

## Appendix 5 - Purchase Card Spend Equating to more than £25,000

Supplier	Spend	Spend Compliance
1. MOTEL AIR	£163,032	Non-Complaint
2. ELECTRIC CENTER	£122,962	Complaint
3. MCCONECHYS GREENOCK	£113,946	Complaint
4. AMAZON	£71,443	Non-Complaint
5. TESCO STORES	£45,237	Non-Complaint
6. ARNOLD CLARK FINANCE	£33,214	Complaint
7. BURNT TREE GROUP	£25,875	Non-Complaint
8. THE PLUMBERS M8 LTD	£25,103	Non-Complaint
<b>Total</b>	<b>£600,812</b>	

## **Appendix 6 – Glossary**

### **Best Value**

An economic assessment by the public sector as to whether a project represents value for money; the optimum combination of cost and quality to provide the required service.

### **Commodity**

Taxonomy (classification) for the entire Council, to give the Council the ability to accurately describe the primary business activities of its suppliers the commodity approach presently used by the Council was defined back in 2006 and was reviewed and refined as part of the 2016 to 2018 Strategy. Commodity ownership, definitions and scope will continue to be developed as part of the Council's Corporate Procurement and Commercial Improvement Strategy 2018 to 2022.

### **Community Benefits**

Community benefits are requirements which deliver wider benefits in addition to the core purpose of a contract. These can relate to social, economic and or environmental benefits.

### **Commodity**

A group of goods or services that have shared characteristics

### **Contract**

An agreement concluded between the Council and the supplier that is legally binding, containing terms of the agreement, any schedules and appendices, the Tender Specification and any other specifications, drawings, official purchase order(s) and other documents which are relevant to the Contract.

### **COSLA**

The Convention of Scottish Local Authorities, is the representative voice of Scottish local government, lobbying on behalf of member Councils. COSLA works directly with the Scottish Government and Parliament to influence public policy and practice, and to ensure that local government has the necessary resources to implement policy on behalf of its communities.

### **Fair Work Practices**

Employment practices that support wellbeing e.g. training and development, equality of opportunity.

### **Framework**

An agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (in particular the terms as to price and, where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies.

### **Procurement Strategy**

A document required as part of Scottish Procurement Regulations that sets out how the Council intends to carry out its regulated procurements i.e. procurements with an estimated value equal to or greater than £50k (excluding VAT) for goods & services (or £2,000,000 excluding VAT for a public works contract).

**Public contracts Scotland**

The national advertising portal used to advertise all Scottish Government goods, services or works contract opportunities.

**Public Contracts Scotland Tender**

The national advertising portal used to tender all Scottish Government goods, services or works contract opportunities.

**Real Living Wage**

A wage rate per hour that is based on the cost of living and is currently voluntarily paid by UK organisations. The current rate per hour for Financial Year 2020/21 is minimum £9.50 across the UK and £10.85 in London, for ages 18 and older. Organisations can gain accreditation of this with the Living Wage Foundation.

**Regulated Procurement**

Contracts above the EU contract threshold values where the relevant EU regulations apply (above £50,000 for goods and services contracts and above £2,000,000 for works contracts).

**Regulated Spend**

Spend above the EU contract threshold values where the relevant EU regulations apply (above £50,000 for goods and services contracts and above £2,000,000 for works contracts).

**Stakeholder**

Any person or group who has a vested interest in the success of the procurement activity, i.e. either provides services to it, or receives services from it.

**Supplier**

An entity who supplies goods or services; often used synonymously with “vendor”.

**Supported business**

An organisation whose main aim is the social and professional integration of disabled or disadvantaged persons.

**Small and Medium Enterprises (SME's)**

Enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro, and/or an annual balance sheet total not exceeding 43 million euro.

**Third Sector**

The part of an economy or society comprising non-governmental and non-profit-making organisations or associations.

**Sustainable procurement**




A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits, not only for the organisation but also to society, the economy and the environment.

**Tender Work plan**

List of upcoming procurement activity including re-tenders, extensions, and new activity.

## Appendix 7– Key Statistics

Key Statistics in relation to Regulated spend and procurement's (above £50,000 for goods and services or £2,000,000 for works).

<h3>Contracts</h3> 	<h3>Suppliers</h3> 	<h3>Community Benefits</h3> 
<p><b>19</b> Council Contracts Awarded</p>	<p><b>139</b> Suppliers Used</p>	<p><b>7</b> Community Benefits Delivered</p>
<p><b>118</b> Contracted Suppliers</p>		<p><b>2</b> Workplace Visits and Careers Events</p>
<p><b>£7.22m</b> of Council Contracts Awarded</p>	<p><b>95</b> Suppliers Used Based in Scotland</p>	<p><b>4</b> New Entrant Positions</p>
<p><b>36</b> Collaborative Frameworks Used</p>	<p><b>60.79m</b> Spend with Suppliers Based in Scotland</p>	<p><b>1</b> Community Engagement &amp; Funding</p>
<p><b>15</b> Council Contracts Awarded with Commitments to Fair Work First</p>	<p><b>31</b> Suppliers Used Based in Inverclyde</p>	<p><b>0</b> Work Experience Placements*</p>
<p><b>1</b> Council Contracts Awarded that contain Community Benefits</p>	<p><b>16.7m</b> Spend with Suppliers Based in Inverclyde</p>	<p><b>15</b> Supplier awarded Council contracts that as a minimum pay the ((Real) Living Wage)</p>

\*7 Work Experience Placements were also offered during the reporting period. However they were unable to be delivered due to the ongoing Covid-19 Pandemic.



Cabinet Secretary for Finance and Economy  
Cabinet Secretary for Social Justice, Housing and Local  
Government  
Kate Forbes MSP  
Shona Robison MSP



Scottish Government  
Riaghaltas na h-Alba  
gov.scot

T: 0300 244 4000

Local Authority Leaders  
COSLA Chief Executive

09 September 2021

## **FAIR WORK FIRST IN LOCAL GOVERNMENT**

Dear Local Authority Leader and COSLA Chief Executive,

The past eighteen months has been a time like no other, with the coronavirus pandemic impacting upon every area of life in Scotland. The action the Scottish Government and our local government partners have taken to tackle the pandemic and protect the NHS has been necessary and as we continue to lead the country out of the pandemic, we must also focus on our economic recovery and renewal and progress our ambition for Scotland as a wellbeing economy.

Therefore, we write to you now to re-state the Scottish Government's commitment to Fair Work. Throughout the pandemic we have continued to press the importance of Fair Work to protect the health and livelihoods of workers across Scotland and the collaboration between employers, workers and unions has been key to ensuring workers have been treated fairly. Now, we must continue to build momentum and focus in driving fair work practice across the public sector and wider labour market.

Ministers have made clear the public sector must lead the way on Fair Work and the Scottish Government remain committed to progressing fair work across the Civil Service sector, working in partnership with our public sector partners and the relevant trade unions. We will also apply Fair Work First in relevant grant and public contract funding as a priority. Public bodies across Scotland are also adopting our flagship Fair Work First approach.

We recognise that local government is also committed to Fair Work and taking positive action in this regard, including through Living Wage Accreditation. In particular, we welcome the shared commitment made in June by the Chief Officers to adopting our Fair Work First approach. In this context, we ask if you could initiate action for embedding Fair Work First principles in your employment practices during the current financial year, and work towards applying the criteria to grants, other funding and contracts awarded by your authority as soon

as is practicable by the start of the 2022-23 financial year. Specifically, Fair Work First asks for a commitment to:

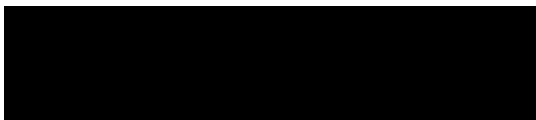
- appropriate channels for effective voice, such as trade union recognition;
- investment in workforce development;
- no inappropriate use of zero hours contracts;
- action to tackle the gender pay gap and create a more diverse and inclusive workplace;
- payment of the real Living Wage;
- offer flexible and family friendly working practices for all workers from day one of employment; and
- oppose the use of fire and rehire practices.

The criteria for flexible working and fire and rehire practices are being introduced as part of our Manifesto commitments and come into effect from October 2021. It will be important to consider how these can be applied to your workplace policies and new procurement, grant and other funding decision-making processes, along with the existing criteria. Our Fair Work First Guidance is being updated to support the implementation of the new criteria and will be published in September; it is being developed with input from the STUC, COSLA, the Fair Work Convention, and business and third sector partners. We very much welcome COSLA's contribution. Revised procurement policy advice will also be published in line with this update.

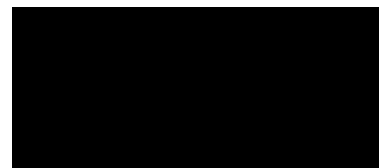
Local authorities will be best placed to determine how Fair Work First can be applied to local priorities. Delivery can be monitored within normal funding and contract management arrangements. Effective worker voice is the cornerstone of Fair Work and it will be important to maintain constructive engagement with workers and relevant trade union or other representatives as you progress fair work across your organisation. In this regard, the [Fair Work Employer Support Tool](#) can be used to self-assess fair work practice against the [Dimensions of Fair Work](#); the tool will be enhanced to incorporate the new criteria. You may also wish to encourage workers in your organisation and local area to use the [Fair Work Employee Self-assessment tool](#) to assess their own fair work experiences. Data gathered from these tools will help to inform our understanding of the successes and challenges in providing fair work.

Thank you for your continued support in helping us to realise our vision for Scotland to be a leading Fair Work Nation by 2025.

Yours sincerely



**SHONA ROBISON**



**KATE FORBES**

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Interim Director, Finance &amp; Corporate Governance</b>	<b>Report No:</b>	<b>LS/87/21</b>
<b>Contact Officer:</b>	<b>Emma Peacock</b>	<b>Contact No:</b>	<b>01475 712115</b>
<b>Subject:</b>	<b>Contract Awards – 1 April 2021 to 30 September 2021</b>		

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## **1.0 PURPOSE**

- 1.1 The purpose of this report is to advise the Committee of contracts awarded for the supply of goods or materials, provision of services and execution of works during the period 1 April 2021 to 30 September 2021.

## **2.0 SUMMARY**

- 2.1 The Policy & Resources Committee at the meeting held on 20 May 2014 agreed that six monthly reports on contract awards between £25,000 and £500,000 be submitted to the Committee by the Head of Legal & Property Services (min ref 2014 para 371(2)). Following a review by the CMT, it has been agreed that the information should be enhanced to include contract awards over £500,000, Direct Awards, Negotiated Contracts and Modifications.
- 2.2 Appendix 1 provides details of contracts awarded for the period 1 April 2021 to 30 September 2021 where the estimated price of the contract exceeds £25,000 for the supply of goods or materials/ the provision of services and where the estimated price of the contract exceeds £100,000 for the execution of works.
- 2.3 Appendix 2 provides details of direct awards; direct call-offs from frameworks; ICT negotiated contracts; and contract modifications made in the period 1 April 2021 to 30 September 2021 where the value of the contract exceeds £25,000 for the supply of goods or materials/ the provision of services.
- 2.4 Appendix 3 includes, for the period 1 April 2021 to 30 September 2021, the outcome of any blacklisting protocol applications.

## **3.0 RECOMMENDATION**

- 3.1 That the Committee note the contracts awarded by the Council during the period 1 April 2021 to 30 September 2021.

**Anne Sinclair**  
**Interim Head of Legal Services**

## 4.0 BACKGROUND

- 4.1 The Policy & Resources Committee at the meeting held on 20 May 2014 agreed that six monthly reports on contract awards between £25,000 and £500,000 be submitted to the Committee by the Head of Legal & Property Services (Min. reference 2014 para 371(2)). Following a review by the CMT, it has been agreed that the information should be enhanced to include contract awards over £500,000, Direct Awards, Negotiated Contracts and Modifications.
- 4.2 Appendix 1 provides details of those contracts awarded during the period 1 April 2021 to 30 September 2021 for:
- the supply of goods or materials where the estimated price of the contract exceeds £25,000
  - the provision of services where the estimated price of the contract exceeds £25,000
  - the execution of works where the estimated price of the contract exceeds £100,000
  - collaborative purchasing contracts secured through collaborative purchasing (in terms of Contract Standing Order Clause 6.6) where the estimated price of the contract exceeds £25,000 for the supply of goods/materials/services and exceeds £100,000 for the execution of works.
- 4.3 Appendix 2 provides details of direct awards; direct call-offs from frameworks; ICT negotiated contracts; and contract modifications made in the period 1 April 2021 to 30 September 2021 where the value of the contract exceeds £25,000 for the supply of goods or materials/ the provision of services.

Both Appendix 1 and Appendix 2 are in accordance with the thresholds set out in Contract Standing Order 6.1.

- 4.4 Appendix 3 provides the outcome of any blacklisting protocol applications during the period 1 April 2021 to 30 September 2021 as requested by the Committee at its meeting on 17 May 2016.

## 5.0 IMPLICATIONS

### Finance

- 5.1 There are no direct financial implications arising as a result of this report however the financial implications in respect of each of the contract awards detailed in Appendix 1 and 2 are reported to the appropriate service committee as necessary.

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					

**Legal**

5.2 There are no legal implications arising as a result of this report. Any legal implications in respect of each of the contract awards will be reported to the relevant service Committee.

**Human Resources**

5.3 There are no direct human resources implications arising as a result of this report.

**Equalities**

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

## **Repopulation**

- 5.5 While there are no direct repopulation implications arising as a result of this report many of the contracts awarded will enhance the area or facilities provided and operated by the Council which may help to stabilise and grow the population of Inverclyde.

## **6.0 CONSULTATIONS**

- 6.1 The Corporate Procurement Manager was consulted during the preparation of this report.

## **7.0 LIST OF BACKGROUND PAPERS**

- 7.1 None.

DATE OF AWARD	TITLE	NAME OF SUCCESSFUL TENDERER	LOCATION OF SUCCESSFUL TENDERER	CONTRACT AMOUNT	CONTRACT TERM	SME YES/NO	NUMBER OF LOCAL COMPANIES WHO SUBMITTED A TENDER	NUMBER OF LOCAL COMPANIES WHO CAPABLE SUBMITTED A TENDER	CONTRACT LOTTED YES/NO
<b>CONTRACT AWARDS</b>									
06-Apr-21	14/063B Crosshill Care Home Replacement Unit Completion Works PRO0848	W.H. Kirkwood Limited	Greenock	£744,605.80	6 Months - One Off Project	Yes	One	One	No
09-Apr-21	17/020A – Gourrock Primary School Extension Works to Completion PRO0847	W.H. Kirkwood Limited	Greenock	£1,541,186.89	7 Months - One Off Project	Yes	One	One	No
20-Apr-21	Greenock Ocean Terminal & George Wyllie Art Gallery PRO0833	Heron Bros. Limited	Londonderry	£6,220,883.98	1 Year 4 Months - One Off Project	No	None	None	No
19-May-21	21/015 - Replacement of 3G Synthetic Pitches, Weymss Bay Primary School PRO0859	Sportex Group Limited	Grangemouth	£78,696.40	7 Weeks - One Off Project	Yes	None	None	No
19-May-21	21/011- Replacement of 3G Synthetic Pitch Lady Octavia Recreation Centre, Greenock PRO0857	Sportex Group Limited	Grangemouth	£158,719.20	7 Weeks - One Off Project	Yes	None	None	No
25-May-21	Provision of a Carbon Neutral Consultancy Service CP0384	Mabbett & Associates Limited	Glasgow	£61,350	6 Months - One Off Project	No	None	None	No
02-Jun-21	Project 21/016 - Service, Maintenance & Repair of Lifts within Inverclyde Council Properties PRO0855	KONE PLC	Chertsey	Schedule of Rates Estimated £120,000	3 years	No	None	None	No
05-Jul-21	Independent Advocacy for Adults PRO0836	Circles Network	Warwickshire	£211,600	4 Years	Yes	None	None	No
14-Jul-21	Provision of a Cash Collection Service CP0394/FIN	Security Plus Limited	Stoke on Trent	Schedule of Rates Estimated £53,000.00	4 Years	No	None	None	No
16-Jul-21	Provision of a Printing, Binding, Enveloping and Mailing Service CP0390/FIN	Critiqom Limited	Bellshill	Schedule of Rates Estimated £60,000 per annum	4 Years	Yes	None	None	No
19-Jul-21	Scotland Excel Dynamic Purchasing System 27-17 Treatment and Disposal of Recyclable and Residual Waste Mini Competition under Lot 21 Treatment and Disposal of Recyclable and Residual Waste	Barr Environmental Limited	Bellshill	Schedule of Rates Estimated £3million per annum	3 Years & 4 Months	No	None	None	No
24-Aug-21	Business Gateway Services in Inverclyde CP0399/ED	Business Development Advisers Limited	Glasgow	£106,300	1 Year	Yes	None	None	No
25-Aug-21	Decriminalised Parking Enforcement Back Office Support CP0401/ENV	Imperial Civil Enforcement Solutions Limited	Bristol	Schedule of Rates	3 Years	Yes	None	None	No
26-Aug-21	ENV0453 Scotland Excel Dynamic Purchasing System 27-17 Treatment and Disposal of Recyclable and Residual Waste Mini Competition under Lot 7 – Sale of Scrap Metal for the period from 01 September 2021 until 31 August 2023 (with an option for Inverclyde Council to extend until 31 August 2024 and a further option for Inverclyde Council to extend until 31 August 2025)	Accident Repair Centre (Scotland) Limited	Greenock	Schedule of Rates Estimated £50,000	4 Years	Yes	One	5	No
16-Sep-21	15/033- Knocknairshill Cemetery Extension, Greenock PRO0863	John McGeady Limited	Glasgow	£1,074,058.25	9 Months - One Off Project	Yes	One	One	No
23-Sep-21	Provision of Early Help in Policy Custody Service CP0396/HSCP	Turning Point Scotland Services Limited	Glasgow	£396,880	2 Years	No	None	None	No

DATE OF AWARD	TITLE	SUPPLIER	LOCATION OF SUPPLIER	CONTRACT AMOUNT	CONTRACT TERM	SME YES/NO
<b>DIRECT AWARDS</b>						
01-Apr-21	Provision of a Wellbeing Support Worker Service for Families - Children with ASN	Barnardo's	Edinburgh	£130,000.00	1 Year	No
21-Apr	Provision of an Independent Children's Intensive Support Service	Includem	Glasgow	Schedule of Rates estimated £100,000 over 24 months	2 Years	Yes
29-Apr-21	Provision of Annual Support & Maintenance for SWIFT for the Contract period of 01 May 2021 until 30 April 2024 and the Provision of SAP Business Objects Licences	OLM Systems Limited	Middlesex	£86,911.82	3 Years	Yes
22-Jun-21	Provision of Day Care Services (x2)	(1)Angel Care Services (Scotland) Limited and (2) Muirshiel Resource Centre	(1) Greenock (2) Port Glasgow	Schedule of Rates Estimated £334,415	1 Year	Yes
23-Jun-21	Provision of a Consultation and Facilitation Service	The Advisory Group	Glasgow	£62,826.40	1 Year	Yes
11-Aug-21	Online Payment System CP0395/EDU	ParentPay Limited	Somerset	£31,155 (£10,385 per annum)	3 Years	Yes
18-Aug-21	Provision of a Significant Case Review in the case of M.F.	Professor Jean MacLellan	Isle of Islay	Maximum of £40,000 per annum	18 months	Yes
<b>DIRECT CALL OFF FROM FRAMEWORK</b>						
23-Aug-21	Microsoft Licensing under SG Framework SVAR	Softcat Plc	Manchester	£883,096.10	3 Years	No
<b>ICT NEGOTIATED CONTRACTS</b>						
	N/A					
<b>MODIFICATIONS</b>						
13-Apr-21	Provision of an Integrated Children's Service	Barnardo's Services Ltd	Essex	£29,348.00	6 months	No
07-Jul-21	Provision of a Community Connector Service in Inverclyde	Inverclyde Community Care Forum	Greenock	£60,000.00	3 Years	Yes





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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Interim Director, Finance &amp; Corporate Governance</b>	<b>Report No:</b>	<b>FIN/62/21/AP/LA</b>
<b>Contact Officer:</b>	<b>Alan Puckrin</b>	<b>Contact No:</b>	<b>01475 712223</b>
<b>Subject:</b>	<b>Delivering Differently Programme Update</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to provide Committee with the annual update of the Delivering Differently programme and to seek decisions as appropriate.

## 2.0 SUMMARY

- 2.1 It was agreed a number of years ago that the main Change Projects for the Council would be encapsulated within a single programme called Delivering Differently which would be reported on an annual basis to the Policy & Resources Committee. In addition it has been agreed with the Trades Unions that regular updates on progress with the projects would be discussed at the Joint Budget Group with liaison with specific Trades Union contacts taking place throughout the year.
- 2.2 Appendix 1 shows the latest position reported by Lead Officers as at the end of September. It can be seen from the Appendix that it is proposed to drop 9 projects on the basis that they are now complete and 1 due to the impact of Covid.
- 2.3 It is however proposed to amend some of the existing projects as detailed in Section 5 of the report to reflect the impact of the pandemic on Inverclyde Leisure and the ways which Council office based employees could potentially work in the future. In addition it is proposed to add a project relating to Home Care.
- 2.4 The New Ways of Working project would require a dedicated Change Team to address the shared goal of increasing electronic document management, reducing the size of the office estate and providing greater flexibility to some of the employees regarding the mix of office and home working. A Proposal is being developed for consideration by Members as part of the 2022/23 Budget.
- 2.5 In order to inform the development of some of the proposals within the Programme it would be useful to gather intelligence on employee intentions were reductions in numbers may be required. In line with a similar approval granted in the last three years, the Committee is asked to grant delegated powers to the Chief Executive to conduct Voluntary Early Release Trawls where required but on the proviso that no decisions are taken without a report to the relevant Committee
- 2.6 It is clear that good progress has been made in a number of projects with a number having been completed however, it is recognised that in order to help close the estimated funding gap, the pace of change cannot slacken as the Council begins to emerge from the pandemic.

### **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Committee note the current position of the Delivering Differently Programme in Appendix 1.
- 3.2 It is recommended that the Committee approve the changes to projects set out in paragraph 5.3 and the addition of a new project in relation to Home Care.
- 3.3 It is recommended that the Committee agrees that delegated powers are given to the Chief Executive to conduct Voluntary Early Release Trawls for relevant projects in the Programme but on the proviso that no decisions are taken without a report to the relevant Committee.
- 3.4 It is recommended that the Committee approve the £20,000 virement in respect of Internal Audit Shared Services in order to address the outstanding saving in this area.

**Alan Puckrin**  
**Interim Director, Finance & Corporate Governance**

## 4.0 BACKGROUND

- 4.1 Audit Scotland have consistently highlighted that local authorities have depended on incremental changes to services, increasing charges and reducing employee numbers in order to make savings. Audit Scotland views that these are neither sufficient nor sustainable solutions to the challenges facing councils. They set out that what is required is a more strategic approach, longer term planning and a greater openness to alternative forms of service delivery.
- 4.2 The Committee agreed in 2017 to track the key Change Projects into a received a single programme of work was called “Delivering Differently” and to receive updates at least annually. As this programme will have impacts on employees, progress is also discussed with the Trades Unions at the Joint Budget Group.
- 4.3 There are 3 Directorate Change Boards which meet monthly to monitor progress in the delivery of savings and projects which involve changes in service delivery. Every 2 months the CMT should review progress using a RAG status approach. The areas where there is the greatest potential change in service delivery are collated into the Delivering Differently programme which is attached as Appendix 1.

## 5.0 PROGRESS REPORT - OCTOBER 2021

- 5.1 During the last 12 months progress on some of the Change Board projects has been affected by Covid-19 due to senior officer resources being focussed on tackling the pandemic. This has required a degree of prioritisation and has also resulted in the CMT/JBG reviews not happening as frequently as originally planned.
- 5.2 Appendix 1 summarises the current status of the 25 projects which currently make up the Delivering Differently programme. Potential savings and employee impacts plus reporting timescales are shown. From Appendix 1, it can be seen that 9 of the projects have been completed during the last 12 months and will be dropped from future updates. This represents 5 more projects being completed than in the 12 months to October 2020. In addition it is proposed to drop the Janitorial review given the extra requirements which have emerged as part of Covid.
- 5.3 It is proposed to amend some of the existing projects as detailed below:

IL AMP Review – There has been a significant impact on Inverclyde Leisure’s income stream as a result of Covid which has resulted in the Council allocating almost £4million over 2020/23 to address the funding gap. Whilst numbers and income levels are recovering there is a need to review the sustainability of current core funding levels in order to minimise a longer term increase in Council funding. It is therefore proposed to amend this review to a Post Covid IL service delivery and funding review. This is broader than simply reviewing the condition of assets albeit this will be an important consideration. It would be intended that this review reports back to the new Council post May 2022.

Officer Campus Review/Terms & Conditions Review/Modernisation – It is proposed that these 3 reviews be combined and renamed New Ways of Working. It would be the intention that this review also reports to the new Council during 2022/23.

- 5.4 The New Ways of Working Review will be under pinned by a review of processes and an increase in the volume of the Council’s documentation which is held in an electronic format to assist work flow and allow officers to complete the full breadth of their duties remotely. To do this at a corporate level will require a significant level of investment and a corporate team to ensure successful delivery. The first stage would be to develop a Proposal for consideration as part of the 2022/23 Budget.
- 5.5 A review of care and Support at Home Service is due to commence with an anticipated end

date of September 2022. The aim is to scope the current and projected position within the local sector taking account of demand and capacity and the impact for both HSCP and commissioned service. The review includes Care at Home, Technology Enabled care (TEC) and the interface with the Inverclyde Integrated Out of Hours service. Given the scale and scope of the project it is proposed to add this to Delivering Differently.

- 5.6 Members will be aware that the Council's Carbon Net Zero Strategy was reported to the Environment & Regeneration Committee recently. Once a detailed action plan has been proposed specific actions will be added to the Change Board and potentially Delivering Differently.
- 5.7 The Internal Audit Shared Service project has an outstanding saving of £20,000. This saving was to be generated by sharing a Fraud team leader however the originally envisaged route to achieve this is no longer open. It is proposed to close off this saving by deleting vacant hours within the Finance Service.
- 5.8 A number of the projects within the Delivering Differently Programme are about reducing current and future cost pressures and the delivery of these becomes more important as the Council's finances become more and more stretched. Specifically the projects around Property Fee Income, Inverclyde Leisure Funding, Homelessness and Home Care all have the potential to increase funding gaps in the next 2 years.
- 5.9 Transformation can be used to ameliorate the impact of service cuts, and develop services that still meet the needs of the local population. All opportunities should be explored to mitigate the need for service reductions. The challenge going forward is how to keep the pace of change going in a context where there continues to be reductions in officer capacity driven by the reduction in resources.

## 6.0 IMPLICATIONS

### 6.1 Finance

Whilst it is believed that savings can be made by continuing and expanding the Delivery Differently Programme including areas such as using technology, sharing services and working alongside our communities to deliver services, this will not be sufficient to close the medium term funding gap

#### 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
Internal Audit	Employee Costs	1.4.21	£20,000	Finance Employee Costs	Meets the shortfall in Ph2 of the Internal Audit Shared Service project

### 6.2 Legal

There are no legal issues arising from this report.

### 6.3 Human Resources

A number of the projects will impact on either employee numbers or terms and conditions and as such it is important that engagement with the Trades Unions takes place both at a project but also a Programme level.

### 6.4 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

### 6.5 Repopulation

There are no direct repopulation implications.

## 7.0 CONSULTATIONS

7.1 The report has been discussed with the Trades Unions at the JBG and the proposals are supported by the MBWG.

## 8.0 BACKGROUND PAPERS

8.1 None

## Appendix 1

### Delivering Differently - October, 2021

Proposal	Directorate	Current Position - October 2021	Key Milestones	Potential Savings/(Costs) £000	Estimated FTE Impact
1/ On line School Payments expansion.	ECOD	Primary Schools are live for cashless payments from August 2019. Debt write off process finalised. A report was taken back on implementation of cashless catering in Secondary Schools to Education and Communities committee in May 2021. This report recommended that secondary schools did not go completely cashless at this time and to maintain and mixed online and cash system. <b>COMPLETE</b>	Primary Schools to become cashless- Aug 2019.Report to Education and Communities on Secondary Schools -May 2021	None expected	N/A
2/ 1140 hours delivery - Workforce and Buildings	ECOD	1140 delivered on target date of August 2020. Plans for the spending of the 2020/21 underspend agreed with SG, CMT and Committee; implementation underway. Work on the 2021/22 underspend is also underway and agreement to maintain underspends on both budget as a route to smooth new funding formula for 1140 for 2022/23 onwards agreed. Building projects linked to full implementation due to be completed in full by Oct 2021.	Revised 2022/23 funding due to be announced - Late 2021	Funded by SG Grant	N/A
3/ Participatory Budgeting	ECOD	An update on progress on participatory budgeting was provided to the CMT on 2 September 2021. It was agreed to proceed in 2021/2022 with appropriate elements of the Roads Asset Management Plan (RAMP) being considered through the PB process. We will use the locality planning communication and engagement groups as a method of deliberating and deciding on some of the RAMP priorities, followed by further engagement using COSLA's on-line engagement tool, CONSUL, in Nov/Dec 2021. A further report will be submitted to the Corporate Management Team early October 2021 .	CMT-October,2021 P&R Committee November, 2021	None expected	N/A
4/ Revisions to DMR process	ECOD	Working groups set up to look at devolved school management guidelines for schools and management structures in secondary schools. Initial limited progress due to other priorities. As of July 2021 working groups have progressed and agreement now reached on approaches to the Scheme of Delegation going forwards which secures further empowerment for schools. The group's work to benchmark existing approaches with other LA has confirmed how well empowered schools already are. Changes to approaches to how Principal Teachers s are allocated in secondary schools are also in discussion with LNCT. A new SOD and Standard Circular will be agreed.	Working group re-established and work has recommenced on this. The aim is to complete this during the autumn term 2021.	None expected	N/A

5/	School Transport	ECOD	Education & Communities Committee approved the Transport Policy in September 2019 which included Free Transport for Secondary School pupils who live between 1-2 miles from their school. The cost of this estimated to be around £70k/year. Funding approved by P&R Committee. All aspects implemented except the provision of bus passes for public transport which will be delayed until safe to proceed. <b>COMPLETE</b>	Implementation was August,2020. Use of public transport is currently under review and will be driven by Covid restrictions.	(238)	N/A
6/	Terms & Conditions Review	ECOD	The focus of this review is now around reviewing Terms & Conditions in light of changes to working practices highlighted by the Covid period. An Organisational Recovery Group has been established to review our Asset Management, ICT and Flexible Workforce Strategies in light of COVID. Discussions and workshops have taken place with our Trade Unions and with members of the Organisational Recovery Group to progress the review and a Hybrid Working Pilot has been by the Corporate Managment Team.	An update was provided to the P&R Committee in September 2021 which outlined details of the Hybrid Working Pilot. The implementation date for the Pilot is being reviewed by CMT in light of Covid Infection levels and government advice.	tbc	N/A
7/	ASL/Classroom Assistants Review	ECOD	ASL review complete with consultation with all staff / unions complete and move of all staff to Pupil Support Staff contracts from August 2021 is going ahead, including making a large number of posts permanent. Training and support for new PSAs and school leaders is planned and ready to be delivered during 2021/22. <b>COMPLETE</b>	Review to be concluded June 2021 for implementation by August-2021	60	Nil
8/	Shared Janitorial Resource	ECOD	Saving underdeliverable due to the requirements to have one janitor in each primary establishment at the moment, due to COVID mitigations.	Not Applicable	N/A	N/A



9/	Workforce Refresh Scheme	ECOD	Project with the twin aims of providing local employment opportunities targeted at specific demographic groups whilst also beginning to address the age profile in certain Council services. A campaign has been launched using the theme 'Inverclyde works' to raise the profile of job vacancies, training and other employability initiatives to the broadest possible audiences to encourage more people into employment and training in order to support community recovery. Job vacancies, which have arisen as part of the Council's workforce refresh programme, have been advertised locally and shared with local employability partners. A recruitment event was held on the afternoon of the 8th September at the Beacon, in partnership with the local DWP and The Trust attracting just over 200 attendees.	Report to CMT on the analysis of the trawl exercise and first recruitment campaign exercise, in Autumn '21. Update to December Council	Release costs funded from Reserves	Nil but gave local opportunities to apply for vacated posts
10/	Digital Access/ Modernisation	ERR	£200k investment approved by members as part of the 20/21 Budget and funding a temporary Project Officer and upgrades to CRM and EDRM systems. Emphasis on supporting new ways of working post Covid. New Digital Strategy approved May 2021 and DMTs being encouraged to look at developments linked to greater home working and digital service delivery	Per Organisational Recovery Plan , investment proposals to be developed as part of the March, 2022 Budget	Contain in existing Budgets	Nil at present
11/	Clyde Muirshiel Park Review	ERR	Renfrewshire & Inverclyde Councils approved and Council now responsible for all aspects of the CMPA area within Inverclyde. <b>COMPLETE</b>	Report to E&R Cttee-August 2020 Final decision taken early 2021. Commencement of new arrangements April,2021	0	-3.0
12/	Environmental Shared Services	ERR	Wider Environmental Shared Service proposal approved by E&R Committee August 2019 based on an implementation by April 2020. Manager shared from April,2020. Next phase was due October , 2020 but delayed. Members agreed to delay the £91k saving until April 2022. Currently no saving as Council sharing the costs for a Grounds Manager. Potential sharing of Roads Manager being progressed. Agreed with West Dunbartonshire Council to review progress post May 2022 elections. East Dunbartonshire gave notice of withdrawal from the Joint Committee , September,2021.	Implemented sharedManager arrangements from April, 2020. Next phase was due October 2020 but now to be reviewed post May 2022	91	1.5

13/	Property Services Fee Reduction Restructure	ERR	Significant drop off in fee income expected over the next couple of years. Need to match capital programme projects and timescales to potential reduction in Property staffing resources. VER trawl identified a number of potential releases. Delayed due to Covid. Currently assessing 2022/23 fee earing potential and potential restructure due to a number of retirals in the next 12 months..	CMT Report- November, 2020 and E&R Committee, January, 2021	Cost avoidance exercise	tbc
14/	Options for future delivery of Recyclates contract	ERR	The requirement to divert all biodegradable waste from landfill will require a significant change in procurement/delivery approach. Allied to this Members have asked for officers to carry out an option appraisal of reinstating a Council run MRF at Ingleston to provide local employment opportunities. <b>COMPLETE</b>	A waste strategy report was presented to the E+R Committee in October 2021 which concluded the review of delivery options.	tbc	Potential to create jobs
15/	Revised Parking Charges	ERR	Saving approved March 2020 but implementation delayed by Covid. All parking charges set to re-start April 2022. <b>COMPLETE</b>	April, 2022	100	N/A
16/	IL Estate AMP	ERR	Condition survey of IL properties was progressed and aligned with the IL post Covid Recovery Year Plan. Report prepared pre Covid requires to be revisited in light of the impact of Covid on the IL Business Model.	Delayed by Covid and the wider financial pressures on IL post Covid. Review delayed until the 2023/24 Budget	tbc	tbc
17/	Shared Services (Other Areas)	ERR	Chief Internal Auditor transferred to West Dunbartonshire Council from January, 2020. Agreed that Fraud sharing is not feasible and alternative £20k saving identified from within the Directorate.No other plans being progressed. Propose to remove from the programme pending review of Environmental Shared Services future post May 2022. <b>COMPLETE</b>	Shared Chief Internal Auditor from 1.1.20.	40	0.5
18/	Office Campus Review	ERR	Review of the main Campus office accommodation incorporating a utilities invest to save project.CMT reviewed initial report December, 2019 however significantly impacted by increased home/flexible working brought about by Covid. Further review on going for consideration as part of the 2022/23 Budget	Revised proposal - CMT December, 2021 Council Budget decision March,2022	tbc	None expected
19/	Migration to the Cloud	ERR	The approved ICT Strategy included the move to the Cloud and Microsoft Office 365. The procurement is complete and initial roll out has commenced. Costs are within available budget.	Ph1 approach approved by CMT Sept 2020 Ph2 (Telephony) due to go to CMT later 2021 Go live Ph1 from September 2021	Nil	0.5

20/	Learning Disabilities Service Review- New Build	HSCP	Development of New LD Hub. Programme Board meet 2 weekly where programme timeline, risk register and budget managed by property services are reviewed. Engineers /Design Team commissioned and in situ with robust investigation and planning. HSCP Hub development Team and Comms and engagement Team ensures stakeholder involvement and participation with development.	Programme timeline being reviewed and updated.	Running costs to be contained by HSCP	tbc
21/	Social Transport Review	HSCP	Phase 1 has focussed on Learning Disability provision and delivered a £25k saving. All additional savings are incorporated in the budget planning for new LD Hub as detailed in the business case. Work on going reviewing external providers and considering what is required to be commissioned along with current in-house transport provision. The consultation and engagement of Draft HSCP Transport Policy presented to the CMT was placed on hold due to Covid. The LD Programme Board agreed to this work recommencing September 21.	Consultation process to run September 21-March 22 with robust reporting and Committee approval to implement 1st April 22.	25	N/A
22/	SWIFT System Replacement	HSCP	Procurement of a new Social Care Case Management System (SCCMS) was delayed due to COVID19. During 2020 further funding was sought and approved to move to 'Option 3' of the Business Case allowing for additional functionality to be implemented in line with a new SCCMS to better equip our Services in a rapidly changing technological environment. A mini competition will be run under the Scotland Excel framework and a contract should be awarded to a new supplier by February 2022.	Report CMT on mini comp recommendation & Cloud Hosting Sept 2021 Mini comp prep Sept - Oct 2021 Issue Mini comp Nov 2021 Award tender Feb 2022	Maintenance costs contained within existing budgets. Council Capital contribution £600k. IJB Contribution £501k	2.0
23/	Homelessness Service Review	HSCP	Paper approved at CMT on 8/9/21 regarding additional posts for Homelessness Service to transform current service delivery. Approval required from IJB. Programme Board will be established to take work forward.	November 2021 IJB for interim approach. Longer term proposals by March 2023	£629K over 2 years for interim proposals Longer term tbc	10 Temp Posts (Interim) Longer Term Impact tbc
24/	Criminal Justice Grant Reduction 2020/22	HSCP	Service on target to come in on budget 21/22. Savings target identified, although due to Justice COVID consequential not now required till 22/23. Further work has been carried out ahead of 22/23 and opportunity taken to streamline an area of service delivery generating additional savings. <b>COMPLETE</b>	21/22 Budget approved March 2021 and updated August 2021	£49 K (2021/22) and £34K (2022/23)	0.5

25/	Mental Health Officer Service Review	HSCP	The Health & Social Care Committee approved an external review of the Mental Health Officers Service. Work largely completed but delayed by moratorium on reviews by Health Service during Covid pandemic. Review concluded and action plan developed from report recommendations March 2021 to improve service capacity and related governance. Dedicated MHO Service Social Work Team Lead identified April 2021. Recruitment of three additional full time MHOs approved. <b>COMPLETE</b>	Review commended December,2019. Report eas due April,2020. Final report approved March 2021	Contained in available funding	3.0
					<b>78</b>	<b>5.0</b>

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Corporate Director Education, Communities &amp; Organisational Development</b>	<b>Report No:</b>	<b>PR/18/21/AH</b>
<b>Contact Officer:</b>	<b>Andrina Hunter</b>	<b>Contact No:</b>	<b>01475 712042</b>
<b>Subject:</b>	<b>Corporate Policy, Performance and Organisational Development Update Report</b>		

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## **1.0 PURPOSE**

- 1.1 The purpose of this report is to provide the Policy & Resources Committee with an update on a number of issues relating to corporate policy, performance and organisational development.

## **2.0 SUMMARY**

- 2.1 This report provides the Committee with an update on a number of performance, policy and organisational development issues relating to:

- The Corporate Annual Performance Report which provides an update on progress made in 20/21 against the Council Corporate Plan priorities and the Statutory Performance Indicators (SPIs).
- An update on guidance for the Fairer Scotland Duty published by the Scottish Government. This places a legal responsibility on public bodies to actively consider how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions.
- Updated Life Expectancy data published by the NRS which shows a decrease in life expectancy for both male and females in Inverclyde.
- An update on the Workforce Information and Activity Report (WIAR) which includes key information on attendance, performance and workforce demographics.

## **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Policy & Resources Committee:
- a. Note the progress made against the Corporate Plan priorities and SPIs and approve the Annual Performance Report.
  - b. Note the updated guidance on the Fairer Scotland Duty.
  - c. Note the new Life Expectancy data.
  - d. Note the Workforce Information and Activity Report (WIAR).

**Ruth Binks**  
**Corporate Director**  
**Education, Communities & Organisational Development**

## 4.0 CORPORATE PLAN ANNUAL PERFORMANCE REPORT

- 4.1 The Annual Performance Report aims to provide a balanced view of the Council's progress in achieving its Corporate Plan organisational priorities in 2020/21. It brings together for the first time the main elements of the Corporate Plan Annual Report and the Statutory Performance Indicator (SPI) Annual Report, which were previously considered separately by Policy & Resources Committee. The move towards a single Annual Performance Report assists in streamlining the Council's corporate performance reporting framework.
- 4.2 The Annual Performance Report 2020/21 is attached as Appendix 1 for the consideration and approval of the Committee. A range of information is provided for each organisational priority:
- (i) The outcomes that the Council aims to achieve in the delivery of its priorities;
  - (ii) The potential impact of Covid-19 going forward on the delivery of our outcomes;
  - (iii) A 'performance snapshot' providing details of performance in 2020/21 for a small number of indicators;
  - (iv) Achievements in 2020/21;
  - (v) Performance Dashboard – a framework that brings together the performance indicators that underpin the Corporate Plan and our annual statutory performance indicators.
- 4.3 The report also includes a section 'What our communities told us 2020/21' which makes reference to the topics covered in the two Citizens' Panel surveys carried out during the year.
- 4.4 Key highlights from the report include:
- The successful launch of the Discover Inverclyde website and additional funding from the Scottish Government of £40,000 to promote the towns of Gourock, Greenock and Port Glasgow
  - Over £23million administered by the Council in 20/21 to support local businesses
  - 93.3% of school leavers participating in education, training or employment
  - 1,200 digitally excluded school pupils provided with laptops and 350 with Wi-Fi
  - Free school meals during term time and holidays benefitting almost 4,000 children
  - Successful implementation of the 1140 nurse hours policy
  - Development of a new Wellbeing service for children and young people
  - 46.5% reduction in the Council's carbon emissions
  - Visits to the McLean Museum increased from 42,277 to 48,146 in 20/21
  - Successful bid to the national Regeneration Capital Grant Fund for £1.2million to transform the King George VI building in Port Glasgow into a new community hub
  - 65% of all transactions with the Council were made digitally, an increase from 14% in 19/20
  - Extensive support to staff to support Wellbeing
  - Improved sickness absence rate for all full time employees improved in 20/21 from 9.2 days to 7 days
  - Range of awards for council teams and services
- 4.5 Highlighted within the report are examples of projects and initiatives delivered with partners that support the work of the Inverclyde Alliance and the aspirations of the Inverclyde Outcomes Improvement Plan (IOIP). The IOIP Annual Report 2020/21 sets out progress in the delivery of the partnership strategic priorities and is available here: <https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/inverclyde-outcome-improvement-plan>

## 5.0 FAIRER SCOTLAND DUTY

- 5.1 The Fairer Scotland Duty, Part 1 of The Equality Act 2010, came into force in Scotland in April 2018 and places a legal responsibility on public bodies in Scotland to actively consider how they can reduce inequalities of outcome caused by socio-economic disadvantage, when making strategic decisions.
- 5.2 The Scottish Government published interim Guidance three years ago. A report on the Guidance was considered by the Policy & Resources Committee at its meeting on 18 September 2018: <https://www.inverclyde.gov.uk/meetings/meeting/2092>
- 5.4 The final Guidance was published on 4 October 2021 and is available to view here: <https://www.gov.scot/publications/fairer-scotland-duty-guidance-public-bodies/> There are no material differences between the interim and final versions of the Guidance, however the Covid-19 pandemic and its impacts are reflected in the finalised Guidance. This highlights how important consideration of socio-economic disadvantage is in decision-making in order to tackle the unequal impact on those on low incomes, with low wealth, in material deprivation or living in deprived areas.
- 5.5 Arrangements will be made regarding awareness-raising sessions on the finalised Guidance, facilitated by the Improvement Service.

## **6.0 LIFE EXPECTANCY**

- 6.1 National Records of Scotland published new life expectancy statistics for Scotland and all Council areas on 23 September 2021. The latest figures show a decrease in life expectancy in Inverclyde with life expectancy at birth for Inverclyde males falling from 74.9 years to 74.3 years, the fourth lowest in Scotland. Female life expectancy at birth in Inverclyde has decreased from 79 years to 78.6 years and is the second lowest in Scotland.
- 6.2 Over the last year life expectancy has fallen in all UK countries and Scotland continues to have the lowest life expectancy at birth in the UK. The average life expectancy at birth for males in Scotland is 76.8 years and 81.0 years for females.
- 6.3 The high number of excess deaths in 2020 is cited as the reason for the fall in life expectancy, although drug-related deaths also had a negative impact on life expectancy for males. Life expectancy data will provide important evidence as to whether the impact of the pandemic is a one-off shock or whether it will have a sustained impact on mortality.

## **7.0 WORKFORCE INFORMATION & ACTIVITY REPORT (WIAR)**

- 7.1 The Workforce Information and Activity Reports include key information for Directorates on attendance, performance and workforce demographics and are designed to encourage participation in organisational development and support workforce planning activity and analysis.
- 7.2 Reports are produced quarterly for the full Council and by Directorate. A yearly WIAR (Full Council) is produced at the end of each (financial) year which includes comparison with other years in the interests of showing trends and other developments and its contents are reported to the Policy and Resources Committee on an annual basis.
- 7.3 Key highlights from the report include:
  - A decrease in absence levels reported for 2020/2021 with 6.92 workdays lost per employee compared to 9.18 days in 2019/20. Around 63% of employees had no days of sick leave for the period 2020/2021. It should also be noted that none of the absence statistics include covid-19 related absences, except section 1e – Covid -19 Absence Rates, which includes information that was reported to P&R on a regular basis.

- Number of employees has increased in the past year from 4109 in 2019/20 to 4254 in 2020/21; also the number of FTE employees has increased from 3367.99 FTE in 2019/20 to 3,489.20 FTE in 2020/21
- 80% of our employees have permanent employee status and 20% of our employees have temporary employee status. In 2019/20 81% of our employees had a permanent status and 19% were temporary
- The number of modern apprentices have increased year on year over the past 4 years from 25 in 2017/18 to 38 in 2020/21.
- Employee turnover sits at just above 7.17% which is slightly less than previous years. In 2019/20 the turnover rate 9.42%
- The percentage of our employees who are members of the pension scheme has increased over the past 3 years and currently sits at 91%.
- Work life balance requests show a downward trend sitting at 61 received for 2020/21. 95 requests were made in 2019/20.
- 99 employees have utilised the buy and bank leave scheme which is a decrease in activity. In 2019/20 224 employees utilised this scheme
- 47 employees have taken advantage of our cycle to work scheme, which is a decrease from last year – 64 in 2019/20

7.4 A link to the latest yearly Workforce Information and Activity Report for the year 1 April 2020 to 31 March 2021 can be found here (<https://www.inverclyde.gov.uk/jobs-and-careers/working-for-the-council/people-and-organisational-development-strategy>) and a presentation to members on the content of the annual report has taken place.

## 8.0 IMPLICATIONS

### Financial Implications

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

### Financial Implications - Annually Recurring Costs/(Savings)

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

## 8.2 Legal

There are no direct legal implications arising from this report.

## 8.3 Human Resources

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

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

YES



X
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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?

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

X
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NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

X
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NO

**9.0 CONSULTATION**

9.1 None.

**10.0 LIST OF BACKGROUND PAPERS**

10.1 None.

# Inverclyde Council

## Annual Performance

## Report

2020/21



# Contents

	<i>Page</i>
<b>Foreword</b>	1
<b>Our organisational priorities</b>	2
<b>Covid-19</b>	3
<b>Performance review of the year 2020/21</b>	4
1. To promote Inverclyde to both residents and visitors alike, as a great place to live, work, study and visit	5
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	7
3. To grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs and lifelong learning	9
4. To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty	11
5. To safeguard, support and meet the needs of our most vulnerable families and residents	13
6. To improve the health and wellbeing of our residents so that people live well for longer	15
7. To protect and enhance our natural and built environment	17
8. To preserve, nurture and promote Inverclyde's unique culture and heritage	19
9. To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources	21
10. To develop motivated, trained and qualified employees that deliver quality services that meet current and anticipated service needs	27
<b>What our communities have told us</b>	29
<b>Performance Dashboard 2020/21</b>	30

## Foreword

Welcome to Inverclyde Council's Annual Performance Report, which provides details of our performance in delivering the priorities within our Corporate Plan 2018/22 and across key service areas.

The Covid-19 pandemic means that this performance report has a different focus from previous years. This year we aim to provide you with a flavour of some of the ways in which the Council has supported residents, communities and businesses during the pandemic and highlight the potential impact of the pandemic on the delivery of our organisational priorities going forward.

Whilst Covid-19 continues to dominate the agenda, it is important not to lose sight of the innovative work delivered by the Council in the past year, some of which is detailed within this report. It also contains a wide range of performance information to help you assess the progress that has been made.

We continue to have huge ambition for Inverclyde and our Corporate Plan sets out our focused priorities that will deliver our vision of 'Getting it Right for Every Child, Citizen and Community'. We know that progress in the delivery of our organisational priorities may have stalled, or been set back, due to Covid-19, however dynamic and flexible recovery planning means that we have identified the actions required to tackle these challenges in order to recover and build resilience to create a stronger, modern Council that is ready for the challenges ahead.

The complex nature of our priorities means that they can only be delivered in the longer term, particularly as we move towards recovery. We will continue to review our progress to ensure that our priorities align with what residents tell us matter to them and that they reflect new opportunities or emerging areas of need.

This report is just one way in which the council strives to keep citizens' informed of how we are performing. You can find more information on performance across a wide range of service areas on our performance pages which you can find by clicking on the link below:

<https://www.inverclyde.gov.uk/council-and-government/performance>

As always, your feedback is very important to us and contact details are provided at the back of this report if you would like to provide your views on any aspect of our performance.

Finally, whilst the pandemic has presented us with unprecedented challenges, we fully appreciate that the support mechanisms put in place for individuals, families and communities would not have been possible without the involvement of partners, communities, volunteers and the voluntary sector and local businesses and we would like to thank everyone for their ongoing support during this unprecedented time.

Louise Long  
Chief Executive  
Inverclyde Council

Councillor Stephen McCabe  
Leader  
Inverclyde Council

# Our organisational priorities

We want to improve the lives of all the residents of Inverclyde however, as a Council we have a particular responsibility to our residents to tackle inequality and support those who are vulnerable or disadvantaged. Our organisational priorities are underpinned by feedback from our communities about the things that are important to them as well as data on areas of particular need locally. They also support the delivery of the Inverclyde Alliance strategic priorities as set out in the Inverclyde Outcomes Improvement Plan. The diagram below shows how the two Plans link, in order to deliver the shared Vision.



## COVID -19

In developing our Corporate Plan and agreeing the organisational priorities and the outcomes that we wanted to achieve, it was acknowledged that delivering sustained improvement would be challenging and could only be delivered in the longer term.

The Covid-19 pandemic has both exacerbated existing challenges and created new ones. Research published by the Scottish Government suggests that outcomes associated with health, economy, work, business and culture will be deeply set back by the pandemic and that the long term impact on the labour market will result in higher levels of poverty. Outcomes related to education and children are also expected to be negatively affected, although it is anticipated that the extent of this will take longer to fully emerge.

Findings in relation to outcomes for communities and the environment are more mixed with each being impacted in both positive and negative ways and again, the full impact will become clearer as time progresses.

Some positives have however emerged locally and nationally in response to the pandemic, such as the rapid expansion of digital services to ensure that school children continued to have access to learning, communities and people were kept connected, and the continuation of service delivery. In particular, a huge strength to emerge has been the extraordinary response from Inverclyde's communities in coming together to offer help and support to each other. If this can be sustained and strengthened then there will be a lasting positive impact on communities.

More detail on the potential impact of Covid-19 on the achievement of outcomes is provided throughout this report.

### Planning for Recovery

The focus of the Council is now very much on supporting local recovery. The recovery framework to plan for service resumption and support employees back into the workplace has had to be flexible as the response to the pandemic has evolved since March 2020.

An Organisational Recovery Action Plan is being implemented alongside a Partnership Recovery Plan, developed by the Inverclyde Alliance. The Partnership Plan captures the collective input of a wide range of partners and communities under the themed outcomes of Education, Culture and Sport, Health and Wellbeing and Economic and action plans have been developed to support recovery in these key areas.

Both the Recovery Plans are live documents and subject to constant scrutiny and review. At their core are costed action plans, detailing the recovery work of the Council and partners. Updates on the delivery of the Recovery Plans are presented for scrutiny to the relevant Committee and in the case of the Partnership Recovery Plan, to the Alliance Board.

Recovery however will also be affected by a range of factors that are outwith the Council's control, such as policy decisions made by Government as well as changes in the external environment, the most notable of which is the UK's exit from the European Union.

# Performance review of the year 2020/21

This Annual Performance Report 2020/21 provides an overview of performance in the delivery of the Council's Corporate Plan 2018/22 by highlighting a number of key achievements throughout the year, supplemented by a range of performance data. It aims to provide a balanced view of the progress that has been achieved in improving local outcomes and service delivery during 2020/21, linked to the delivery of the Council's priorities.

Whilst much of the work associated with our Corporate Plan supports the aspiration of the Inverclyde Alliance Outcomes Improvement Plan to reduce inequalities, the Corporate Plan also reiterates our commitment to the delivery of high quality services and the development of our workforce, which is our greatest asset.

For ease of reference, this report is structured around each of the organisational priorities with information provided in relation to:

- **Our Outcomes 2018/22**

This section outlines the outcomes that we aimed to achieve when we were developing the Corporate Plan.

- **The potential impact of Covid-19 on the delivery of our outcomes**

We anticipate that progress will have stalled, or been set back, in some areas due to the pandemic. A number of areas of concern have come to the fore which may require the Council and partners to respond differently in future.

- **Key Achievements**

Details of some of the key achievements delivered during the year in relation to each priority.

A Performance Dashboard, which brings together the PIs that underpin the Corporate Plan with our annual service key performance indicators (KPIs) is also included within this report. The latest data for each performance measure is provided with a Red, Amber or Green status for each indicator (where applicable) to highlight where the target has been achieved (Green); where the target has been missed, but performance remains within a set tolerance level (Amber); or where performance has fallen below the set tolerable level during the year (Red).

# Organisational Priority 1

To promote Inverclyde to both residents and visitors alike, as a great place to live, work, study and visit

## Our outcomes 2018/22

- ◆ Inverclyde is regarded as a great place to invest, live, work, study and visit by both those who live here and those who live outwith the area
- ◆ To stabilise the population of Inverclyde
- ◆ To enhance the image and reputation of the area
- ◆ To improve residents' satisfaction with living in the area
- ◆ To reduce the number of young people leaving the area by providing more opportunities locally
- ◆ To increase a sense of civic pride

## The potential impact of Covid-19 on the delivery of our outcomes



The biggest driver of population change in Inverclyde in recent years has been negative natural change due to deaths outnumbering births. Inverclyde sadly, at the beginning of the pandemic, was affected particularly badly by Covid-19 with the result that there has been a widening of the gap between deaths and births. The latest population estimates show twice the number of deaths as births in Inverclyde between mid-2019 and mid-2020, reflecting the high number of excess deaths in Inverclyde in the few months of the pandemic.

The other driver of population locally is migration. Prior to 2020, there was positive news in relation to migration with a higher number of people moving into Inverclyde than leaving in two out of the previous three years.

It is estimated however that between mid-2019 and mid-2020, net migration was once again negative with an estimated 1,250 people moving into the area and 1,350 leaving Inverclyde. The pandemic is thought to have influenced migration flow with Scotland having its lowest level of net migration in any of the previous 6 years. Brexit too will be an important influencing factor on migration in future years.

In addition, the pandemic has had a negative impact on tourism, hospitality, culture, entertainment and recreation businesses, all of which play a key role in attracting visitors to Inverclyde and will take time to recover.



## Performance snapshot 2020/21

75% of Citizens' Panel respondents in 2020 were satisfied with Inverclyde as a place to live, up from 74% in 2018

The gross weekly pay for employees living in the area increased from £544 to £575.70

86% of Citizens' Panel respondents in 2020 were satisfied with their neighbourhood as place to live, the same as in 2018

The estimated number of people moving into Inverclyde decreased from 1,610 in mid-2018/19 to 1,250 in mid-2019/20



# Organisational Priority 1

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## Achievements 2020/21 – A snapshot

### Investing in education

The provision of high quality early years, education and learning facilities play a key role in attracting families to move to Inverclyde.

Despite the challenges posed by the pandemic, the Council's £270 million investment in education facilities continued during the year with work commencing on the £2.8 million Larkfield Early Learning Centre in tandem with a £2.4 million extension to Rainbow Family Centre to support the major expansion of free early years' provision. The last full refurbishment project in the school estate was also completed with a £6 million refurbishment of St. Mary's Primary School.

The Council also received independent, national recognition from Education Scotland for its approach to supporting learning at home. Particular praise was given to the support provided to school staff to deliver home learning, the quality of audit work to ensure high and consistent standards, the use of live and pre-recorded lessons, and the focus on the health and wellbeing of pupils.

### Promoting Inverclyde

The promotion of Inverclyde and all it has to offer is a key strand of the Inverclyde Population Strategy and Action Plan.

Although launched later than initially planned due to Covid-19, the 'Discover Inverclyde' website went live in July 2020 promoting Inverclyde as a tourism, leisure, retail and the arts forum. By marketing and promoting all that is on offer, the website provides a one-stop shop for residents, visitors, tourists, traders, inward investors and anyone who wants to find out about Inverclyde, helping to secure the future success of the area as a tourist destination for both day and short stay visitors

As a direct result of the Discover Inverclyde initiative, the Council was successful in its bid for Scottish Government funding of £40,000 to promote the towns of Gourock, Greenock and Port Glasgow.

You can explore the Discover Inverclyde website here: [Welcome to Inverclyde - Discover Inverclyde](#)

### Strengthening Community Wealth Building

Community Wealth Building' is a people-centred approach to local economic development and seeks to utilise the power of 'anchor' institutions, which are largely commercial, public and social sector organisations that have a significant stake in a place.

A Community Wealth Building Strategy for Inverclyde has been developed to bring together in a more cohesive way, the actions the Council and its partners will take to embed Community Wealth Building within the organisation, as well as promoting it elsewhere across Inverclyde. Whilst this type of activity has been delivered by the Council for a number of years, this is the first time it has been branded as such until now.

The aim is to create further jobs and opportunities within the third sector economy and redirect wealth back into the local economy, placing greater control and benefit into the hands of local people.

## Organisational Priority 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

### Our outcomes 2018/22

- ◆ With our partners and communities, establish locality partnerships and action plans which focus on giving communities a voice, building capacity and reducing deprivation
- ◆ Residents feel supported to become involved in local decision making and in shaping local priorities and services
- ◆ To increase the number of residents, particularly in areas of greatest deprivation, who feel they have a sense of influence and control over their own future
- ◆ To increase lifelong learning opportunities for residents, helping individuals to develop the knowledge, skills and attributes to achieve their potential
- ◆ To increase levels of community participation, engagement and volunteering
- ◆ To increase the number of residents who feel safe

### The potential impact of Covid-19 on the delivery of our outcomes



The impact of Covid-19 on our communities cannot be overstated. Uncertainties around economic, financial and job insecurity have grown as well as concern over the impact of lockdown on the education and attainment of young people. It is known that feelings of loneliness and isolation have increased due to the loss of opportunity for social interaction and that the pandemic has

exacerbated inequalities for some people. Groups that are most at risk of being affected include households on low incomes or in poverty, low paid workers, children and young people, older people, disabled people, minority ethnic groups and women. Many people will fall into more than one group and so the impact on them will be magnified.

The pandemic has however also brought about an increase in community spirit. Across Inverclyde, informal support networks were rapidly established and the number of local volunteers increased; all of which helped to support individuals and communities to feel more connected. As our recovery progresses it will be vital to sustain and capitalise on these strengths and continue to work in partnership with our communities to tackle the challenges that lie ahead.



### Performance snapshot 2020/21

19% of Citizens' Panel respondents in 2020 reported a reduction in anti-social behaviour in the past 12 months, up from 10% in 2018

There was an increase in pupil attendance in primary, secondary and Additional Support Needs sectors

32% of Citizens' Panel respondents in 2020 were satisfied with the way in which the Council takes their views into consideration when decision making, down from 40% in 2018

## Organisational Priority 2

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### Achievements 2020/21 – A snapshot

#### Fostering kindness in our communities

A project designed to encourage people to get together, promote kindness and feelings of connectedness was delivered by Inverclyde libraries at the start of 2021.

'Inverkind' was a two part project which included a four week series of online 'Chatty Cafés' designed to encourage people to get together via Zoom to chat, make new friends and enjoy the company of others with similar interests. The project included creating a logo to provide a visual reminder of kindness for those who used library services.

An intergeneration element was also developed in partnership with Carnegie UK involving messages of kindness from primary school children being sent to library 'Books on Wheels' customers, helping to spread kindness and compassion and lift spirits during a particularly difficult period at the start of the second national lockdown.

#### Strengthening community involvement

Whilst progress in embedding locality planning was hampered by Covid-19, the lockdown provided an opportunity to build the strength and confidence of community representatives, thereby establishing the building blocks for strong community voices. Work continued during the year on the establishment of Communication and Engagement and Locality Planning Groups with meetings taking place virtually wherever possible. Facebook sites and community listening events were also set up during the year to extend the reach to as many people as possible.

To ensure that our locality planning model fits the needs of communities, a pilot group was established in Port Glasgow, supported by YourVoice. The meeting provided an opportunity to discuss community concerns with views being provided on issues such as recovery, mental wellbeing; social isolation and food and fuel insecurity. Actions to address these concerns will be taken forward by the Council and Inverclyde Alliance partners.

#### Supporting Voluntary Organisations

The Council's Grants to Voluntary Organisation fund supports local voluntary organisations with a variety of expenses including running costs, developing or starting up a new project and buying new equipment.

Over the course of 2020/21 just under £300,000 was awarded by the Council in grant funding to Voluntary Organisations and Under19s.

Further support was provided with the extension of Round 2 Grants to Voluntary Organisations to all groups who were, or were expected to, experience financial difficulties due to loss of income even if funding was received in Round 1. This helped to support community groups and voluntary organisations withstand the impact of the pandemic and continue with their vital work in the community.

## Organisational Priority 3

To grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs and lifelong learning

### Our outcomes 2018/22

- ◆ Maximise the opportunities arising from the Glasgow and Clyde Valley City Deal for the benefit of local residents and businesses
- ◆ Inverclyde's workforce has the required skills and knowledge to adapt to the demands of a changing economy and meet the needs of employers
- ◆ To increase the number of unemployed people who move into jobs, training or further education
- ◆ To increase the number of young people participating in education, training or employment
- ◆ To provide targeted support for those people who are furthest from the labour market
- ◆ To increase business density and survival rate
- ◆ To reduce the percentage of the population with no qualifications

### The potential impact of Covid-19 on the delivery of our outcomes



Covid-19 has created an economic and employment crisis in Scotland. The impact on the economy and the labour market has been varied to date with signs that young people are

bearing the brunt of job losses. The extent of impact locally is still emerging, partly due to a time lag in data and also because of support schemes that have offered temporary assistance on a short term basis.

The Oxford Economics Vulnerability Index<sup>1</sup>, which measures the resilience of an area to withstand the economic shock caused by Covid-19, found that the business environment contributes most to Inverclyde's resilience, suggesting a lower share of small firms and self-employment whilst in contrast, digital connectivity and economic diversity contributes to the area's vulnerability, suggesting a greater reliance in sectors more exposed to Covid-19. Economic uncertainty will also be exacerbated by Brexit which is expected to add to economic and labour market challenges.



### Performance snapshot 2020/21

93.3% of young people in Inverclyde are participating in education, training or employment, 0.4% higher than in 2019

26% of unemployed people were assisted into work from Council operated/ funded programmes compared to 20% the previous year

182 employability clients gained a partial or full qualification, down from 354 in 2019/20.

The employment rate of 16-24 year olds decreased from 53% in 2019/20 to 48%.

<sup>1</sup> Skills Development Scotland Regional Skills Assessment West Region, March 2021

### Achievements in 2020/21 - A snapshot

#### Supporting local businesses

Inverclyde Council played a critical role in supporting local businesses during the year through the administration of a number of funding streams for grants on behalf of the Scottish Government. Business support grants for 2020/21 exceed £18 million with the final total expected to exceed £23million, this included provision of support relation to:

- ❖ Business Grant Scheme funding totalling £11.316 million
- ❖ Strategic Framework Closure and Hardship, with support provided to 437 businesses totalling £3.082 million
- ❖ Retail, Hospitality & Leisure Top Up Grants, with support provided to 394 businesses amounting to £2.525million
- ❖ Support was provided to 378 taxi and private hire drivers through the Taxi Drivers Fund, amounting to £567,000
- ❖ Restart Grants were also paid to 428 businesses, amounting to £3.635million

We also administered the Scottish Government's self-Isolation grants with 120 residents being in receipt of this grant.

#### Sustaining positive destinations for young people

Supporting every young person to achieve their potential is vital to the prospects of our young people and an important element of developing the skills base locally.

Whilst Covid-19 has had an impact on the positive destinations for school leavers locally and nationally, it remains very encouraging that despite the pandemic 93% of Inverclyde school leavers moved into employment, university or college in the last year. The number of young people going into higher education after high school went up 0.8% to 45.9%, the highest ever level. There was also an increase of 1.8 % to 31.1% for those going onto further education. Conversely, the employment rate fell by 4.2% to 13.1%, which is likely to be as a direct result of the pandemic.

Additionally, Inverclyde has not recorded a single 'unknown' for 11 years, meaning that the progress of all our young people continues to be tracked once leaving school.

#### Driving local economic recovery

To ensure that the Council's approach to supporting and encouraging local economic recovery is as wide reaching as possible an analysis of national interventions alongside a critical appraisal of our own employment programmes was carried out.

This resulted in a range of targeted proposals being developed, each designed to promote positive activity within Inverclyde's labour market with the aim of creating over 200 fresh jobs.

The multi-dimensional project, which totals £6million, has been branded 'Inverclyde Works'. The jobs recovery project seeks to raise the profile of job vacancies, training and other employability initiatives to the broadest possible audiences and to encourage more people into employment and training through apprenticeships, graduates, employer wage subsidies as well as a refresh of the Council's workforce to allow some jobs to be released to help increase job opportunities.

To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty

### Our outcomes 2018/22

- ◆ To develop a targeted approach to tackling poverty and inequality, delivered with partners and communities, through the establishment of locality partnerships
- ◆ To reduce the percentage of children living in poverty
- ◆ To reduce overall levels of multiple deprivation
- ◆ To close the poverty related attainment gap for children and young people
- ◆ To support families to maximise their income
- ◆ To decrease the proportion of workless households

### The potential impact of Covid-19 on the delivery of our outcomes



It became apparent very quickly that the pandemic was reinforcing the correlation between deprivation and significantly poorer outcomes, strengthening the argument for much more to be done to reduce inequalities.

Local research carried out by Public Health Scotland has found that the number of hospitalisations and deaths across NHS Greater Glasgow and Clyde has been significantly higher for those living in the poorest circumstances within the health board area.

There is also a high level of concern about widening economic inequalities as the pandemic has already resulted in job losses and reduced earnings. Data shows that the number of benefit claimants has increased, whilst a joint COSLA and Scottish Government report, 'Scotland's Wellbeing', found that household incomes in the UK fell by 4.5% in 2020 compared to 2019 with lower earning households expected to have borne the brunt of this with a higher fall in earnings. Personal debt too, is expected to escalate, potentially resulting in unmanageable debt levels.

For low income families the challenges faced, both financial and non-financial, have been more acute which in turn may exacerbate the poorer outcomes for children living in such households in the longer term.



### Performance snapshot 2020/21

↑ The percentage of households estimated to be living in fuel poverty, has improved from 38% in 2014/16 to 28% in 2017/ 19

↓ The percentage of children living in poverty after housing costs has got slightly worse, 23.6% in 2019/20 compared to 23.3% in (20/18/19)

↓ The percentage of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy and numeracy has declined for both measures (provisional data). Data for S3 pupils is not available.

### Achievements 2020/21 – A snapshot

#### Tackling digital exclusion

Tackling ‘digital poverty’ to help disadvantaged children continue with their learning was identified as a top priority at the outset of the pandemic. With the move to home learning it was imperative to deliver infrastructure improvement and a new online platform to support young people’s continued learning both at home and in school.

A successful bid for funding enabled the Council to provide every secondary school pupil entitled to a free school meal with access to a device and appropriate connectivity to support remote and blended learning.

In total, 1,200 digitally excluded students were provided with laptops and 350 with Wi-Fi. An additional £527,000 was spent to support families accessing technology for schoolwork; including allocating funding to improve Wi-Fi and technology across schools and the purchase of 250 new laptops with headsets and associated Wi-Fi access, enabling children to continue their learning via the substantial bank of online content developed by Inverclyde Council and the West Partnership.

#### Targeting the causes of poverty

The Council and the Integration Joint Board had previously allocated £1million for projects and initiatives aimed at tackling inequalities and deprivation. The pandemic however resulted in the emergence of new challenges which required an immediate response to address the needs of different groups and communities. Some of the initiatives delivered during the year included:

- Support for 1,000 elderly residents to help keep energy bills down through the doubling of the iHeat grant to £150;
- The opening of a new Food Pantry in December 2020 in partnership with Inverclyde Community Development Trust. This community-led initiative tackles food insecurity and helps to reduce food waste and improve health outcomes. Membership of the food pantry reached 400 by the end of March 2021.
- Free school meals, benefitting almost 4,000 children, were provided during term time and the holidays initially through packed lunch hubs, food bags and then fortnightly payments direct to parents and carers.

#### Learning from our communities

It is more important than ever to listen to the experiences of our communities and provide citizens with an opportunity to shape our response to tackling inequalities. A series of locality based, online Community Listening Events were held during the year to discuss directly with communities how the Council can better meet need, particularly for those within the most deprived communities. The events provided a deeper insight into the issues affecting residents the most including:

- Concerns around employment, life skills and apprenticeships for young people and those most marginalised from the job market.
- Mental Health and isolation is a concern for many along with food and utility insecurity.
- A recognition of the strength of communities in working together to develop services and volunteering to meet short term needs.

This valuable feedback has informed proposals for anti-poverty initiatives that will be delivered over the next 2 years.

## Organisational Priority 5

To safeguard, support and meet the needs of our most vulnerable families and residents

### Our outcomes 2018/22

- ◆ To prioritise and invest in early intervention and prevention approaches
- ◆ To continue to develop inter-agency approaches to improve safety and wellbeing
- ◆ To protect all our vulnerable children, young people and adults from all forms of abuse, harm and neglect
- ◆ To improve opportunities and outcomes for our looked after children and young people so that they achieve their full potential
- ◆ To assist our most vulnerable adults to live as safely and independently as possible in their community and have influence and control over their care and support
- ◆ To ensure that our carers feel that their needs are supported

### The potential impact of Covid-19 on the delivery of our outcomes



The need to safeguard, support and meet the needs of our most vulnerable families and residents was paramount throughout the year. The national lockdown required individuals and family units to 'self-isolate' and socially distance from other family, friends, and wider social networks. Within Inverclyde, more than 3,000 people were recorded as 'shielding' and whilst the restrictions have affected everyone, the impact of it has been felt very differently by different groups and will have been more challenging for some than others.

In particular, there is widespread concern about the effect on vulnerable and disadvantaged groups who may already have experienced upheaval, disruption and uncertainty in their lives and who are now more likely to suffer from heightened anxiety and loneliness due to the pandemic. Individuals with certain health conditions are also more likely to experience severe symptoms and have a higher risk of dying from Covid-19.

The role of unpaid carers must also be recognised too, having played a hugely important role during the pandemic, and one which will potentially have a far reaching impact on their lives also.



### Performance snapshot 2020/21

100% of children issued with a new supervision requirement were seen by a supervising officer within the allocated timescale, the same as in 2019/20

The exclusion rate (per 1,000 pupils) for children with additional support needs significantly improved, reducing from 37.2 in 2019/20 to 15.5

39% of carers reported that they feel supported to continue in their caring role in 2020 down very slightly from 40% in 2018 (HACE Survey)

66% of criminal justice induction/ first meetings with a supervising officer took place within 5 working days in 2019/20, down from 80%



### Achievements 2020/21 – A snapshot

#### Helping to ensure the best start in life

Despite the huge challenges in delivering a significant expansion in early years' provision during a pandemic and the removal of the statutory requirement by the Scottish Government to do so, Inverclyde Council successfully implemented the national policy of 1,140 nursery hours in August 2020 with all eligible children in Inverclyde allocated a place. In addition, all children received their 1<sup>st</sup>, 2<sup>nd</sup> or 3<sup>rd</sup> choice placement.

Under the scheme, free early years provision almost doubled from 600 to 1,140 hours, meaning that families in Inverclyde benefit at the earliest possible stage from early learning and childcare, helping to deliver vital early years outcomes such as increased confidence and independence as well as developing the language, development and social skills of young children. It is also anticipated that the expansion will help to reduce the poverty related attainment gap and support more parents to be in work, training or study.

#### Supporting vulnerable residents

A Humanitarian Aid Centre (HAC) was established at the beginning of the pandemic to support vulnerable residents and deliver co-ordinated support.

One of the initial tasks of the HAC was to make direct contact with all of those on the Shielding list in Inverclyde, a number that was initially approximately 1600 but increased to 3000, as well as the development of support pipelines using Council, HSCP and third sector services.

The new lockdown at the end of 2020 resulted in a significant increase in call traffic to the public helplines, whilst the return of shielding together with self-isolation led to a resurgence in demand for emergency food parcels which were delivered by the Public Protection team. The team also made calls to those required to self-isolate to establish any support needs and reinforce the importance of self-isolation, helping to keep individuals and those in the wider community safe and reduce the rate of transmission.

#### Improving homelessness provision

A number of key challenges emerged in relation to homelessness as the pandemic unfolded, including an increase in presentations; the prisoner early release programme and restrictions on the number of places available within the Inverclyde Centre due to the need for social distancing and self-isolation.

These challenges could only be met in partnership with local housing providers. Support from Registered Social Landlords to increase temporary furnished flats has meant that 68 are now available, compared to an initial 28. Whilst the demand and usage of bed and breakfast accommodation initially increased, this was addressed by quicker throughput to the temporary accommodation. It is anticipated that the increase in temporary accommodation will continue for a period of time post Covid-19, supported by the service working towards the implementation of the Rapid Rehousing Transition Plan and scoping of the future model for the Inverclyde Centre, to deliver an improved service to those that are homeless in Inverclyde.

To improve the health and wellbeing of our residents so that people live well for longer

- Our outcomes 2018/22**
- ◆ Our residents have improved health outcomes
  - ◆ Health inequalities between our most and least deprived communities are reduced
  - ◆ Our residents are supported to lead active, independent and healthier lives and be more self-reliant for their own health and wellbeing
  - ◆ Our residents have access to the right treatment, care and support services when they need them, in ways that are effective and personalised
  - ◆ To further embed our Dementia Friendly Inverclyde approach
  - ◆ To reduce the percentage of older residents who feel that they are socially isolated

In the short term, health inequalities locally are likely to be affected with some groups more likely to be infected with the virus and experience poorer health outcomes than others. The lockdown is also known to have had a profoundly negative effect on physical and mental health due to isolation and loneliness dramatically increasing and many studies report that mental ill-health will continue to be a long term health issue.

There are also instances of people experiencing persistent symptoms, known as 'Long Covid', although more research is required to fully understand the reasons for this, there is a threat that pre-existing health problems in Inverclyde will be compounded as a result of the high prevalence rate of Covid-19 in the population.



**Performance snapshot 2020/21**

↑ 97.1% of clients waited no longer than 3 weeks from referral to receive appropriate drug and alcohol treatment compared to 87% in 2019/20

↑ The number of hospital bed days occupied by delayed discharge patients, per100.000 population improved from 162 days to 149 days

↓ The life expectancy gap between males and females in Inverclyde compared to the Scottish average widened between 2017/19 and 2018/20

↓ The rate of alcohol specific deaths (per 100,000 population) has got slightly worse, increasing from 34 over 2015/19 to 34.8 over 2016/20

**The potential impact of Covid-19 on the delivery of our outcomes**



As an area suffering from deep rooted, poor health outcomes, the initial impact of the pandemic created huge concern and prompted further analysis to ascertain the reasons for this. The conclusion reached was that it was most likely that the pandemic took hold earlier in Inverclyde compared to other areas of Scotland.

## Organisational Priority 6

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### Achievements 2020/21 - A snapshot

#### Improving children's wellbeing

A new Wellbeing Service for children, delivered in partnership with Action for Children, was established in August 2020 to promote the emotional health and wellbeing for children aged between 5 and 18 years. The service is available to all schools in Inverclyde, providing young people with the provision for one-to-one person centred counselling as well as group interventions and curriculum-based models of support. This service aims to support young people in increasing their resilience in managing their own emotional health and wellbeing, which in turn is expected to result in a reduced need for specialist services further down the line.

Service delivery has been subject to continuous review throughout lockdown to ensure that it remains responsive to need, however due to restrictions, counselling has in the majority of cases been virtual but, nonetheless, counsellors have still been able to equip children and young people with ideas and methods to help them through this very difficult and challenging time.

#### Supporting good mental health

The impact on mental health and wellbeing has emerged as one of the biggest health concerns arising from the pandemic. In response, the community mental health service developed a hub model to sustain service delivery with the governing principle of minimum necessary service based on risk and vulnerability. Face to face contact continued based on assessed risk, with others supported by telephone appointments. As the pandemic progressed, there was an increase in face to face contact and availability of technology i.e. Attend Anywhere.

A review of the Mental Health Officer Services was completed to support the service's ability to manage increasing demand and provide required service governance assurances. Additionally, Inverclyde HSCP is working closely with SAMH to deliver a Distress Brief Intervention (DBI) programme, which began in January 2021 and will play a key role in ensuring that individuals experiencing distress are given appropriate, compassionate support in a timely manner.

#### Protecting the health of our most vulnerable

Nursing and residential care homes were very quickly highlighted as an area of particular vulnerability and consequently an assurance and support to care homes governance structure was established to work in partnership with Inverclyde's older people and adult care homes to ensure the safety and welfare of residents living in a care environment.

Responding to the challenge required close partnership working between Inverclyde HSCP and commissioned care homes services to give support in infection control procedures, the sourcing and provision of appropriate personal protective equipment (PPE), a robust Covid-19 testing and reporting regime and a successful vaccination program of service users and health and social care staff. A process of enhanced care home support to offer extra assurance and support to Care Homes was also put in place. This framework has supported Inverclyde nursing and residential care homes maintain a high level of performance where all care homes are open to meaningful contacts and visiting and all open to admissions.

## To protect and enhance our natural and built environment

### Our outcomes 2018/22

- ◆ With partners, continue the transformation of Inverclyde's physical environment through ongoing regeneration
- ◆ To support the sustainable residential and commercial development of the local area through our Local Development Plan
- ◆ Our public spaces are high quality, attractive and well maintained and meet the needs of our community
- ◆ Inverclyde's transport and roads network support the needs of our residents
- ◆ The housing needs and aspirations of our current and future residents are met in a planned manner
- ◆ To reduce our carbon footprint, maximise recycling and minimise waste
- ◆ To protect our environment through a range of regulatory and enforcement activities that ensure the health, wellbeing and safety of the residents of Inverclyde

### The potential impact of Covid-19 on the delivery of our outcomes



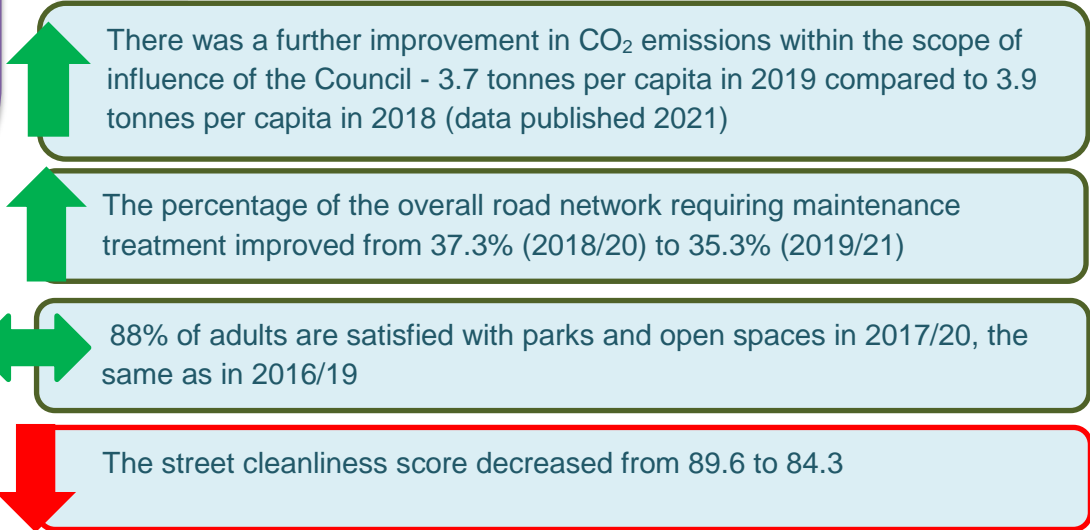
It is anticipated that the lockdown will produce some positive environmental short term benefits in relation to energy use, emissions and some air pollutants, however the time lag in data relating to emissions means that that it will be several years before the full impact can be evaluated.

It is also too early to say whether these changes will be maintained, which will be necessary if longer term benefits are to be realised.

Nationally, it is expected that the increase in home working is likely to lead to a change in housing demand, with people looking for homes with more indoor and outdoor space. This could have implications for population density and demand for housing stock. The pandemic also highlighted that people living in more deprived communities were less able to access public or private outdoor spaces, adding to the stress of their situation. The focus on ensuring greater equality in access to green space to help deliver improved health benefits may also be strengthened as a result of this.



### Performance snapshot 2020/21



### Achievements 2020/21 - A snapshot

#### Improving local infrastructure

One positive to emerge from the pandemic has been the surge in popularity of walking and cycling. The Council aims to capitalise on this by improving connections in Greenock town centre to allow people to continue enjoying active travel and to make it easier to access the town centre to support local businesses as part of the commitment to regenerate the area.

A study has been carried out to find ways to encourage more walking and cycling in Greenock town centre. The study is linked to the regeneration of West Blackhall Street and the development of a new segregated cycle lane, following a successful bid for £585,000 funding from the national 'Spaces for People' initiative.

The overall aim is to improve connectivity and encourage active travel by developing well-designed routes, places and signage that will help increase local journeys by bike and on foot, making the streets safer and more attractive for residents and visitors to the town, as well as the wider benefits in relation to population health.

#### Reducing our environmental impact

Reducing our environmental impact is a key strand of the council's Climate Change plan and the Council has successfully reduced its carbon emission from 19,104 tonnes in 2012/13. to 10,212 tonnes in 2019/20, a 46.5% reduction in percentage terms. This has been achieved through a range of measures, including building rationalisation and new build/refurbishment programmes which has reduced the number of operational buildings and improved energy efficiency. Environmentally-friendly LED lamps are installed across 97 per cent of Inverclyde's network, dramatically reducing energy consumption and driving down the volume of harmful carbon emissions by 55% and delivering an annual saving of around £300,000. Two thirds of our car and van fleet are now powered by electricity.

The point has now been reached where all options to drive down emissions further have been exhausted and expert assistance is required to make further inroads towards the Scottish Government's zero emissions target by 2045. Funding has been allocated to a study on how the Council can achieve this target, reflecting our ongoing commitment to the environment.

#### Enhancing our public spaces

Public space can help promote character and a sense of community and deliver health benefits. The Council has worked in partnership with Sustrans during the year to explore opportunities to co-fund an artistic intervention on Greenock's waterfront. The Inverclyde Great Place Scheme together with Sustrans, commissioned a piece of community engagement to ascertain the public appetite for, and the feasibility of, a potential installation.

During summer 2020, RIG Arts engaged with 116 residents to discuss local history and what would make a good piece of public art. Artists brought the use of local cycling, walking and wheeling routes into the discussion to help embody a shared vision of a healthier, more attractive Inverclyde for everyone. Many respondents felt that a public artwork should celebrate Inverclyde as a unique place and should be interactive and enhance the environment. The partnership project, Creative Conversations II will build on the community engagement and work with local groups to create new artworks which are due to be completed by October 2021.

## To preserve, nurture and promote Inverclyde's unique culture and heritage

### Our outcomes 2018/22

- ◆ Celebrate and promote Inverclyde's unique cultural and creative identity, past, present and future
- ◆ Develop a strong sense of place and increase civic pride through cultural and heritage activity
- ◆ Increase the number, and diversity of, local residents engaging with culture and heritage
- ◆ Promote the positive impact cultural and heritage participation can have on health and wellbeing
- ◆ Support economic development and regeneration using local culture and heritage activity as a catalyst
- ◆ Continue to secure ongoing investment from national funders into our cultural and heritage assets
- ◆ Empower communities to establish sustainable cultural and heritage activities
- ◆ Contribute to the delivery of Inverclyde Cultural Partnership's Arts and Creativity Strategy and Heritage Strategy

### The potential impact of Covid-19 on the delivery of our outcomes



The arts and culture sector has been one of the hardest hit and faces the greatest threat and due to a potential public nervousness to attend large scale events, the recovery trajectory for the sector remains difficult to predict.

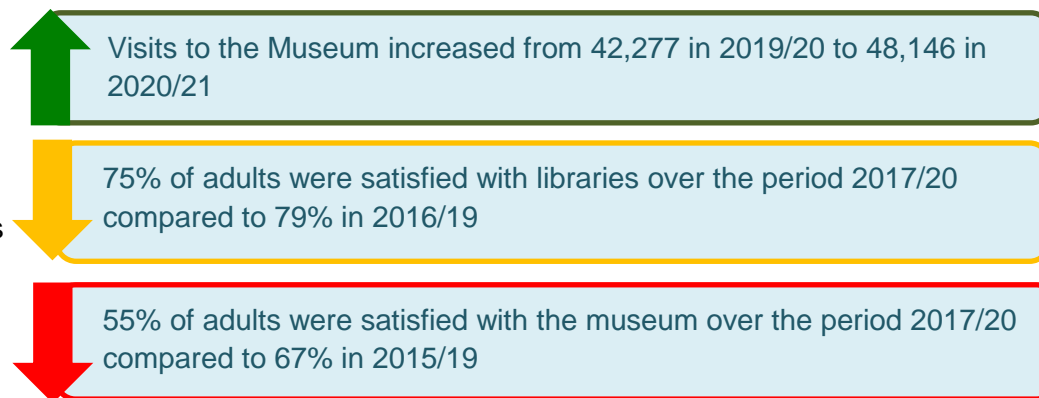
Whilst some parts of the sector have re-opened, the previous requirements for social distancing and capacity restrictions in venues have inevitably impacted on attendance resulting in reduced income for organisations, inevitably putting some at risk and negatively impacting on local economies.

There is also a risk that inequalities in relation to arts and culture will be widened. Attendance at cultural events has been shown to support feelings of wellbeing, however attendance is disproportionately low from those residing in the most deprived areas in Inverclyde and the pandemic may have caused this gap to widen further.

In addition, the culture and heritage sectors are an integral component of a strong Inverclyde tourism offer and a potential downturn in these sectors has implications for the successful delivery of the associated actions within the Inverclyde Population Action Plan.



### Performance snapshot 2020/21



### Achievements 2020/21 - A snapshot

#### Preserving our heritage

As part of the Council's commitment to support investment in the local heritage, a successful bid was made to the national Regeneration Capital Grant Fund (RCGF) for almost £1.2 million. This funding was earmarked to transform one of the oldest buildings in Port Glasgow, the King George VI building into a new community hub.

The King George VI building, which dates back to the 1700s, had previously received £1m investment from the Council to ensure that the B-listed property remains wind and watertight and to help preserve it for future generations.

This additional award will be used to complete the regeneration of the King Street building and transform it into a community hub featuring meeting rooms, office space and a café and importantly, safeguard the building's heritage by preserving it for future generations.

#### Promoting the Arts

A major new project aimed at capitalising on the vibrant arts sector to make a difference in people's lives has been developed by Inverclyde Council, in partnership with the Beacon Arts Centre, CVS Inverclyde, Kayos Theatre Group and RIG Arts. £275,000 funding was approved from Creative Scotland's new 'Culture Collective' and will be utilised by partners to work individually and collectively on a wide range of projects across Inverclyde including piloting new local partnership and community projects and new collaborative ways of working based on themes specific to Inverclyde: health and social care (with a focus on adult mental health); young people; regeneration of communities and outdoor work.

Recognising that participation in the arts is lower in areas of greatest deprivation, the project will also focus on engagement with people in harder to reach areas, engaging with areas that have low arts engagement and barriers to access.

#### Supporting sector recovery

The highly successful renovation of The Watt Institution has received national recognition and a further successful application for funding has provided the Institution with £230,000 from the National Lottery Heritage Fund to help the recovery of the heritage sector.

The funding has been used to explore re-telling the story of Inverclyde's history through its collections including its links with the transatlantic slave trade, and sugar and tobacco industries. A new multi-purpose creativity space is being developed so that more community groups and new audiences can take part in workshops and activities safely, whilst improved digital resources will be put in place to encourage on-line participation. The project aim is to increase local visitors back to the museum, which had to close due to lockdown just a few months after the completion of its major refurbishment.

## Organisational Priority 9

To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources

### Our Outcomes 2018/22

- ◆ The principles of Best Value are applied to everything that we do
- ◆ Our residents and communities feel actively involved in how services are designed and delivered
- ◆ We have modernised the way in which we work via the implementation of our 'Delivering Differently' programme
- ◆ Our services are provided in a variety of ways that meet the needs of our service users and offers flexibility
- ◆ We use data more effectively for the benefit of residents and to plan for the future of services
- ◆ We maximise our income stream by working more efficiently and where it is appropriate collaboratively, in the delivery of services
- ◆ To modernise and rationalise our property estate
- ◆ To strengthen partnership working to deliver the best possible outcomes for our residents

### The potential impact of Covid-19 on the delivery of our outcomes



Inverclyde Council has played a pivotal role in developing, implementing and leading the local response to the Covid-19 pandemic. The challenges that have emerged have been unprecedented and have in some areas, required a fundamental shift in service delivery. The Council is now heavily focused on recovery and planning as restrictions are eased.

Planning requires to be dynamic and responsive to emerging need as the full impact of the pandemic emerges.

Digital investment will continue to be essential in helping to build resilience; deliver new ways of working and 'futureproofing' the organisation for the increasing pressures and challenges that lie ahead.

The direction of travel for service delivery will continue to have a strong online focus, which will bring significant investment to customers in terms of ease of access to services and reduced service costs, however it is recognised that this may create issues for those that cannot access services in this way. Equity of access to services and alternative, non-digital access, or the means by which to access services digitally, must therefore also be planned for.



### Performance snapshot 2020/21

65% of all transactions with the Council were made digitally compared to 14% in 2019/20

92.4% of the Council's accommodation is suitable for its current use compared to 90.9% in 2019.20

58% of Citizens' Panel respondents in 2020 were satisfied with Council services, down from 69% in 2018



### Achievements 2020/21 - A snapshot

#### Improving Service Performance

Performance data provides a vital evidence base to measure the impact of Covid-19 locally and also to allow comparisons to be made with other areas of Scotland. Data is also key in supporting service planning to ensure that services continue to respond to emerging local need in the most effective way.

Despite a shift in focus for many services during the year, performance continued to be closely scrutinised and benchmarked. The Council is a member of many benchmarking groups, the most high profile of which in terms of the range of performance data that is published nationally, is the Local Government Benchmarking Framework (LGBF). The LGBF, which is published annually, includes a wide range of data relating to the performance of Scottish Councils in delivering services to local communities. This enables Councils to benchmarking their performance in key areas and creates opportunities to identify and share good practice.

Due to a time lag in data availability, the most recent LGBF publication is for financial year 2019/20. In total, performance data was published for 80 indicators (excluding housing which Inverclyde Council does not have responsibility for) and for all 32 Councils in Scotland.

Analysis of the LGBF data 2019/20 shows that Inverclyde Council ranks in the top two quartiles for 68% of all indicators, 12% were in the third quartile and a fifth, 20% were positioned in the fourth quartile. Comparison with other Councils shows that Inverclyde was the top performing Council in Scotland in relation to the number of indicators that rank in the top two quartiles.

You can view find more information on how Inverclyde Council performs here: <https://www.inverclyde.gov.uk/council-and-government/performance/>

#### Transforming service delivery

One of the most significant achievements in the past year has been the digital transformation that has taken place in the workplace and in service delivery, with Covid-19 restrictions forcing changes in service interactions previously delivered face-to-face. The rapid expansion of digital services enabled service provision to continue in many areas alongside the redeployment of staff into new roles, ensuring that responding to community need remained at the forefront of service delivery, including

- ◆ Vulnerable residents were supported through the establishment of a shielding helpline, Humanitarian Assistance Centre and helpline for anyone requiring support regardless of their circumstances; a prescription collection service, the distribution of food parcels; contact and welfare calls to local people and the development of a resource pack advising on how to access food and support services.
- ◆ The Registrars service moved to a 7 day a week service from April 2020, providing a fully available remote service and offering support and assistance to families under very difficult circumstances.
- ◆ In response to the school closures, 9 hub schools were established to provide childcare for key workers and vulnerable children. Transport was provided where this was a barrier to pupil attendance and a tracking process ensured continued sight of all young people.
- ◆ Some library services were maintained, with online library sessions held throughout the year, whilst 'Connect and Collect' bookings allowed library members to request items by phone or online. A 'Books on Wheels' service, whereby books were delivered directly to customers that were aged over 75 or shielding, was also introduced.
- ◆ In the absence of face-to-face delivery, a range of on-line and blended learning programmes were developed to ensure vulnerable adults were still able to communicate, stay connected and supported during lockdown and also allowed learners to continue to learn, grow and develop their skills. This was facilitated via the design and

development of an on-line/blended learning approach, supported by the development of the CLD Moodle on-line learning platform.

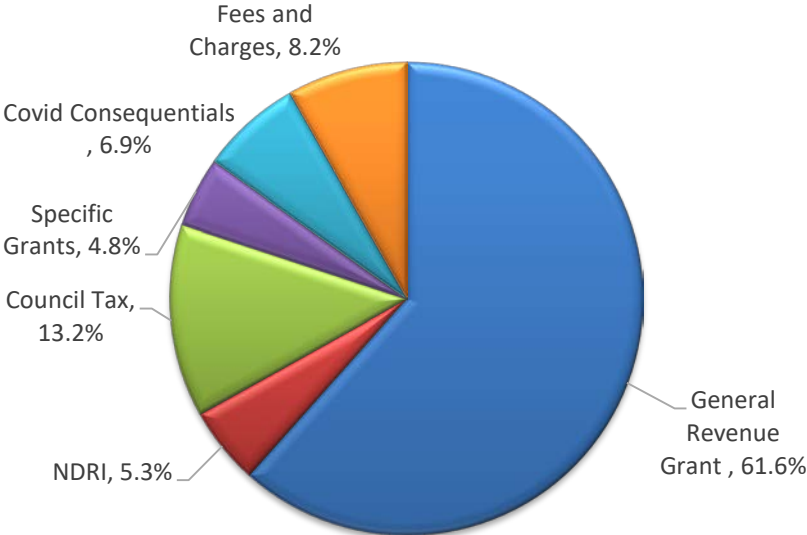
- ◆ Inverclyde HSCP services continued but were delivered via Hubs, a blended support model with more face to face contacts taking place alongside telephone and use of technology.
- ◆ A range of funding streams for grants have been administered on behalf of the Scottish Government. Over £20 million in grants have been processed, along with a 16% increase in Scottish Welfare Fund applications during the year.
- ◆ The accelerated uptake of technology across the Council enabled Committee business to continue, schooling to move remote / blended model and facilitated a shift to homeworking. Increased investment in ICT enabled the purchase of additional laptops for staff and the roll out of video conferencing facilities, enabling meetings to continue and employees to continue to provide services whilst home working, helping to ensure business continuity.

### MANAGING THE COUNCIL'S FINANCES

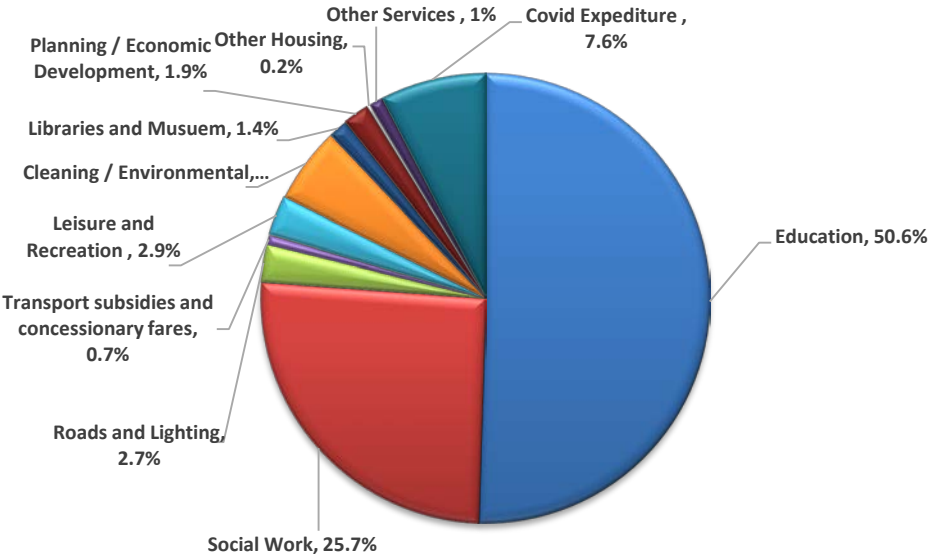
Sound financial management is crucial to the running of public services and is now even more important as measures to combat the impact of the pandemic and to support the community and business to cope with the long term effects have been put in place.

In 2020/21, the largest proportion of the Council's budget came from General Revenue Grant. In relation to where the money was spent during the year, half of the budget was directed to Education Services to help deliver the best start in life. The next largest proportion was allocated to Social Work Services to support our most vulnerable residents. Covid-19 expenditure accounted for almost 8% of the Council's budget.

Where our money came from 2020/21



What the money was spent on 2020/21

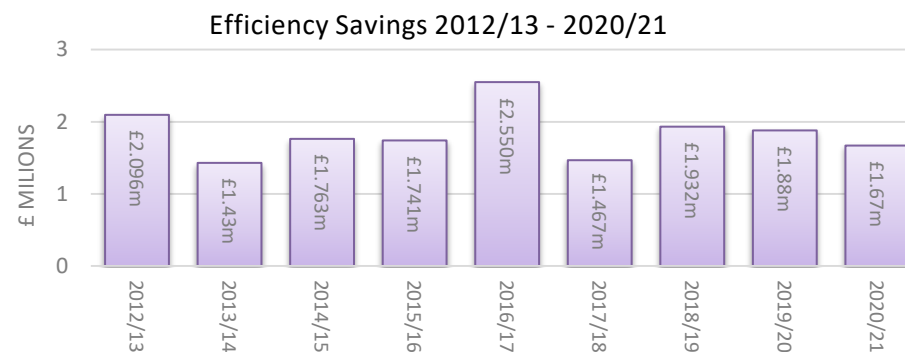


## Organisational Priority 9

### Efficiency Savings

The council delivered further recurring efficiency savings of £1.67million in the year. This helps the Council to protect front line services at a time of ongoing reductions in funding.

The chart opposite shows the efficiency savings that have been achieved since 2012/13.



### BUDGET 2021/22

In March 2021, the Council agreed an overall budget for 2021/22 of £203 million, along with a three year capital budget to fund infrastructure costs of nearly £61 million. The three year capital programme will be invested in increasing technology support and improving buildings and Inverclyde's roads network.

To support the area's recovery, a multi-million pound Covid-19 recovery fund has been established, reflecting the extraordinary circumstances of the past year and the challenges in terms of tackling the economic and social impact of the pandemic as we move forward. £10 million has set aside, £4 million of which has been allocated to a community fund to support the community in recovering from the effects of the pandemic, whilst £6 million has been earmarked to support increased jobs, training and employability projects across Inverclyde. A £100 council tax credit will also be available for those who do not qualify for other Covid-19 financial support and it is expected that up to 4,000 households in Inverclyde will benefit from this credit.

### AWARDS

#### ★ The Watt Institution

The iconic Watt Institution in Greenock was a finalist in a major design award following its £2.1 million restoration. The A-listed building, was a finalist in the 'Cultural and Religious Buildings category at the AJ Retrofit Awards run by the Architects' Journal. The nomination follows the historic building being honoured with a special conservation honour at the Glasgow Institute of Architects (GIA) 2020 virtual prize-giving.

#### ★ Partnership Working

Frontline Inverclyde Council staff received a special commendation from Police Scotland for helping keep residents safe. The Public Protection Team, which includes community wardens, anti-social behaviour officers, trading standards and environmental health, were awarded the Divisional Commander's Award for Partnership Working, recognising the 'instrumental' role the team play working alongside officers to protect and improve the area.

#### ★ APSE Performance Network Awards

Inverclyde Council was nominated for 'Best Performer' and 'Most Improved Performer' for Building Cleaning in the APSE Performance Network Awards 2021. The awards recognise top performing authorities alongside those who are striving to continuously improve their frontline services.

#### ★ Food for Life Bronze Award

For the second year in a row, Inverclyde Council achieved the Food for Life Bronze Award in recognition of the fact our school meals are made from fresh and healthy ingredients and are free from genetically modified ingredients and undesirable additives.

To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs

- Our Outcomes 2020/21**
- ◆ Our workforce size and the skills set of our employees meet the needs of the organisation
  - ◆ We have an employee driven culture of high performance, improvement and innovation
  - ◆ Our workforce feels valued and highly motivated
  - ◆ Our employees understand how their role contributes to the Council's vision
  - ◆ Inverclyde Council is viewed as an employer of choice
  - ◆ The health and wellbeing of our employees is supported through a range of health, safety and wellbeing opportunities
  - ◆ Employees are digitally skilled to deliver the best service to meet customer needs

For those that have been home based, the experience for some may have been enjoyable but challenging for others, adding to other home pressures resulting in heightened levels of stress. The return to the physical workplace presents significant challenges requiring a more flexible, agile model of working reflecting that some employees will naturally be feeling anxious.

Ongoing contact will be maintained with colleagues across Scotland to monitor issues relating to workforce statistics such as, illness, absence rates, working from home and other related issues. This information will help to inform the emerging picture of the impact of Covid-19 on employee health. Supporting positive mental health and wellbeing at work is more important than ever and access to appropriate support to keep staff mentally and physically well and ensuring that everyone supports and pays attention to wellbeing needs on a daily basis will be vital going forward.

## The potential impact of Covid-19 on the delivery of our outcomes



The Council's employees are its greatest asset and it is recognised that the ask made of them during the year has never been greater with many having undergone a period of tremendous change with working from home becoming the new norm for many and others moving into new roles to support the response to the pandemic.

As with other areas, it is likely that the experience of employees has been unequal. Research has shown that key workers at the front line of service delivery are more likely to say that their mental health has been negatively affected.



## Performance snapshot 2020/21

- ↑ The sickness absence rate for all FTE employees has improved from 9.2 days in 2019/20 to 7 days in 2020/21
- ↔ The number of 'abandoned' calls to the Customer Service Centre for council services (excluding revenues and benefits) remained at 3%
- ↑ 62% of the Council's highest paid 5% of employees are woman, up from 59.9% in 2019/20
- ↑ The gender pay gap improved slightly from 7.5% in 2019/20 to 7.4% in 2020/21

### Achievements 2020/21 - A snapshot

#### Supporting employee health and wellbeing

An Employee Health and Wellbeing Survey was carried out in July 2020 to better understand how staff were feeling. The results reassuringly indicated that a large majority of employees knew where to access resources regarding their health and wellbeing and felt supported. It was recognised however that more could be done and a Health & Wellbeing Strategy that builds on the existing work around wellbeing and resilience and linked to the overall Recovery Plan was developed with the aim of supporting good health and wellbeing preventing stress and creating a positive working environment.

The pandemic also had a significant impact on the management of health and safety. The introduction of new working practices and Covid restrictions resulted in new guidance and risk assessments having to be developed and communicated to staff regularly and reviewed and updated as knowledge and restrictions changed. Essential services were supported throughout to ensure that service provision could be maintained whilst ensuring the safety of staff and those who use our services.

#### Workplace Wellbeing Matters

Supporting the wellbeing of employees is also a high priority for the Inverclyde HSCP.

Ensuring that all staff working in health and social care stay safe and well is essential to supporting them to deliver the best care to service users and their carers. This is augmented by providing resources and support so that workforce wellbeing and resilience is sustained and improved.

Reflecting this commitment, the HSCP has developed “Workplace Wellbeing Matters - A Wellbeing and Resilience Delivery Plan for Inverclyde’s Health & Social Care Workforce, 2020 – 2023”

The Delivery Plan reinforces the importance of looking after the wellbeing and resilience of Inverclyde’s health and social care workforce and sets out the range of desired outcomes for employees, including staff feeling valued, feeling safe in the workplace, a sense of connectedness and improved wellbeing.

#### Delivering digital transformation

The rapid shift towards home and remote working required a massive investment in ICT support. To manage this, the ICT service developed 5 work streams namely (i) ICT Support provisions; (ii) deployment of Laptops/Home Working; (iii) VPN Capacity and Licensing; (iv) Internal Voice and (v) Video Communications and Video conferencing and collaboration tools.

These work streams were able to be delivered relatively quickly to assist with the task of supporting the workforce to remain safe, whilst enabling service provision to continue. By the end of May 2020, almost 500 devices had been distributed to employees and additional communications platforms deployed for home and remote working.

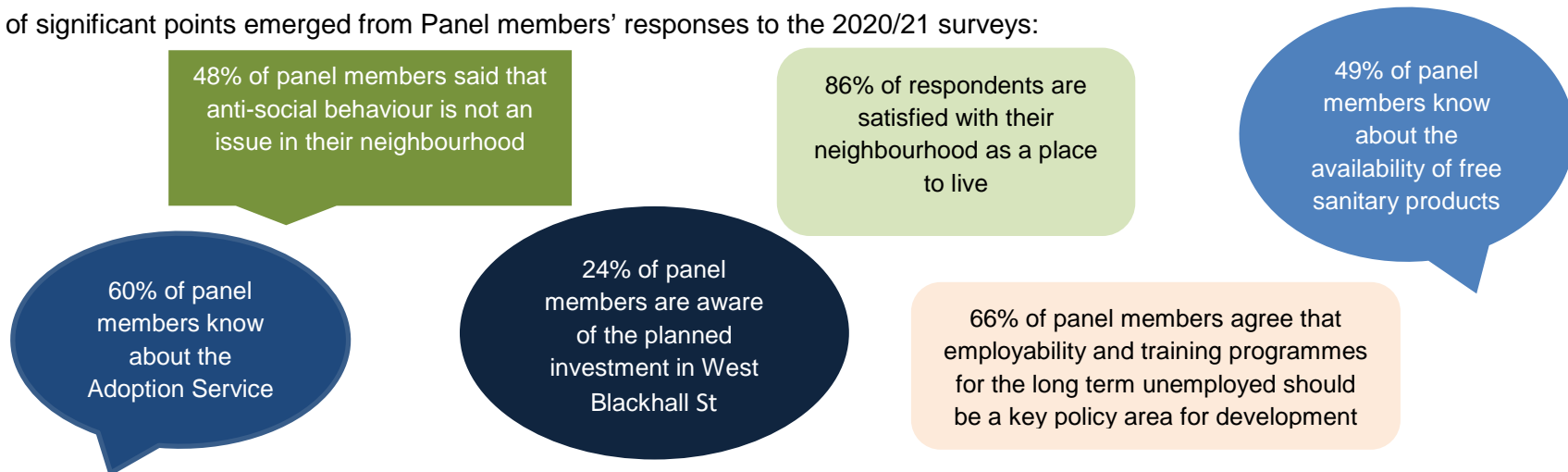
The Council’s Digital and ICT Strategies have also been reviewed and refreshed to ensure that they reflect the anticipated changes in the working environment and the need for digital services for staff, citizens and customers to continue to progress further.

## What our communities told us 2020/21

Ensuring that residents are involved in decisions that affect them is central to community empowerment. The Council's priorities also need to reflect the needs, priorities and aspirations of local communities. Community consultation and listening events take place on specific issues such as tackling poverty, education related issues and Inverclyde Council's budget, in addition to the statutory consultations that take place. One of the most long standing forms of consultation is the Citizens' Panel, which was established in 2007 and comprises of 1,000 Inverclyde residents. The Panel provides a means by which the Council can consult with Inverclyde residents twice yearly on a wide range of issues. Typically, surveys receive a robust response rate of around 64%. During 2020/21, residents were asked for their feedback on:

- Inverclyde Council's Adoption Service
- The provision of free sanitary products in Inverclyde
- West Blackhall Street and Walking and Cycling in Greenock Town Centre
- Community safety
- Inverclyde Council's performance
- Tackling poverty.

A number of significant points emerged from Panel members' responses to the 2020/21 surveys:



Services take account of the results when reviewing service delivery, as appropriate. Additionally, a newsletter is enclosed with each questionnaire which outlines a summary of the results from the previous survey, together with information on how the Council has responded to feedback provided by Panel members.



## PERFORMANCE DASHBOARD

### 1. To promote Inverclyde to both residents and visitors alike, as a great place to live, work, study and visit

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	In-migration - The number of people moving into Inverclyde in the year	1,470	1,610	1,250	Maintain	Red
CP	Out migration - The number of people leaving Inverclyde in the year	1,650	1,520	1,350	Decrease	Green
CP	Gross weekly pay for employees living in the area	£566.20	£544.00	£575.70	Increase	Green
CP	The percentage of Citizen Panel respondents that have considered leaving Inverclyde	36% (baseline)	Not asked	45%	Decrease %	Red
CP	The percentage of Citizen Panel respondents that are satisfied with Inverclyde as a place to live	74%	Not asked	75%	Maintain %	Green
KPI	The percentage of Citizen Panel respondents that are satisfied with their neighbourhood as a place to live	86%	Not asked	86%	Maintain %	Green
KPI	The percentage of school leavers achieving 1 or more awards SCQF level 6 or better	72.1%	74.7%	Due Feb 2022	70%	Green
KPI	The percentage of school leavers achieving 5 or more awards SCQF level 6 or better	36.9%	38.3%	Due Feb 2022	36%	Green
KPI	Percentage of school leavers achieving SCQF level 5 or better in literacy	86.2%	87.2%	Not available	-	Green
KPI	Percentage of school leavers achieving SCQF level 5 or better in numeracy	72.7%	75.5%	Not available	-	Green

## PERFORMANCE DASHBOARD

### 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

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The percentage of Citizens' Panel respondents that feel that they can influence decisions affecting the local area	30%	Not asked	24%	Increase %	Red
CP	The percentage of Citizens' Panel respondents that are satisfied with the way in which the Council takes their views into consideration when decision making	40%	Not asked	32%	Increase %	Red
CP	The percentage of community organisations in disadvantaged groups that have increased their capacity in the past year	85%	85.6%	Not available	Increase %	-
CP	The percentage of Citizens' Panel respondents that feel that safe in their neighbourhood outside at night	68%	Not asked	70%	Increase %	Green
CP	The percentage of the population involved in volunteering (Scottish Household Survey)	35% (2018)	No new data, SHS not carried out in 2020		-	-
KPI	Number of adults improving their literacies	750	421	148	120*	Green
KPI	The percentage of Citizens' Panel respondents that agree that the Council works with them to solve their problems	46%	Not asked	30%	Increase %	Red
KPI	The percentage of Citizens' Panel respondents reporting a reduction in anti-social behaviour in the last 12 months	10%	Not asked	19%	Increase %	Green
KPI	School attendance rates:					
	Primary	94%	92%	95%	90%	Green
	Secondary	90%	89%	93%	85%	
	ASN	91.5%	89%	92%	80%	

\* Reduced target reflects face to face learning being suspended for much of the year

## PERFORMANCE DASHBOARD

### 3. To grow the local economy in a way that creates opportunities for all our residents, including access to good quality jobs and lifelong learning

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The employment rate (%) of 16-24 year olds (Inverclyde compared to Scotland) <a href="http://www.gov.scot">Young person's local authority labour market dashboard - gov.scot (www.gov.scot)</a>	2018	2019	<b>2020</b>		
	Inverclyde Scotland	56.9% 57.9%	53% 59%	<b>48%</b> <b>52%</b>	Reduce gap	Amber
CP	The percentage of unemployed people assisted into work from Council operated / funded employability programmes (Inverclyde compared to Scotland)			<b>Due February 2022</b>	Continue to exceed Scottish average	Green
	Inverclyde Scotland	20.3% 12.6%	<b>25.9%</b> <b>12.66%</b>			
CP	The percentage of young people participating in education, training or employment (Inverclyde compared to Scotland)				Meet or exceed Scottish average	Green
	Inverclyde Scotland	91.8% 91.6%	92.9% 92.1%	<b>93.3%</b> <b>92.9%</b>		
KPI	Number of adult learners achieving core skills qualifications	261	314	<b>64</b>	93*	Amber
KPI	Number of business / property assists	27	16	<b>14</b>	16	Amber
KPI	Number of employability clients who gain a partial / full vocational qualification	366	354	<b>182</b>	300	Red

\* Reduced target reflects face to face learning being suspended for much of the year

PERFORMANCE DASHBOARD

4. To reduce the prevalence of poverty and in particular, child poverty in our communities

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The percentage of children in Inverclyde living in poverty after housing costs ( <i>End Child Poverty</i> )	23.3%	<b>23.8%</b>	No new data	Decrease %	Red
CP	The percentage of SIMD data zones in the 20% most deprived in Scotland	No new data	<b>45% (2020)</b>	No new data	-	Amber
CP	The percentage of the population living in fuel poverty	(2014/16) 38%	(2016/18) 31%	<b>(2017/19) 28%*</b>	30%	Green
CP	The percentage of workless households in Inverclyde compared to Scotland Inverclyde Scotland	(2018) 19.2% 17.1%	<b>(2019) 23.9% 17.7%</b>	No new data	Reduce gap	Red
CP	The average tariff score of pupils living in SIMD quintile 1	699	<b>767</b>	Due February 2022	Increase	Green
KPI	The percentage of primary pupils (P1,P4 and P7) combined) achieving expected levels or better in literacy	75.7%	Not available	<b>67.9%**</b>	75%	Red
KPI	The percentage of primary pupils (P1,P4 and P7) combined) achieving expected levels or better in numeracy	82.2%	Not available	<b>74.5%**</b>	82%	Red
KPI	The percentage of S3 pupils achieving fourth or better in literacy	41%	Not available	Not available	-	-
KPI	The percentage of S3 pupils achieving fourth or better in numeracy	42.2%	Not available	Not available	-	-

\* 2017/19 data on fuel poverty was published in February 2021

\*\*provisional data

PERFORMANCE DASHBOARD

5. To safeguard support and meet the needs of our most vulnerable families and residents						
Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The percentage of looked after children that are cared for in a community setting	86.3%	86.6%	Due Feb 2022	Increase %	Green
CP	The percentage of children with 1 or more placement in the past year	15.6%	14.3%	Due Feb 2022	Decrease %	Green
CP	The percentage of adults supported at home that agree that is has helped to maintain or improve their quality of life	76.6%	82.8%	Due Feb 2022	Increase %	Green
CP	The percentage of carers that feel supported to continue in their caring role Inverclyde Scotland	(2018) 40% 37%	Biennial survey	(2020) 39% 34%	Increase %	Amber
KPI	Percentage of looked after children with a permanence plan within 6 months of being accommodated	N/A	9%	25%	60%	Red
KPI	Percentage of Child Protection review case conferences taking place within the first 3 months of registration	35%	16%	40%	80%	Red
KPI	Percentage of children issued with a new supervision requirement seen by a supervising officer within timescale	100%	100%	100%	95%	Green
KPI	Percentage of criminal justice interviews whose induction / first meeting with a supervising officer took place within 5 working days	84.6%	79.9%	65.9%	75%	Red
KPI	Percentage of Criminal Justice work placements within 7 working days	85.8%	85.4%	43.1%*	-	-
KPI	Percentage of homelessness cases (Housing Options) that progressed to a full homelessness assessment	28.1%	36.5%	38.5%	-	-
KPI	Average time (weeks) between presentation and completion of duty by the council for cases assessed as unintentionally homeless or unintentionally threatened by homelessness	27.8 weeks	28.9 weeks	27.6 weeks	-	-
KPI	Primary School Exclusion Rate Secondary School Exclusion Rate ASN Exclusion Rate	3.2 40 93	0.4 34.6 37.2	1.1 27.5 15.5	-	-

\* No RAG status due to Unpaid Work being significantly impacted by the pandemic due to social distancing and also being completely suspended on two occasions, creating huge challenges

## PERFORMANCE DASHBOARD

### 6. To improve the health and wellbeing of residents so that people live well for longer

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	Reduce the gap in life expectancy for Inverclyde males and females compared to the Scottish average	2016/18	2017/19	<b>2018/20</b>	Reduce gap	Red
	Females	1.48 yrs	2.14 yrs	<b>2.4 yrs</b>		
	Males	1.9 yrs	2.29 yrs	<b>2.5 yrs</b>		
CP	Alcohol specific deaths in Inverclyde (rate per 100,000 population, 5 year rolling average)	2014/18	2015/19	<b>2016/20</b>	Reduce rate / gap	Red
	Inverclyde	32.8	34	<b>34.8</b>		
	Scotland	20.3	20.1	<b>20.6</b>		
CP	Drug related hospital stays per 100,000 population (rate per 100,000 population, 3 year aggregates)	2015/18	2016/19	<b>2017/20</b>	Reduce rate / gap	Amber
	Inverclyde	330.5	311.4	<b>282.6</b>		
	Scotland	180	199.5	<b>221.3</b>		
KPI	Number of clients with a self-directed support package	2806	2563	<b>2702</b>	-	-
	One option	95	114	<b>37</b>		
	Combination of options					
KPI	Delayed discharge from hospital: bed days occupied by delayed discharge patients per 1,000 population	87	162	<b>149</b>	-	-
KPI	Percentage of clients waiting no longer than 3 weeks from referral to receive an appropriate drug or alcohol treatment that supports their recovery	72.2%	87%	<b>97.1%</b>	90%	Green
KPI	Number of adults aged 65+ in long term care	561	560	<b>485</b>	-	-
KPI	The percentage of high priority public health complaints attended by the next day	100%	87%	<b>46.5%</b>	95%	Red

## PERFORMANCE DASHBOARD

### 7. To protect and enhance our natural environment

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	Total CO <sub>2</sub> emissions within the scope of influence of the Council (per capita emissions tonnes)	3.9t (2018)	<b>3.7t (2019)</b>	<b>Not yet published</b>	3.6t (2020)	Green
CP	The percentage of residents that are satisfied with parks and open spaces	88% (2015/18)	88% (2016/19)	<b>88% (2017/20)</b>	Maintain performance	Green
CP	The percentage of Inverclyde's overall roads network that requires maintenance treatment	37.5% (2017/19)	37.3% (2018/20)	<b>35.3% (2019/21)</b>	Decrease %	Green
CP	Street Cleanliness Score	89.6	<b>84.3</b>	<b>Not yet published</b>	Increase	Red
CP	The percentage of household waste that is recycled	56%	<b>54%</b>	<b>Not yet published</b>	50%	Green
KPI	The percentage of category 1 potholes made safe within 24 hours of notification	100%	100%	<b>100%</b>	90%	Green
KPI	The percentage of building warrants assessed within 20 working days of registration	95%	94%	<b>91%</b>	95%	Amber
KPI	The percentage of completion certificate responded to within 10 working days of registration	85%	76%	<b>80%</b>	85%	Amber

PERFORMANCE DASHBOARD

8. To preserve, nurture and promote Inverclyde’s unique culture and heritage

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The percentage of adults that are satisfied with libraries	(2015/18) 79%	(2016/19) 79%	(2017/20) 75%	Maintain %	Amber
CP	The percentage of adults that are satisfied with museums	(2015/18) 73%	(2016/19) 67%	(2017/20) 55%	Increase %	Red
CP	The percentage of adults that attended cultural events / places of culture (Scottish Household Survey)	2018 77%	No new data	No new data	-	-
CP	The percentage of adults living in the 20% most deprived that attended cultural events / places of culture (Scottish Household Survey)	2018 70%	No new data	No new data	-	-
CP	The percentage of adults that participated in any cultural activity (Scottish Household Survey)	2018 72%	No new data	No new data	-	-
CP	The percentage of adults living in the 20% most deprived that participated in any cultural activity (Scottish Household Survey)	63%	No new data	No new data	-	-
KPI	Total number of visits to / usages of the Museum (virtual and in person)	57,076	42,277	48,146	10,000	Green
KPI	Total number of visits to libraries (virtual and in person)	671,212	682,714	529,804	250,000	Green

**Note on Scottish Household Survey data**

All Scottish Government face-to-face interviewing, including the Scottish Household Survey (SHS), was suspended from 17 March 2020. In October 2020, a contact-free telephone/video approach was successfully piloted, and was subsequently rolled out to the remainder of the 2020 sample. The 2021 SHS continues to use this method. The results of the 2020 SHS will be published in autumn 2021. Response rates for telephone surveys are generally lower than for face-to-face interviews. Due to the smaller sample size, the Scottish Government will not be able to provide 2020 data broken down in as many ways as usual and data for individual local authorities will not be available



## PERFORMANCE DASHBOARD

### 9. To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The percentage of Citizens' Panel respondents that agree that the Council is responsive to customer needs	44%	-	26%	Increase %	Red
CP	The percentage of Citizens' Panel respondents that are satisfied with Council services	69%	-	58%	Increase %	Red
CP	The percentage of Citizens' Panel respondents that agree that services are good value for money	55%	-	48%	Increase %	Red
CP	The percentage of the Council's accommodation that is suitable for its current use	92.8%	90.9%	92.4%	91.5%	Green
KPI	The percentage of customer transactions with the Council that are digital	6.5%	13.9%	65%	Increase %	Green
KPI	The gross cost of benefits administration per case	£37.77	£37.16	£35.62	£45	Green
KPI	The percentage of benefits processing that was accurate	100%	99.3%	*Not measured	99%	-
KPI	PCIP score	70%	No new data	No new data	-	-
KPI	The percentage of pest control service requests attended within 5 working days	99.3%	98.8%	99.6%	96%	Green
KPI	The percentage of consumer complaints completed within 14 days	90.9%	89.4%	92%	95%	Amber

\*The work required for "Accuracy of Benefits Processing" was temporarily dropped while the team was processing Covid business support grants however quality assurance work continued throughout 2020/21 with no issues arising. Measurement has been reinstated for 2021/22.

PERFORMANCE DASHBOARD

10. To develop motivated, trained and qualified employees who deliver quality service that meet current and anticipated service needs

Ref	Indicator	2018/19	2019/20	2020/21	Target 2020/21	Status
CP	The percentage of employees that are satisfied in their jobs (Employee Survey)	82% (2018)	No new data	No new data	-	-
CP	The percentage of employees that understand how their work contributes to the Council's aims (Employee Survey)	93% (2018)	No new data	No new data	-	-
CP	The percentage of employees that agree they feel motivated to do the best job that they can (Employee Survey)	78% (2018)	No new data	No new data	-	-
CP	The percentage of employees that agree that Inverclyde Council is a caring and supportive employer (Employee Survey)	74% (2018)	No new data	No new data	-	-
KPI	The gender pay gap	8.18%	7.52%	7.4%	Reduce %	Amber
KPI	The percentage of the highest paid 5% of employees who are women	58.67%	59.88%	62.4%	Maintain %	Green
KPI	The overall sickness absence rate	9 days	9.2 days	7 days	9 days	Green
KPI	The number of abandoned calls made to the Customer Service Centre (i) revenues and benefits (ii) other council services	18% 6%	6% 3%	6% 3%	26% 10%	Green
KPI	The percentage of employee appraisals completed in the year and individual development plans agreed	97%	92%	Available April 2022	90%	-

We would like to hear what you think of this Annual Report and in particular, if we can improve on the information that we provide to you.

## Contact us

**For further information please contact:**



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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Interim Director, Finance &amp; Corporate Governance</b>	<b>Report No:</b>	<b>LS/089/21</b>
<b>Contact Officer:</b>	<b>Carol Craig-McDonald</b>	<b>Contact No:</b>	<b>01475 712710</b>
<b>Subject:</b>	<b>Freedom of Information Annual Report - 2020</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Policy & Resources Committee with details of Freedom of Information (FOI) requests received by the Council during the period 1 January – 31 December 2020.

## 2.0 SUMMARY

- 2.1 The Freedom of Information (Scotland) Act 2002 (FOISA) came into effect on 1 January 2005. Under FOISA, a person who requests information from a Scottish public authority which holds it is entitled to be given it by the authority, subject to certain conditions and exemptions which are set out in the FOISA. The Environmental Information (Scotland) Regulations 2004 (the EIRs) also came into force on 1 January 2005 and give the public rights of access to environmental information held by Scottish public authorities.
- 2.2 The Council has adopted the Model Publication Scheme 2016 which was produced and approved by the Scottish Information Commissioner on 29 March 2016. The Model Publication Scheme (MPS) and the Council's Guide to information available through the MPS are on the Council's website at [www.inverclyde.gov.uk](http://www.inverclyde.gov.uk).

## 3.0 RECOMMENDATION

- 3.1 The Policy & Resources Committee is asked to note the information provided in relation to FOI requests received by the Council during 2020.

**Anne Sinclair**  
**Interim Head of Legal Services**

## 4.0 BACKGROUND

- 4.1 FOISA provides a right of access to recorded information held by Scottish public authorities subject to certain conditions and exemptions which are set out in the FOISA.
- 4.2 The Council has adopted the Model Publication Scheme 2016 which was produced and approved by the Scottish Information Commissioner on 29 March 2016. The Model Publication Scheme (MPS) and the Council's Guide to information available through the MPS are on the Council's website at [www.inverclyde.gov.uk](http://www.inverclyde.gov.uk). The Council's Guide provides information on:-
- what information is available (and what is not available) in relation to each class;
  - charges that may be applied;
  - how to find the information easily;
  - contact details for enquiries and help with accessing the information; and
  - how to request information held by the Council that has not been published.
- 4.3 An applicant for information has the right to ask the Council to review its action and/or decisions if they are dissatisfied with the way in which the Council has dealt with the request for information. If still dissatisfied with the review decision, or if the review decision has not been received within 20 working days, an applicant may appeal to the Scottish Information Commissioner.
- 4.4 The Scottish Information Commissioner has since April 2013 asked all Scottish public authorities to provide statistics on FOI requests and requests under the EIRs, the number of Subject Access Requests received, details of reviews dealt with and exemptions/exceptions applied on a quarterly basis. These statistics are available on the Scottish Information Commissioner's website at [www.itspublicknowledge.info](http://www.itspublicknowledge.info).
- 4.5 Although the Scottish Information Commissioner has no locus in relation to Subject Access Requests (SARs), this information is collected to see how the number of FOI and EIR requests authorities receive compares to the number of SARs received.

## 5.0 REQUESTS RECEIVED

- 5.1 During 2020, 1009 FOI requests, 33 requests under the EIRs and 66 SARs were received.
- 5.2 A comparison with the number of FOI and EIR requests received from 2016 is set out in the table below.

Year	FOIs	EIRs	Total	FOI/EIRs Responses Within Statutory Timescale	FOI/EIRs Response Outwith Statutory Timescale	Withdrawn/Carried Forward (clarification/fees)	No of requests not responded too
2016	1193	14	1207	1010	151	46	0
2017	1265	16	1281	1063	95	123	0
2018	1273	32	1305	1042	197	46	0
2019	1282	16	1298	1144	119	25	0
2020	1009	33	1042	820	187	17	15

- 5.3 Members will note from the table above that, in comparison with 2019, there has been a decrease in the overall number of FOI/EIR requests dealt with by the Council. This was attributable to the second quarter of the year when the pandemic saw the UK move into a national lockdown. A lower number of FOI requests was received during the months of March to July 2020 inclusive. The number of requests received in subsequent quarters normalised, although the numbers were marginally lower than the averages previously received each quarter. It should also be noted that there was a 51% increase in the number of EIRs received in 2020 due to correct categorisation

upon receipt. The number of SARs received also showed a very slight increase when compared against the 2019 figures. This is largely attributable to individuals being more aware of their rights of access under the Data Protection Act 2018.

- 5.4 The Covid-19 pandemic had an impact on performance in terms of ensuring that statutory timescales were met, especially during the first few months of the pandemic. The number of FOIs/EIRs which were responded to out-with the statutory timescale increased by 63% in 2020. The Council reported 15 requests that were not responded to over the course of the year, although this position was higher when reported in the respective quarterly performance reports. These numbers reduced over the year and were later reflected as FOIs that were responded to late, rather than not responded to at all, once services had responded to these requests.
- 5.5 Temporary changes to FOISA were brought in by the Coronavirus (Scotland) No.2 Act which allowed the Scottish Information Commissioner to decide that the Council did not fail to comply with its FOI duties by not responding to a request within 20 working days if he was satisfied that the failure to respond on time was:
1. Due to either the effect of the coronavirus on the Council or the Council acting under the 60 working day timescale when it was in force (7 April to 26 May inclusive); AND
  2. Reasonable in the circumstances, with primary consideration being given to public interest in the Council responding promptly to requests.

This temporary legislation expired at the end of September.

Information and guidance was provided to all FOI representatives within services to assist with managing and responding to requests during the pandemic. The continued duty to respond to requests promptly and to proactively publish information was emphasised.

- 5.6 During 2020, the Council received 9 FOISA requests for review and 3 EIR requests for review. Two cases were referred to the Scottish Information Commissioner for a decision. The Scottish Information Commissioner upheld the Council's decision on one appeal and the other was later withdrawn by the applicant once further information was disclosed.
- 5.7 FOI/EIR requests are dealt with within existing staff resources and are recorded and co-ordinated centrally by Legal Services. In addition, Legal Services deals with any requests which are specific to the service, all of the corporate requests, the preparation and submission of quarterly statistical returns to the Scottish Information Commissioner and quarterly monitoring reports to the CMT. This is supported by staff within the directorates who deal with service specific requests.
- 5.8 Quarterly reports on progress throughout the year are submitted to the CMT for overall review and any actions on a service specific basis and to ensure awareness of the impact on staff resources. Moving forward reports will be submitted to the CMT on a 6 monthly basis.

## **6.0 REVIEW OF POLICY AND PROCEDURE**

- 6.1 In order to improve response times and the quality of FOI responses, a specific Corporate Development Improvement Plan (CDIP) improvement action is being progressed. It is recognised that the Council's FOI policy and guidance needs updated, a training programme requires to be established and an information management system to better manage FOI requests needs to be implemented. Covid-19 and unplanned staff absences has further delayed the progress that was planned.
- 6.2 The Workpro system will be cascade to all Services during the month of November. This will be following with training which is being organised to increase knowledge across all officers who deal with FOIs. Refreshed guidance will be issued to officers completing all of this by December 2021.

## **7.0 IMPLICATIONS**

### **Financial**

7.1 All costs associated with dealing with FOI and EIR requests, reviews and appeals and SARs are contained within existing budgets. Information on the time spent and estimated costs (based on the mid-point of the relative salary grade) of dealing with FOI and EIR requests across the Council has been collated from May 2016. Services are conscious of the need to accurately record the costs incurred and guidance and support are offered to assist in ensuring the Council has a clear view of the resources utilised. The time spent on and estimated cost of dealing with FOI and EIR requests during January-December 2020 is set out in the table below and show a decrease in estimated hours and costs. It is recognised that services have improved the accuracy of providing time and cost recording for reporting purposes.

Period	Time Spent	Estimated Cost
January - December 2017	1814.4 hours	£30,112.93
January – December 2018	1412.20 hours	£23,953.28
January – December 2019	1934.95 hours	£39,122.34
January – December 2020	1398.02hours	£29,553.44

One off Costs:

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
n/a	n/a	n/a	n/a	n/a	n/a

Annually Recurring Costs/ (Savings)

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

## Legal

7.2 The Council is legally bound to comply with FOISA and the EIRs. The Scottish Information Commissioner has powers of enforcement which can be used where a public authority is consistently failing to comply with the legislation.

## Human Resources

7.3 None.

## Equalities

7.4 Equalities

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

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

(b) Fairer Scotland Duty

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

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

outcome?

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

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

**7.5 Repopulation**

None.

**8.0 CONSULTATIONS**

8.1 None.

**9.0 BACKGROUND PAPERS**

9.1 None.



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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Interim Head of Legal Services</b>	<b>Report No:</b>	<b>LPS090/21</b>
<b>Contact Officer:</b>	<b>Carol Craig-McDonald,</b>	<b>Contact No:</b>	<b>01475 712725</b>
<b>Subject:</b>	<b>Inverclyde Council Annual Complaint Handling Report 1 April 2020 – 31 March 2021</b>		

---

## 1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Policy & Resources Committee of the annual performance of all complaints received and handled by Inverclyde Council, Health and Social Care Partnership (HSCP), and both Arms-Length Organisations (ALEOs), Inverclyde Leisure and Riverside Inverclyde for the period from 1 April 2020 to 31 March 2021.

## 2.0 SUMMARY

- 2.1 The annual Complaint Handling Statistical report for the period 1 April 2020 to 31 March 2021 in Appendix 1 has been prepared by the Council's Information Governance Team. The annual report provides the following information:
- i. Performance Information;
  - ii. Analysis of complaint activity; and an
  - iii. Update on learning from complaints.
- 2.2 The performance of the Council, HSCP, both ALEOs, Inverclyde Leisure and Riverside Inverclyde has been summarised within the report on key performance indicators that have been monitored over the relevant period.
- 2.3 The SPSO has provided statistical information on the Council's complaint handling during the above period and there have been no cases involving the Council investigated this year.
- 2.4 The Council remains committed to investigating, learning from and taking appropriate action where it is found that standards have fallen below the level expected or where it is recognised that services could be improved.

## 3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- (1) Notes the annual performance of Inverclyde Council's complaint procedure.
  - (2) Approves the publication of the Annual Complaint Handling Report on the Council's website.

## 4.0 BACKGROUND

- 4.1 The local authority complaint handler network (LACHN) is a national forum for local authority complaint handlers to meet quarterly to assist in the development of professional practice in relation to complaint handling. Inverclyde Council are represented at this forum by the Complaint Officer alongside representatives from 32 Scottish Local Authorities. The Scottish Public Service Ombudsman (SPSO) attend these meetings to support the ongoing development of complaint handling within local authorities and to achieve consistency in approach.
- 4.2 There is a requirement for Councils to report complaint handling performance for ALEOs. Inverclyde Council have two ALEO's, Inverclyde Leisure and Riverside Inverclyde, and they both require to adhere to reporting on complaints handled although they were not included at the time of the implementation of the model complaint procedure. Inverclyde Council is adhering to the reporting requirements for ALEOs set out by the SPSO.
- 4.3 The SPSO has confirmed that they would be moving to a quarterly submission of complaint handling statistical data from all Councils. This was intended to ease the collation of management information on an annual basis. Inverclyde Council agreed to supply this statistical data each quarter, as it is currently prepared on a quarterly and annual basis. The draft report is issued to LACHN for discussion at the network meeting and any inconsistencies in data interpretation and analysis is resolved before the formal annual submission to the SPSO each year.
- 4.4 Inverclyde Council, the HSCP and both ALEOs implemented revised model complaint handling procedures on 1 April 2021.

## 5.0 ANNUAL PERFORMANCE

- 5.1 Inverclyde Council, Inverclyde Leisure, Riverside Inverclyde and the HSCP received and handled 269 complaints and closed 250 complaints within the relevant period. The statistics show a decrease in the number of complaints received in Inverclyde Council, the HSCP and Inverclyde Leisure. This has been attributable to a lower number of complaints being received in the first two quarters of the year due to the COVID 19 pandemic.
- 5.2 The performance of complaints handled at stage one of the complaint handling procedure has been summarised in the table below.

Stage 1 Complaints	Indicators 2020/21		Trend when comparing to 2019/20
No of complaints closed	172		a decrease of 117 complaints
% of complaints closed on time within 5 days (inc time extn cases)	86%		an improvement by 3%
Average number of days taken to close complaint	5 days		an increase in time by 1.3 days
No of complaints upheld & as % of all complaints	55 cases	27%	a reduction by 26 complaints
No of complaints partially upheld & as % of all complaints	38 cases	19%	a reduction by 12 complaints

5.3 The performance of complaints handled at stage two of the complaint handling procedure has been summarised in the table below.

Stage 2 Complaints	Indicators 2020/21		Trend when comparing to 2019/20
No of complaints closed	26		A decrease of 21 complaints
% of complaints closed on time within 20 days & where we applied time extension	74.3%		A decrease by by 2.3%
Average number of days taken to close complaint	16.2 days		Improved by 2 days
No of complaints upheld & as % of all complaints	13 cases	37.1%	An increase of 3 complaints
No of complaints partially upheld & as % of all complaints	11 cases	31.4%	a reduction of 1 complaints

5.4 The performance of complaints handled at escalated stage two of the complaint handling procedure has been summarised in the table below.

Escalated Stage 2 Complaints	Indicators 2020/21		Trend when comparing to 2019/20
No of complaints closed	15		a reduction of 9 complaints
% of complaints closed on time within 20 days & where we applied time extension	80.0%		a positive increase of 2%
Average number of days taken to close complaint	15.1 days		an decrease of 3 days
No of complaints upheld & as % of all complaints	3 cases	20%	7 an reduction of 4 cases
No of complaints partially upheld & as % of all complaints	3 cases	20%	No change

5.5 The breakdown of complaint volumes per service remains relatively low within some services however, they are proportionately higher in those services that have historically received higher complaint volumes based on the nature of work undertaken Riverside Inverclyde did not receive any complaints over the year.

5.6 Service improvement recording commenced in November 2016 and has been embedded within services and is reported quarterly to DMTs. The HSCP requires to implement this process within their complaint handling process.

5.7 The SPSO has recommended that all Local Authorities should be completing customer satisfaction surveys regularly to gain true insight regarding how well they are handling complaints. A model satisfaction survey was recommended by the SPSO for implementation at the same time changes to the Model Complaint Handling Procedure were introduced in April 2021. Implementation has been postponed by the Council due to challenges with resourcing and developing the technical process for implementing the survey. This will be revisited in 2022.

5.8 The SPSO received 7 complaints for Inverclyde Council which were dealt with at early resolution stage and no complaints were investigated. The SPSO received 3 complaints for the HSCP. One complaint was dealt with at the early resolution stage. Two complaints were reviewed, with one upheld and one not upheld. This reflects a reduction in the complaints received by the SPSO for both Inverclyde Council and the HSCP.

5.9 The Council has received a letter dated 21 September 2021 from the SPSO, with guidance about customer service complaints, application of model complaints handling principles and procedures and service recovery. Whilst recognising that there are significant ongoing pressures on public bodies the SPSO has emphasised the importance of communication with service users and advised that the Council plan for recovery to “ normal service “. The Information Governance and Complaints officer will undertake a review of the Councils complaint handling and report to back to the CMT.

**6.0 COMPLAINTS HANDLING BY ALEOS**

6.1 The Council is responsible for ensuring the services provided by Inverclyde Leisure and Riverside Inverclyde meet the required standards and adhere to the complaint handling procedure. In doing this the Council must establish mechanisms to identify and act on complaint handling performance issues found.

6.2 Inverclyde Leisure implemented the complaint handling procedure in March 2017 and has provided their management information for inclusion into the Council’s quarterly and annual reporting requirements to the SPSO.

6.3 Riverside Inverclyde implemented the complaint handling procedure from 1 April 2018 and provide quarterly statistical information for inclusion in the reporting for Inverclyde Council. The volume of complaints from this ALEO continue to be extremely low with an entire year noted where no complaints were received.

**7.0 IMPLICATIONS**

7.1 Finance

Financial Implications

None

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

Annually Recurring Costs/ (Savings)

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

**7.2 Legal Implications**

The legal implications are set out in this report.

**7.3 Human Resources**

None

## 7.4 Equalities

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

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

(b) Fairer Scotland Duty

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

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

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

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

## 7.5 Repopulation

None.

## 8.0 CONSULTATIONS

8.1 The Corporate Management Team have reviewed the contents of the Annual Report.

## 9.0 BACKGROUND PAPERS

9.1 None.

**Inverclyde Council  
Annual Complaints Report  
1 April 2020 – 31 March 2021**

## CONTENTS

<b>Item</b>	<b>Heading</b>
1.0	Background
2.0	Current Procedures
3.0	Governance Arrangements
4.0	Summary of Performance
4.1	Number of complaints received
4.11	Complaint trends
4.15	Timescales
4.28	Complaint Outcomes
4.31	Complaint themes
4.34	Learning from complaints
5.0	Scottish Public Services Ombudsman (SPSO) Reviews
6.0	Developments
7.0	Positive comments
8.0	Conclusion

## 1.0 Background

- 1.1 In April 2013 the Council introduced a revised complaints handling procedure moving from a three stage to a two stage process in line with the guidance by the Scottish Public Services Ombudsman (SPSO). At the same time a new corporate wide system for recording complaints through LAGAN was rolled out across the Council.
- 1.2 In 2015 an audit was undertaken to provide management and the Audit Committee with an assessment of the adequacy and effectiveness of the governance, risk management and controls surrounding a number of key risks faced by both the Council and Inverclyde HSCP regarding complaints. There was a requirement to improve on a number of areas.
- 1.3 A corporate working group was established following the audit with representation across all services and chaired by a Corporate Director to address areas in the Council's complaint handling.
- 1.4 The Council's objective was to address issues that had been identified during historic complaint handling were agreed to ensure that the Council has a robust approach to complaint handling. The Complaint Officer post has strengthened the robustness of the Council's complaint handling approach in the following areas;
  - Increased awareness of the Council's complaint handling procedures.
  - Ensuring training needs of staff with responsibility for complaint handling are identified and addressed.
  - Improved corporate oversight of the complaints process.
  - Improved monitoring of complaints.
  - Regular review of the Council's complaint handling procedures for effectiveness.
- 1.5 The local authority complaint handler network (LACHN) is a national forum for local authority complaint handlers to meet quarterly to assist in the development of professional practice in relation to complaint handling. Inverclyde Council are represented at this forum by the complaint officer alongside representatives from 32 Scottish Local Authorities. The SPSO attend these meetings to support the ongoing development of complaint handling within local authorities and to achieve consistency in approach.
- 1.6 Inverclyde Leisure operates sports and community facilities throughout Inverclyde for the Council and Riverside Inverclyde promotes urban regeneration within the area. While these organisations are separate to the Council they are subject to its control and the Council is responsible for ensuring the services provided meet the required standards and adhere to the complaint handling procedure. In doing this the Council must establish mechanisms to identify and act on complaint handling performance issues identified.
- 1.7 The SPSO through LACHN network issued a survey to all local authorities to complete regarding complaint handling reporting being submitted to the network to review prior to formal reporting being issued to SPSO. The survey questions highlighted the requirements for Council's to report complaint handling performance for ALEOs. Inverclyde Council have two ALEO's they are Inverclyde Leisure and Riverside



Inverclyde and they are required to adhere to reporting on complaints handled although they were not included at the time of the implementing the model complaint procedure. Actions have been taken to address this and Inverclyde Council are now adhering to the reporting requirements set out by the SPSO.

- 1.8 Following the results of the survey that was completed by all of the local authorities, the SPSO confirmed that they would be moving to a quarterly submission of complaint handling statistical data from all Councils. This was intended to ease the collation of management information on annual basis. Inverclyde Council agreed to supply this statistical data each quarter, as it is currently prepared for the CMT on a quarterly and annual basis. The draft report is issued to the LACHN for discussion at the network meeting and any inconsistencies in data interpretation and analysis is resolved before the formal annual submission to the SPSO each year.

## **2.0 Current Procedures**

- 2.1 Inverclyde Council co-ordinates the reporting of complaints to the SPSO and this includes the HSCP, ALEOs, Inverclyde Leisure and Riverside Inverclyde. Each area is responsible for recording their own complaints and providing their management information to Inverclyde Council to enable the consolidated statistical report to be produced quarterly and annually.
- 2.2 On 1 April 2021 Inverclyde Council, the HSCP and both ALEOs, Inverclyde Leisure and Riverside Inverclyde adopted the new Model Complaint Handling Procedure which was updated by the Scottish Public Services Ombudsman. This change aligns the procedure followed in each of these areas. The procedure provides a quick, simple, streamlined process with a strong focus on local, early resolution. This enables issues or concerns dealt with close to the event which gave rise to the complainant making the complaint.
- 2.3 As far as possible the complainant should be actively and positively engaged with the process from the outset.
- 2.4 **Frontline resolution stage one:** Frontline resolution should be attempted where there are straightforward issues potentially easily resolved with little or no investigation. This should be completed within 5 working days
- 2.5 **Investigation stage two:** Where complaints cannot be resolved at the frontline stage or those which are complex, serious or high risk, a thorough investigation will be undertaken. This typically requires more thorough examination in order to establish facts prior to reaching conclusion. The complaint points and resolution outcome sought is agreed with the complainant. This should be completed within 20 working days.
- 2.6 **Escalated investigation stage two:** Where the complainant remains dissatisfied with the way the Council dealt with their complaint at frontline resolution, the complainant can request a detailed investigation under stage two of our complaints handling procedure. This must be undertaken before the complainant can take their complaint to the SPSO to review.
- 2.7 **Scottish Public Service Ombudsman:** Appeals of complaint outcomes are reviewed by the SPSO.

### **3.0 Governance Arrangements**

3.1 Governance arrangements are in place to report and analyse complaints within Inverclyde Council as follows:

Heads of Service Meetings  
Service Review Meetings  
Director Management Team meetings  
Corporate Management Team meetings annually

3.2 Inverclyde Council log their complaints into the Verint system. The Health and Social Care Partnership complaints are logged in two ways a complaint log spreadsheet for all complaints and complaints relating to NHS GG&C are also recorded on their Datix system. Inverclyde Leisure and Riverside Inverclyde record their complaints on a complaint log spreadsheet.

3.3 This is supported by the Information Governance and Complaint Officer who promotes the complaint handling procedure and provides strategic direction for complaint handling to ensure a responsive, efficient and improved complaint handling service which meets the regulatory standards. Oversight and monitoring of complaint handling performance is undertaken to ensure the feedback mechanism is delivering continuous improvement. Quarterly recommendations on improvement areas are discussed with the Corporate Management Team. The Health and Social Care Partnership have created a temporary NHS funded role of Complaints Manager who is responsible for overseeing the processing of all complaints relating to the HSCP including NHS GG&C. The HSCP Complaints Manager ensures that all complaints are responded to in a professional manner, providing performance management and analysis (financial, planning and business management) and achieving national and local targets.

### **4.0 Summary of Performance**

#### **4.1 Number of complaint received and closed**

4.2 In the reporting period 1 April 2020 – 31 March 2021 Inverclyde Council, Inverclyde Leisure and the HSCP received and handled **269** complaints and closed **250** complaints. The complaints received per 1000 of population is 3.5 complaints which is a reduction when comparing to the same period last year.

4.2 The SPSO requires Inverclyde Council to include ALEOs and HSCP complaints statistical information in the quarterly and annual reports. It should be noted that oversight and day to day matters relating to complaints are supported separately

4.3 This is the third year that the Council have reported a collective report on complaint handling performance that includes Inverclyde Council, HSCP, Inverclyde Leisure and Riverside Inverclyde.

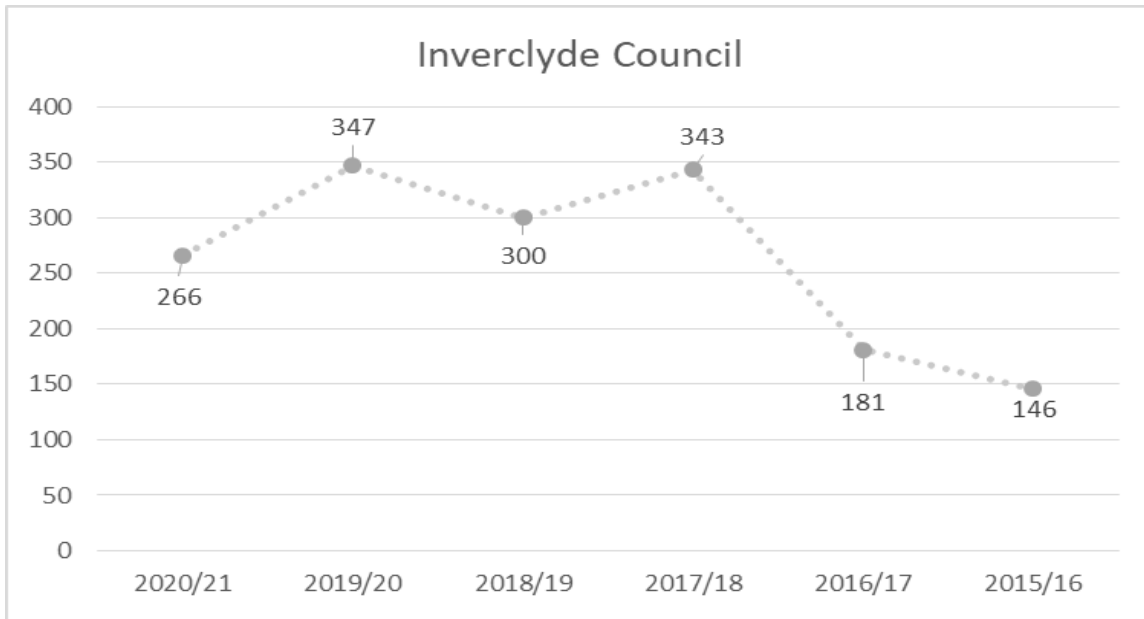
- 4.4 The statistics show a decrease in the number of complaints received in Inverclyde Council, the HSCP and Inverclyde Leisure. No complaints were received in Riverside Inverclyde. The reduction in complaints received is largely attributable to the period when the UK went into national lockdown and the focus of residents moved towards matters of greater importance the Council evidenced lower complaint volumes received in the first 6 months of the year.
- 4.5 The Council actively published information on the Council's website and on social media for residents to understand the implications of potential delays which could be encountered with the impact of Coronavirus (COVID-19). In particular specific messages were shared on the Council's complaint handling website pages to manage the expectations of service users and to explain that the Council may have to apply timescales for complaint handling. In addition to this the Council also encouraged service users to refrain from submitting complaints where it was about the following matters:
- Delays with processing complaints,
  - Delays with complaint responses,
  - Matters which are likely to resolve themselves within the next few weeks/months,
  - Delays in service delivery which are the result of organisations having to cope with COVID-19 and which are non-essential.
- 4.6 The key emphasis was placed on the Council's appreciation of service user's patience whilst the Council worked through these unprecedented circumstances and in particular if the service that was received from the Council had fallen below expectations or if our response to a complaint had taken the Council longer than the stated timescale. The Council also signposted service users to the additional information published on the SPSO's website on the impact of Coronavirus (COVID-19) on complaints.
- 4.7 This is the second full year of accurate reporting which can be used to benchmark future years performance. The tables summarise the complaints received.

Number complaints received						
	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16
Inverclyde Council	213	274	256	288	181*	146
HSCP	39	73	44	55		
Inverclyde Leisure	14	40	29**	8		
Riverside Inverclyde	0	2	13			

\*Members are reminded that essential changes were made to the LAGAN in order to improve the complaint management system in preparation for it to be adopted as the universal complaint recording system for the Council. During this process closed complaint data was lost which impacts on the extent of complaints finally recorded in 2016.

\*\* Inverclyde Leisure had a loss of data for the data covering the period 1 January 2018 to 31 March 2018 which will have impacted the extent of complaints finally recorded in 2018/19 the collective reporting of complaints

4.8 The chart below shows Inverclyde Council's volumes only over time the last six years.



4.9 The tables below outlines closed complaint breakdown by investigation stage and comparable data volumes for the periods in 2019/18 to 2016/17 inclusive.

	No of frontline resolution stage 1				
	2020/21	2019/20	2018/19	2017/18	2016/17
Inverclyde Council	162	220	214	225	121
HSCP	25	39	17	33	31
Inverclyde Leisure	13	40	29	7	
Riverside Inverclyde	0	2	12		

	No of complaint investigations stage 2				
	2020/21	2019/20	2018/19	2017/18	2016/17
Inverclyde Council	24	20	8	17	23
HSCP	10	27	22	26	25
Inverclyde Leisure	0	0	0	0	
Riverside Inverclyde	0	0	1		

	No of complaint investigations escalated stage 2				
	2020/21	2019/20	2018/19	2017/18	2016/17
Inverclyde Council	12	21	13	21	7
HSCP	1	3	0	0	0
Inverclyde Leisure	1	0	0	0	
Riverside Inverclyde	0	0	0		

4.10 In respect of the complaints received there are occasions where the complaint is partially investigated and either withdrawn or is found not to be appropriate for the complaint handling procedure which is removed from the overall numbers. These are noted in the table below which is largely evidential in the Council's handling of complaints.

	Withdrawn				
	2020/21	2019/20	2018/19	2017/18	2016/17
Inverclyde Council	15	15	19	25	8
HSCP	0	0	0	0	0
Inverclyde Leisure	0	0	0	0	
Riverside Inverclyde	0	0	0		

	Service requests				
	2020/21	2019/20	2018/19	2017/18	2016/17
Inverclyde Council	0	3	7	6	8
HSCP	0	0	0	0	0
Inverclyde Leisure	0	0	0	0	
Riverside Inverclyde	0	0	0		

	Not Council related / Invalid				
	2020/21	2019/20	2018/19	2017/18	2016/17
Inverclyde Council	2	3	10	4	13
HSCP	0	0	0	0	0
Inverclyde Leisure	0	0	0	0	
Riverside Inverclyde	0	0	0		

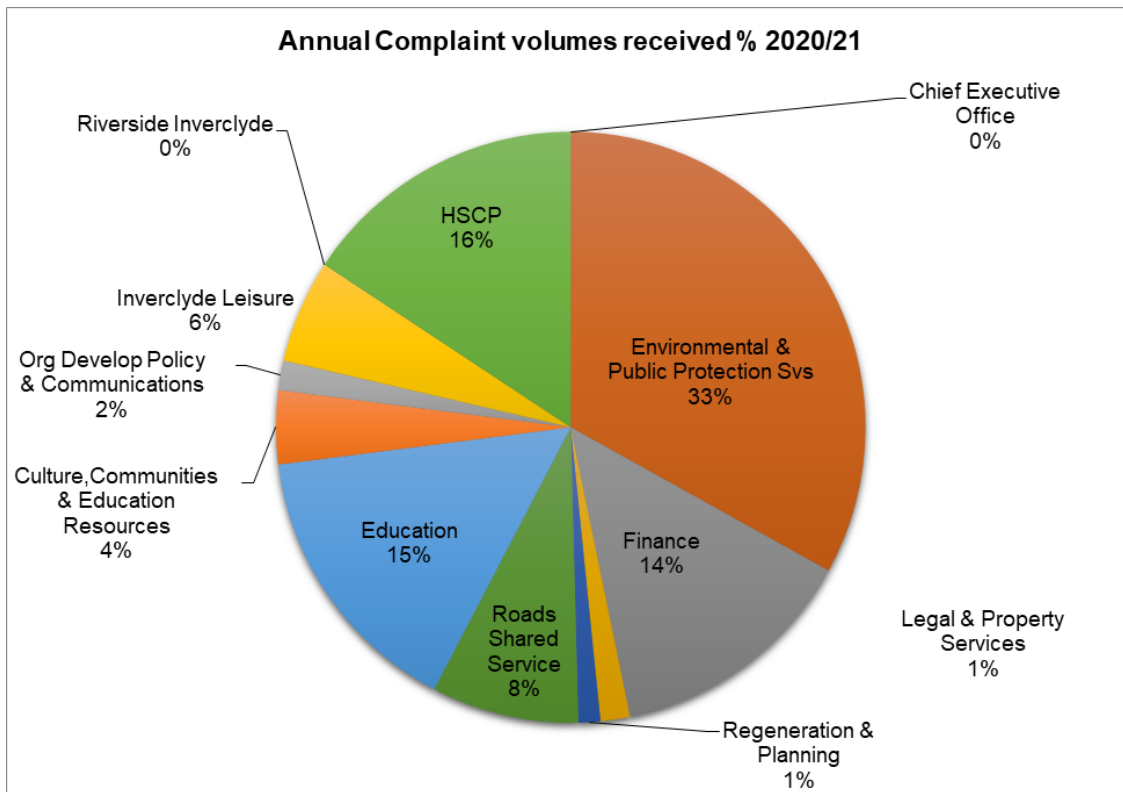
#### 4.11 Complaint Trends

4.12 The table below provides a monthly breakdown of complaints received within each service during 1 April 2020 to 31 March 2021. For Inverclyde Leisure, Riverside Inverclyde and HSCP the breakdown is only provided for the annualised volumes.

	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Totals
Chief Executive Office	0	0	0	0	0	0	0	0	0	0	0	0	0
Environmental & Public Protection Svs	11	2	13	0	8	0	12	9	5	2	8	12	82
Finance	4	1	2	1	2	3	2	1	3	10	3	2	34
Legal & Property Services	0	0	3	1	0	0	0	0	0	0	0	0	4
Regeneration & Planning	0	1	0	1	0	1	0	0	0	0	0	0	3
Roads Shared Service	0	1	2	0	4	1	1	1	1	1	6	2	20
Education	3	1	1	2	4	5	2	4	7	1	2	6	38
Culture, Communities & Education Resources	0	0	0	0	8	0	1	0	0	0	0	1	10
Org Develop Policy & Communications	0	0	1	0	2	0	0	0	0	1	0	0	4
Inverclyde Leisure													14
Riverside Inverclyde													0
HSCP													39

4.13 An interim management restructure was implemented early in 2021 to assist with the Council's recovery from COVID 19. Future reporting will be reflective of this new structure however could not be reflected in the statistics produced for this annual report as this would affect the comparable data for the report

4.14 Outlined in the chart overleaf is the percentage of complaints received by each service compared against the total number of complaints received. The Chief Executives' office and Riverside Inverclyde was the only area that that did not receive any complaints over the course of the year.



#### 4.15 Timescales

4.16 The Council aim to resolve complaints quickly. Where appropriate this could mean an on-spot-apology and explanation if something has clearly gone wrong and immediate action to resolve a problem. The Council have 5 working days to respond to a complaint within the stage one process.

4.17 In some circumstances the investigating officer will have to make some enquiries before the Council can respond to a complaint. If the Council are unable to resolve the complaint at this stage, the investigating officer will explain why. The Council may decide it is appropriate to extend the time to deal with the complaint by a further five days or in complex cases they may move the complaint to a stage two investigation. In either scenario the Council will keep complainants informed and manage their expectations in respect of timescales.

4.18 A Stage two complaint deals with two types of complaint: those that have not been resolved at stage one and those that are complex and require a more detailed investigation.

4.19 Where a complainant has escalated a complaint to stage two because they remain dissatisfied with the outcome of the Council's handling a complaint, this is known as an Escalated Stage 2 Investigation.

4.20 When handling a complaint using stage two the Council will;

- Acknowledge receipt of the complaint within three working days;
- Where appropriate, discuss the complaint with the complainant to understand why they remain dissatisfied and seek clarification on the outcome sought; and
- a full written response is provided to the complainant as soon as possible and within 20 working days.

4.21 If the Council's investigation is likely to take longer than 20 working days, the Council will agree revised timescales with the complainant and keep them updated until complaint is resolved.

4.22 Investigating officers are advised of the required dates for timescales on receipt of the complaint. Additional reminders are in place to support timely completion.

4.23 The Scottish Public Services Ombudsman, Rosemary Agnew wrote to the Chief Executive highlighting concerns around complaint handling timescales within local authorities. The Council will ensure officers are reminded of the importance of managing complaints effectively and keeping complainants updated when the Council are likely to exceed the standard timescales expected.

4.24 The table below outlines the Inverclyde Council's collective performance measures on timescales management across all stages of the complaint procedure.

Performance measures	Collective Inverclyde Council 2020/21
No of complaints – closed at stage 1 within 5 days	169
No of complaints – closed at stage 1 within 10 days (time extended)	3
% Complaints Meeting timescale incl those time extended within timescale	84.5%
Ave working days taken stage 1 complaints	5 days
<b>Stage 2</b>	
No of complaints – closed at stage 2 within 20 days	26
No of complaints – closed at stage 2 within 25 days (time extended)	0
% Complaints Meeting timescale inc those time extended within timescale	74.3%
Ave working days taken stage 2 complaints	16.2 days
<b>Escalated Stage 2</b>	
No of complaints – closed at escalated stage 2 within 20 days	12
No of complaints – closed at stage 2 within 25 days (time extended)	0
% Complaints Meeting timescale includes those time extended within timescale	80%
Ave working days taken escalated stage 2 complaints	15.1 days

4.25 The tables below outlines the management of complaints within the prescribed timescale broken down by each areas complaint. The comparable data is not available for Inverclyde Leisure as they have adopted the reporting of complaints within the period 2017/18.

Inverclyde Council's Consolidated Performance						
<b>Stage Frontline resolution</b>	<b>1</b>	<b>Performance Area</b>	<b>2020 /21</b>	<b>2019 /20</b>	<b>2018 /19</b>	<b>2017 /18</b>
		No of complaints – closed at stage 1 within 5 days	138	229	222	214
		% Complaints Meeting timescale including those time extended	85.2%	83.6%	82%	81%
		Ave working days taken stage 1	4.6	3.7	4.1	4.4
<b>Stage Investigation</b>	<b>2</b>	No of complaints – closed at stage 2 within 20 days	19	34	21	31
		% Complaints Meeting timescale including those time extended	79.2%	76.7%	68%	76.6%
		Ave working days taken stage 2	15.2	18 days	18.1	15.5
<b>Stage Escalated Investigation</b>	<b>2</b>	No of complaints – closed at esc stage 2 within 20 days	11	14	13	18
		% Complaints Meeting timescale including those time extended	91.7%	75%	100%	85.7%
		Ave working days taken esc stage 2	16.6	18.3	14.0	13.8

Inverclyde Council Only							
<b>Stage Frontline resolution</b>	<b>1</b>	<b>Performance Area</b>	<b>2020 /21</b>	<b>2019 /20</b>	<b>2018 /19</b>	<b>2017 /18</b>	<b>2016 /17</b>
		No of complaints – closed at stage 1 within 5 days	138	172	171	182*	104
		% Complaints Meeting timescale inc those time extended	85.2 %	87%	80%	78%	86%
		Ave working days taken stage 1	4.6	3.9	4.4	3.8	3
<b>Stage Investigation</b>	<b>2</b>	No of complaints – closed at stage 2 within 20 days	19	14	7	9**	20
		% Complaints Meeting timescale inc those time extended	79.2 %	80%	88%	90%	86%
		Ave working days taken stage 2	15.2	16.1	18.4	16.3	11.7
<b>Stage Escalated Investigation</b>	<b>2</b>	No of complaints – closed at esc stage 2 within 20 days	11	14	13	18	0
		% Complaints Meeting timescale inc those time extended	91.7 %	81.8 %	100%	86%	0
		Ave working days taken esc stage 2	16.6	15.7	14	13.8	0

HSCP							
<b>Stage Frontline resolution</b>	<b>1</b>	<b>Performance Area</b>	<b>2020 /21</b>	<b>2019 /20</b>	<b>2018 /19</b>	<b>2017 /18</b>	<b>2016 /17</b>
		No of complaints – closed at stage 1 within 5 days	14	39	12	22	30
		% Complaints Meeting timescale inc those time extended	56%	72%	71%	88%	96%
		Ave working days taken stage 1	9.3	5.3	7.5	4.1	N/A
<b>Stage Investigation</b>	<b>2</b>	No of complaints – closed at stage 2 within 20 days	6	27	13	18	15
		% Complaints Meeting timescale inc those time extended	60%	74%	59%	79%	60%
		Ave working days taken stage 2	22.3	19.5	18.2	18.2	N/A
<b>Stage Escalated Investigation</b>	<b>2</b>	No of complaints – closed at esc stage 2 within 20 days	1	3	0	0	0
		% Complaints Meeting timescale inc those time extended	0%	0%	0	N/A	0
		Ave working days taken esc stage 2	27	31	0	0	N/A



		Inverclyde Leisure***				Riverside Inverclyde****		
Stage	Performance Area	2020 /21	2019 /20	2018 /19	2017 /18	2020 /21	2019 /20	2018 /19
1 Stage Frontline resolution	No of complaints – closed at stage 1 within 5 days	13	40	29	5	0	2	12
	% Complaints Meeting timescale	100%	100%	100%	83%	N/A	2	100%
	Ave working days taken stage 1	1	1	1	3	N/A		1.6
2 Stage Investigation	No of complaints – closed at stage 2 within 20 days	1	0	0	2	0	0	1
	% Complaints Meeting timescale	100%	0	0	67%	N/A	0	100%
	Ave working days taken stage 2	10	0	0	13.3	N/A	0	14
2 Stage Escalated Investigation	No of complaints – closed at esc stage 2 within 20 days	0	0	0	0	0	0	0
	% Complaints Meeting timescale	0	0	0	N/A	N/A	0	0
	Ave working days taken esc stage 2	0	0	0	0	N/A	0	0

\*One complaint has been included within stage one resolution as time extension was granted allowing 10 days for the complaint to be resolved and reported within timescales.

\*\* Two complaints have been included in the stage two resolutions as time extension was granted allowing 25 days for the complaint to be resolved and reported within timescale

\*\*\* Inverclyde Leisure data only available from the period 2017/18

\*\*\*\*Riverside Inverclyde data only available from the period 2018/19

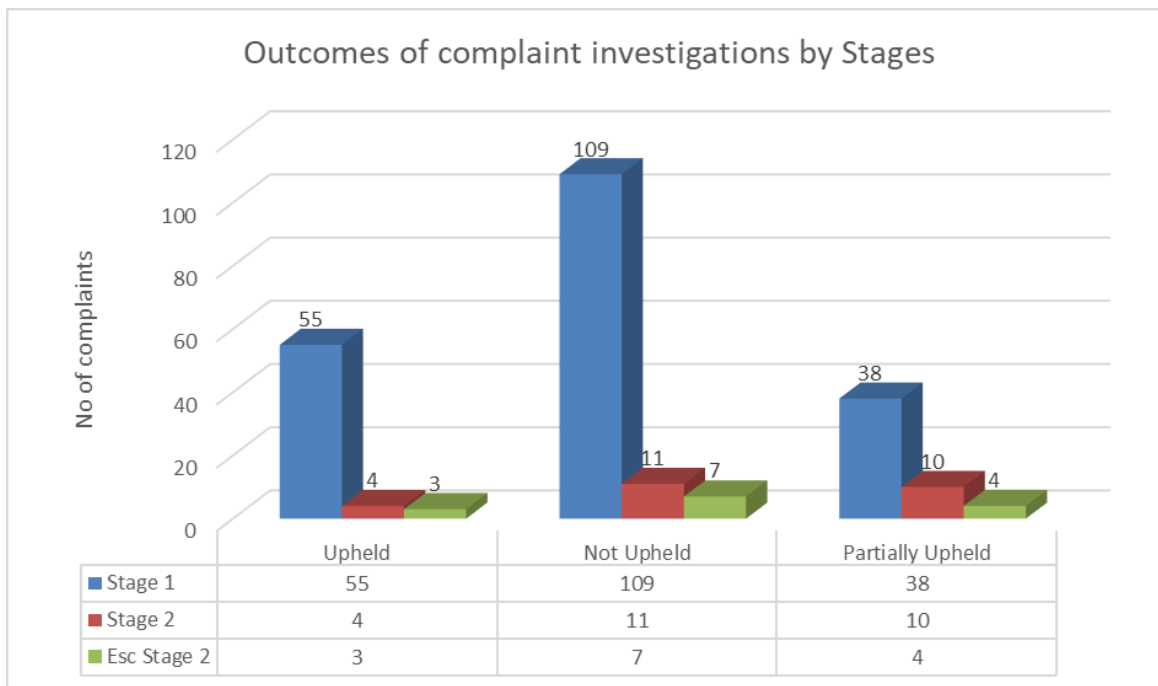
4.26 Services must maintain focus on ensuring complaints received are recorded and that the complaint handling procedure is followed by officers, in particular with regards to timescales to resolve complaints at stage one and stage two. When comparing in isolation Inverclyde Council's complaint handling performance the Council have noted timescales to resolve complaints have increase in all stages which impacts the average days reported. Most of the delays have been affected during periods when Services were under considerable pressure responding to the COVID19 pandemic.

4.27 The average days to resolve complaints in all stages of the complaint procedure has increased in HSCP's complaints. Most of the delays have been affected during periods when Services were under considerable pressure responding to the COVID19 pandemic and by management resources available which will be an area for focus in the coming year.

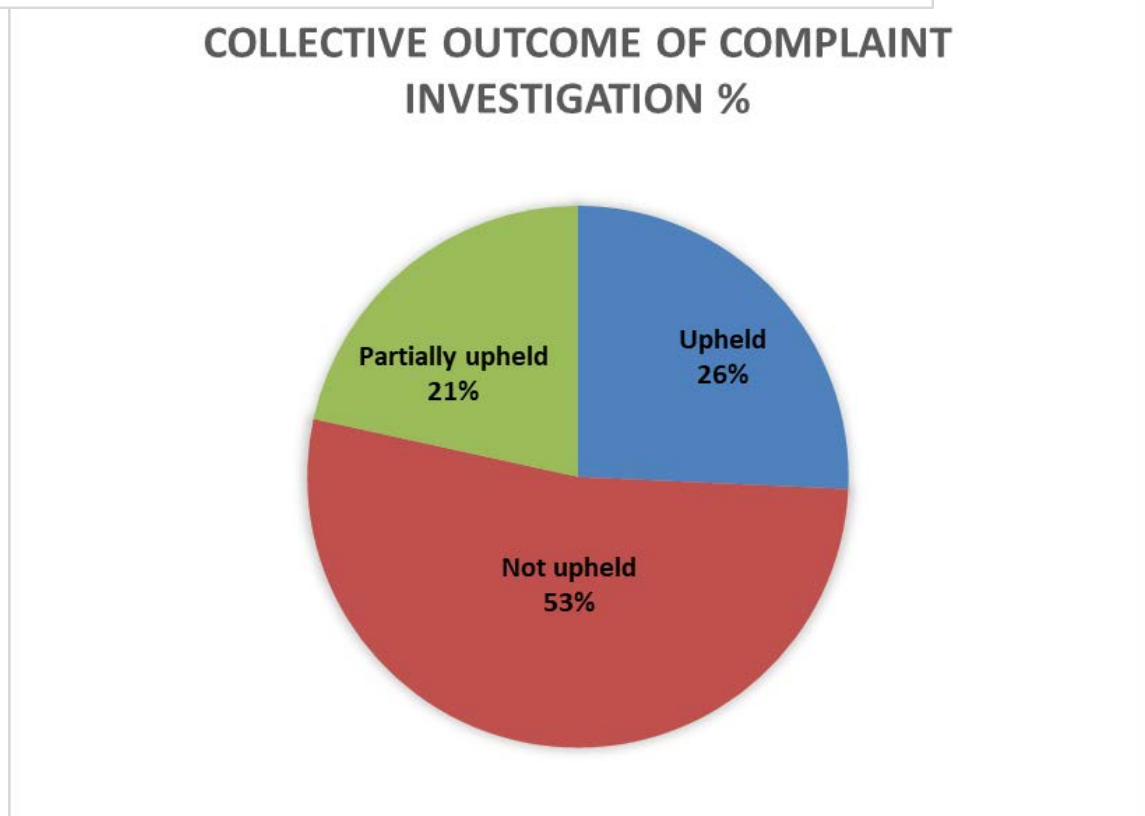
#### 4.28 Complaint Outcomes

4.29 The graph below outlines the outcomes of investigations of all collective complaints following complaint investigation at each of the 3 stages a complaint may be taken through.

4.30



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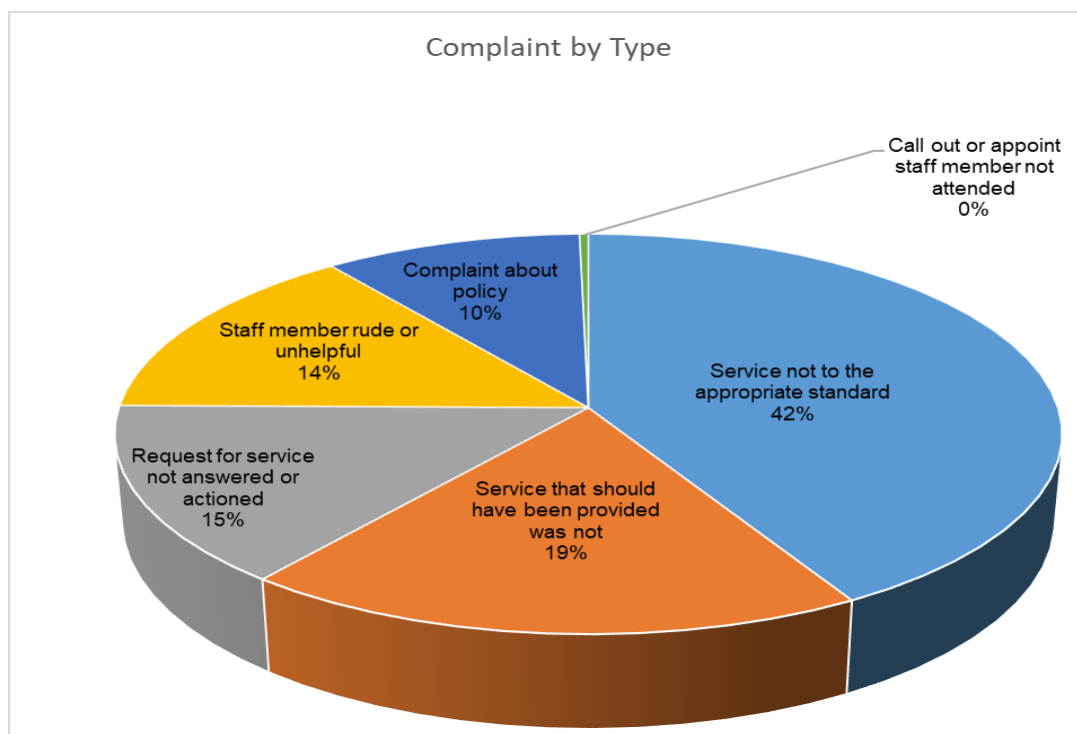


**4.31 Complaint themes**

4.32 Of the complaints which were upheld or partially upheld, they were examined for key themes. In some situations the complexity of some complaints were multi faceted although the true root cause was used to define this into a single theme. In doing this the Council have only included the complaints from Inverclyde Council only, as this level of information is recorded in the complaint handling system.

4.33 The top complaint theme was for these complaints was where the service delivered was below the expected standards at 42% of all complaints received. This has

increased when comparing the complaint themes against the following year.



#### 4.34 Learning from complaints

4.35 Inverclyde Council is committed to reflecting on occasions when the Council may not get it right in order to highlight opportunities for improvement. As such, where a complaint has been upheld or partially upheld, the service determines what actions are required to support improvement and prevent a repeat of circumstances that led to the complaint.

4.36 Service improvement recording commenced in November 2016 for Inverclyde Council only. Service improvement tracking requires to be developed for the HSCP as this is not currently in place although work is underway to implement this. Inverclyde Leisure implemented their service improvement tracking in January 2020 which is reflective in the improvements seen in the last quarter of the year.

4.37 The Council publishes the outcomes of complaint investigations and a selection of actions taken as a result of complaints on a quarterly basis.

4.38 It is important that a robust stage two investigation is completed by the investigating officer and that the complainant is provided with all of the relevant information before they are referred to the SPSO to investigate their complaint. This will ensure timely review of cases that are referred to the Ombudsman. Whilst Inverclyde Council have not had any complaints this year where this has been an issue with our approach it is an important reminder. It is equally important, to ensure that when the SPSO requests information at the investigation stage of the complaint that they are provided with full information at this point rather than waiting to provide this at the provisional decision stage.

4.39 The SPSO has also highlighted that it is important that the Council responds to provisional decisions, if only to say the Council have no comments to add, as it can

make a difference to the outcome and wording of the SPSO’s final decision. In circumstances where a complaint is upheld, the SPSO has reminded the Council to confirm to the SPSO whether it has agreed with its final recommendations as this will be reflected in their final decision. Not only does it demonstrate positive outcomes and approaches, it also helps the Council to display its commitment to learning from complaints.

## 5.00 Scottish Public Services Ombudsman Right of Review

5.1 Following a stage two investigation and written response, if a complainant remains dissatisfied with the outcome of the complaint investigation they have the right to review that decision with the Scottish Public Services Ombudsman (SPSO).

5.2 The table below outlines the number complaints received at the SPSO for Inverclyde Council and HSCP

	Complaints received at the SPSO				
	2020/21	2019/20	2018/19	2017/18	2017/16
Inverclyde Council	7	15	15	15	21
HSCP	3	11	6		

5.3 The Ombudsman investigated 7 complaints for Inverclyde Council during the period 2020/21.

5.4 There were 4 complaints reviewed at the Early Resolution stage of which two were identified as not being suitable for review as they had been presented prematurely and 2 were identified as being good examples of complaint handling and not taken further.

5.5 There were 3 complaints were assessed at the Advice stage which did not progress through to a review.

5.6 Overall this reflects a reduction of 8 complaints across the 3 areas when comparing to last years data. It should be noted that no cases were reviewed in the period where the complainant was dissatisfied with the Council’s complaint handling.

Stage	Outcome of Group	Inverclyde Council 2020//21
Advice	Discretion – alternative action proposed	0
	Organisation not in jurisdiction	0
	Premature	0
	Subject matter not in jurisdiction	0
	Unable to proceed	3
	<b>Total</b>	<b>3</b>
Early Resolution	Cause and impact test not met (s 5 (3))	0
	Discretion – alternative route used or available	0
	Discretion – Insufficient benefit would be	0

	achieved by investigation	
	Discretion – alternative action proposed	0
	Discretion - Good complaint handling	2
	Discretion – referred back	0
	Member of the public test not met (s 5 (6))	0
	Premature	2
	Right of appeal to court/tribunal/Scottish ministers (s 7 (8))	0
	Subject matter not in jurisdiction	0
	Time limit (s 10)	0
	Unable to proceed	0
	<b>Total</b>	<b>4</b>
Investigation	Fully upheld	0
	Some Upheld	0
	Not Upheld	0
	Resolved	0
	<b>Total</b>	<b>0</b>
<b>Total Complaints</b>		<b>7</b>

5.7 The Ombudsman reviewed three complaints for the HSCP. One complaint was fully upheld, one complaint was not upheld. One complaint was reviewed at the Early Resolution stage and did not progress to a review, this case was identified as an example of good complaint handling too. Overall this reflects a reduction of 8 complaints across the 3 areas when comparing to last years data

5.8 Please note the undernoted table and that comparable data is not available as this is skewed due to the increased granularity of assessment that the SPSO have implemented.

Stage	Outcome of Group	HSCP 2020/21
Advice	Not duly Made or withdrawn	0
	Premature	0
	<b>Total</b>	<b>0</b>
Early Resolution	Not duly made or withdrawn	0
	Out of jurisdiction (discretionary)	0
	Out of jurisdiction (non-	0

	discretionary)	
	Premature	0
	Proportionality	0
	Resolved	0
	Discretion – good complaint handling	1
	Discretion – alternative route used or available	0
	Discretion – Insufficient benefit would be achieved by investigation	0
	Discretion – alternative action proposed	0
	Discretion – referred back	0
	Subject matter not in jurisdiction	0
	Time limit (s 10)	0
	Unable to proceed	0
	<b>Total</b>	<b>1</b>
Investigation	Fully upheld	1
	Some upheld	0
	Not upheld	1
	Not duly made or withdrawn	0
	<b>Total</b>	<b>2</b>
<b>Total Complaints</b>		<b>3</b>

## 6.00 Developments

6.1 The Council implemented the Model Complaint Handling Procedure (MCHP) on 1 April 2021. Given the range of changes that the new MCHP introduced monitoring will be undertaken to embed the procedure of the course of the coming months.

6.2 The changes that are being introduced are to the core text of the revised (MCHP), which is consistent across local authorities and all sectors except NHS. Outlined below is the over of the key changes that the MCHP will introduce

### 6.2.1 Structure and presentation

- The core text is standardised across all local authorities and sectors (with additional sector-specific text and examples in each version)
- It is presented in five parts to make relevant information easier to find
- The HSCP and Local Authority MCHPs have been combined

### 6.2.2 Resolving complaints

- The Council may **resolve** a complaint by agreeing any action to be taken with the complainant, without making a decision on whether to uphold / not uphold.
- Therefore there must be a clear record of the resolution agreed and signposting to next stage of the procedure if this approach is adopted.
- The complaint system has been updated to capture the new “Resolved” outcome to enable reporting on this outcome to be captured.

### 6.2.3 Agreeing complaint and outcome sought at stage 2

- The Council must agree the points of complaint and outcome sought with the complainant at the start of stage 2 (investigation)
- Where the points of complaint and outcome sought are clear, this can be done by setting these out in the complaint acknowledgement letter.

#### 6.2.4 **Time limit for making complaints**

- The six-month timeframe to make a complaint also now applies where the customer wishes to escalate to Stage 2 because they are unhappy with the Stage 1 response.

#### 6.2.5 **Supporting staff**

- The Council must share relevant parts of the complaint and response with any staff members complained about
- At stage 2, staff members must be given information about the complaint process and support available, and kept updated on any timeframe extensions

#### 6.2.6 **Equality and accessibility**

- The Council should set out what kind of actions staff may take to support equal access to the complaints process (including for vulnerable groups)
- Organisations will customise this section to reflect local context

#### 6.2.7 **Complaints on social media (and other digital platforms)**

- As a minimum, organisations must respond to complaints on the organisation's own social media channels by signposting to the complaint process and support available
- The Council will customise this section to reflect local policy and approach

#### 6.2.8 **Contact from MPs/MSPs**

- The Council can set out details of local procedures but must ensure they comply with relevant legislation
- Where a complaint is brought by an MP/MSP, the organisation must handle it in line with the CHP and ensure they do not operate a two-tier system

#### 6.2.9 **Performance indicators**

- The Council will report and publish on complaint statistics in line with performance indicators published by the SPSO
- These are currently being developed, and will include core performance indicators applicable to all sectors (similar to those released in the draft MCHP)
- Additional performance indicators to support benchmarking is being developed in consultation with Local Authority complaint handling networks (LACHN)

6.3 Whilst the SPSO has recommended that all Local Authorities should be completing customer satisfaction surveys regularly to gain true insight on how well they are handling complaints. The standardised approach has been delayed this year to allow the development of a straight through process within the complaint handling system to support capturing this feedback in an efficient manner.

6.4 The complaint handling procedure was implemented into the Council's Educational

Establishments on 21 October 2019. In preparation for this, training was undertaken for staff members investigating complaints and for the support staff who will be responsible for the administration of the complaints using the complaint handling procedure. The Education establishments will be handling the stage one complaints and any stage two complaint investigations will continue to be handled by Education Headquarters.

## **7.0 Positive Comments**

- 7.1 Throughout the year the Council also receives positive comments and compliments from Service User's across Services. These recognise where employees have gone above and beyond the normal standard of service delivery and these compliments are shared with the service teams concerned.

## **8.0 Conclusion**

- 8.1 Inverclyde Council is committed to investigating, learning from and taking action as a result of individual complaints where it is found that standards have fallen below the level expected and where services could be improved. By listening to the views of service users who make a complaint, the Council can improve our services.



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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Interim Director, Finance &amp; Corporate Governance</b>	<b>Report No:</b>	<b>FIN/63/21/AP/LA</b>
<b>Contact Officer:</b>	<b>Alan Puckrin</b>	<b>Contact No:</b>	<b>01475 712223</b>
<b>Subject:</b>	<b>2022/23 Budget Update</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on the current position of the 2022/23 Revenue Budget, the work being under taken via the Members Budget Working Group (MBWG) and planned timescales for further reports.

## 2.0 SUMMARY

- 2.1 On the 10 August, 2021 the Committee took a number of decisions regarding the 2022/23 Budget process as follows:
- a) That the next budget consist of a single revenue year i.e. 2022/23
  - b) That the Capital Programme be rolled forward for a further year to cover 2022/25.
  - c) That the Chief Financial Officer engage with the IJB CFO and IJB Chief Officer and develop proposals for the approach in agreeing the Councils contribution to the IJB in 2022/23.
  - d) That proposals for a savings exercise are developed based on the latest financial projections.
  - e) That it is recognised that there is a need to generate free reserves for use as part of the budgets post 2022/23.
- 2.2 Based on there being a UK Spending Review on 27 October, the Cabinet Secretary for Finance & the Economy has confirmed that the Scottish Budget 2022/23 will be announced on 9 December, 2021 with the detail being available a week later. It has been confirmed that the announcement will be for one year only and any announcements regarding future years will not be expected until spring 2022.
- 2.3 The pay award negotiations are not yet concluded with the current offer currently exceeding the 2021/22 Budget allowance by approximately £0.2 million. In addition the Committee will be aware of the announced National Insurance increase plus various inflationary pressures including energy, fuel and food costs. Finally, the latest advice from the Council's Treasury advisors is that interest rates may rise sooner and faster than previously thought. All these matters are putting pressure on the Council's Revenue Budget.
- 2.4 The CMT have identified unavoidable pressures in 2022/23 totalling £1.21 million which is £0.93 million more than the available allowance and are shown in Appendix 1. It can be seen that a number specifically relate to the on-going impacted by Covid. These pressures are in addition to the £798,000 extra funding provisionally allocated to Inverclyde Leisure in 2022/23 funded on a one off basis from the Covid Reserve.
- 2.5 Appendix 2 contains a list of adjustments and savings which have no or limited impact on current levels of service. It can be seen that these proposals come to £380,000 and will result in the deletion of 5.4fte vacant posts. The CMT have drafted savings options for discussion with the JBG and consideration by the MBWG. Work is being finalised on the detail of the options

and it is intended that the MBWG will begin detailed consideration immediately after the Christmas break with all Members being issued the usual detail in that time frame.

- 2.6 Having considered the matter the MBWG recognise that there is merit in the Council commencing a targeted voluntary severance trawl prior to Christmas. The details of this and the areas involved are being developed via the MBWG and JBG and it is intended will be addressed in a report to the Council on 2 December, 2021.
- 2.7 Section 6 provides an update in respect of the proposed approach to determine the Council contribution to the IJB. Having considered the matter and after discussion with the IJB Chief Officer and Chief Financial Officer it is recommended that:
- The start point for the 2022/23 Council contribution to the IJB is the 2021/22 current approved contribution.
  - No new pressures aside from funding for the 2022/23 Pay Award/NI increase are added to the Council's contribution to the IJB in 2022/23.
  - The Social Care savings proposals continue to be included in the overall savings review with the MBWG and JBG.
  - Any new 2022/23 Scottish Government funding for Social Care be pass-ported to the IJB
  - The IJB CO and IJB CFO have advised that, subject to IJB approval, they will progress a full review of all IJB reserves to significantly increase available reserves to support a Spend to Save programme over 2022/23
  - A review of the proposed process is carried out in the spring of 2022 before agreeing with the IJB the approach to be used from 2023/24.
- 2.8 Overall the 2022/23 Budget process is proceeding as planned with the main building blocks in progress and key dates confirmed. Based on the expectations from the December Scottish Government Budget Announcement, it would be expected that a clearer understanding of the remaining funding gap will be known prior to the Christmas break.
- 2.9 Appendix 3 provides a summary of the latest estimated funding gap prior to the Pay Award for 2021/22 being concluded and the Council 2022/23 Grant settlement being known. Based on these figures and even after allowing for a Council Tax increase it can be seen that it is likely that savings will be required in 2022/23 even after the use of £4.0million Reserves. The illustrative 2023/24 position is also shown for information and shows the potential scale of the funding gap to be addressed by the new Council post May 2022.

### **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Committee note the current position of the 2022/23 Budget and that the Scottish Government Budget announcement is due to be announced by the Scottish Government on 9 December 2021.
- 3.2 It is recommended that the Committee approve the unavoidable Budget pressures summarised in Appendix 1.
- 3.3 It is recommended that the Committee approve the adjustments/savings summarised in Appendix 2.
- 3.4 It is recommended that the Committee approve the proposed approach to determining the Council contribution to the IJB for 2022/23 as set out in section 6 of the report.
- 3.5 It is recommended that the Committee note the latest estimated 2022/23 Budget funding gap based on the assumption that 3.2-3.4 are approved.
- 3.6 It is recommended that the Committee note the proposed next steps and timescales for reporting back to Committee and the Full Council.

**Alan Puckrin**  
**Interim Director, Finance & Corporate Governance**

## **4.0 BACKGROUND**

- 4.1 On the 10 August, 2021 the Committee took a number of decisions regarding the 2022/23 Budget process as follows:
- a) That the next budget consist of a single revenue year i.e. 2022/23.
  - b) That the Capital Programme be rolled forward for a further year to cover 2022/25.
  - c) That the Chief Financial Officer engage with the IJB CFO and IJB Chief Officer and develop proposals for the approach in agreeing the Councils contribution to the IJB in 2022/23.
  - d) That proposals for a savings exercise are developed based on the latest financial projections.
  - e) That it is recognised that there is a need to generate free reserves for use as part of the budgets post 2022/23.
- 4.2 As part of the Budget in March 2021 Members agreed in principle to allocate up to £4million from Reserves towards reducing the budget gap in 2022/23 based on an understandable reluctance to implement significant savings whilst in the Covid Recovery period. The implications of this approach for the new Council Administration post May 2022 have been highlighted to Members on a number of occasions.
- 4.3 The June Financial Strategy estimated that even after the one off use of £4 million from the Reserves, there was an estimated funding gap of approximately £1.4 million in 2022/23 before consideration of any increase in Council Tax. Officers have highlighted pressures around pay, increases in National Insurance and reductions in income/increases in demand caused by Covid and other factors.
- 4.4 The Capital Programme is coming under increasing pressure with Government Grant estimated to be £2.5 million less than the basic annual investment requirements for the Council's core assets. Increasing Prudential Borrowing by around £1.5million per year has been agreed but this adds £100,000 every year to the revenue funding gap.

## **5.0 CURRENT POSITION**

- 5.1 Based on there being a UK Spending Review on 27 October, the Cabinet Secretary for Finance & the Economy has confirmed that the Scottish Budget 2022/23 will be announced on 9 December, 2021 with the detail being available a week later. It has been confirmed that the announcement will be for one year only and any announcements regarding future years will not be expected until spring 2022.
- 5.2 It is also expected that following the new co-operation agreement between the Scottish Government and the Greens that it is likely that there will be much less scope for late changes to the Local Government Grant settlement. This does have the advantage of giving Members greater certainty regarding the funding gap to be closed but also has truncated the lobbying period by Cosla.
- 5.3 The pay award negotiations are not yet concluded and the current offer currently exceeding the 2021/22 Budget allowance by £0.2 million. In addition the Committee will be aware of the announced National Insurance increase plus various inflationary pressures including energy, fuel and food costs. Finally, the latest advice from the Council's Treasury advisors is that interest rates may rise sooner and faster than previously thought. All these matters are putting pressure on the Council's Revenue Budget.
- 5.4 A key part of the annual Budget process is to identify unavoidable Budget Pressures. As a result of decisions relating to the 2021/23 Budget last year there is an unallocated Pressures allowance of £280,000 in 2022/23. The CMT have identified unavoidable pressures in 2022/23 totalling £1.21 million which is £0.93 million more than the available allowance and are shown in Appendix 1. It can be seen that a number specifically relate to the impact of Covid. These Pressures are in addition to the £798,000 extra funding provisionally allocated to Inverclyde Leisure in 2022/23 funded on a one off basis from the Covid Reserve.

- 5.5 Appendix 2 contains a further list of adjustments and savings which have no impact on current levels of service. It can be seen that these proposals come to £380,000 and will result in the deletion of 5.4fte vacant posts.
- 5.6 The CMT have drafted savings options for discussion with the JBG and consideration by the MBWG. Work is being finalised on the detail of the options and it is intended that the MBWG will begin detailed consideration immediately after the Christmas break with all Members being issued the usual detail in that time frame.
- 5.7 The September Policy & Resources Committee agreed the addition of £1million to the Clune Park Estate Purchase Plan allowance with the source of funding to be agreed as part of the 2022/23 Budget process. This remit is being rolled up into the wider review of the use of Reserves and development of the 2022/25 Capital Programme and will be reported back to Committee in early 2022.

## **6.0 DETERMINING THE IJB CONTRIBUTION**

- 6.1 The Council currently fully integrates the development of the Social Care Budget within the overall Council Budget with the CMT/MBWG/JBG and formal Committees involved in the detailed assessment of pressures, savings and ultimately the proposed contribution from the Council to the IJB.
- 6.2 Over recent years the IJB has developed greater financial independence by generating reserves from either direct Scottish Government funding or from funding streams received from the Health Board or the Council. A number of these Reserves have been earmarked for redesigning services. The Council has no direct influence over the use of these Reserves with all decisions taken by the IJB. This results in a potential difference between how the Social Care Budget is determined compared to the rest of the Council Budget where Members take decisions regarding pressures/ savings and the use of Council Reserves. This difference becomes more acute as increases in ring fenced funding from the Scottish Government for Social Care continues whilst core Council Budget settlements become tighter.
- 6.3 It is in the Council's interest that the IJB has a sustainable funding position as they would call on the Council and NHS to bridge any funding gap, but in recent years the Council has increased its contribution to the IJB at a rate greater than the increase in non-ring fenced Scottish Government grant and this has had a disproportionate impact on cuts to some Council Services. This is not sustainable for the Council and a change in approach is believed to be needed. Prior to Covid the IJB was already sitting with a relatively high level of Reserves and it is proposed that the IJB consider prioritising the use of these reserves in the short term to reduce pressures on an on-going basis.
- 6.4 Officers would recommend that:
- The start point for the 2022/23 Council contribution to the IJB is the 2021/22 current approved contribution.
  - No new pressures aside from funding for the 2022/23 Pay Award/NI increase are added to the Council's contribution to the IJB in 2022/23.
  - The Social Care savings proposals continue to be included in the overall savings review with the MBWG and JBG.
  - Any new 2022/23 Scottish Government funding for Social Care be pass-ported to the IJB.
  - The IJB CO and IJB CFO have advised that, subject to IJB approval, they will progress a full review of all IJB reserves to significantly increase available reserves to support a Spend to Save programme over 2022/23.
  - A review of the proposed process is carried out in the spring of 2022 before agreeing with the IJB the approach to be used from 2023/24.
- 6.5 These proposals also require approval by IJB which was scheduled to consider them on 1 November. An update on the decision of the IJB will be given at the meeting.

## 7.0 CONCLUSION AND NEXT STEPS

- 7.1 The 2022/23 Budget process is proceeding as planned with the main building blocks in progress and key dates confirmed. Based on the expectations from the December Budget Announcement, it would be expected that a clearer understanding of the remaining funding gap will be known prior to the Christmas break.
- 7.2 Appendix 3 provides a summary of the latest estimated funding gap prior to the Pay Award for 2021/22 being concluded and the Council 2022/23 Grant settlement being known. Based on these figures and even after allowing for a Council Tax increase then it can be seen that it is likely that savings will be required in 2022/23 even after the use of £4.0million Reserves. The illustrative 2023/24 position is also shown for information and shows the potential scale of the funding gap to be addressed by the new Council post May 2022.
- 7.3 Having considered the matter the MBWG recognise that there is merit in the Council commencing a targeted voluntary severance trawl prior to Christmas. The details of this and the areas involved are being developed via the MBWG and JBG and it is intended will be addressed in a report to the Council on 2 December, 2021.
- 7.4 A revised Financial Strategy is due to be presented to the Council in December whilst the MBWG /JBG will continue to meet on a regular basis between now and the next update to the Committee on 1 February, 2022. A decision will be required early in 2022 regarding the proposed date for approving the Budget and Council Tax and whether, as in recent times, these 2 decisions are taken on different days.

## 8.0 IMPLICATIONS

### 8.1 Finance

All financial implications are detailed in the body of the report and appendices.

#### 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
Various	Various	2022/23	£1,214,000  (£380,000)		Pressures partly offset by £280,000 unallocated pressures budget. See App1  Proposed adjustments/ savings per Appendix 2

### 8.2 Legal

There are no legal implications arising.

### 8.3 Human Resources

All employee implications arising from the Budget will continue to be discussed with the Trades Unions at the JBG.

### 8.4 Equalities

#### Equalities

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

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

(b) Fairer Scotland Duty

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

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

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

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

### 8.5 Repopulation

There are no direct repopulation issues arising.

## 9.0 CONSULTATIONS

9.1 The MBWG support the proposals in this report whilst options for Public Consultation as part of the Budget will be presented to the Council on 2 December, 2021.

## 10.0 BACKGROUND PAPERS

10.1 Proposed Budget Strategy 2022/23 - 10.8.21 Policy & Resources Committee

Appendix 1

2022/23 Budget - Pressure Summary

Budget	Reason for Pressure	Request 22/23 £000	Request 23/24 £000
Secondary School Meal Income	There has been a marked drop off in income from meals in Secondary Schools. This accelerates a trend which existed before Covid. Whilst provision costs have reduced there is still a net funding gap.	150	150
Hand Hygiene Materials	All offices, Schools and Council buildings have had access to hand sanitiser during Covid and it is recommended this resource continues to be made available but at a reduced level.	60	60
Cremation Income	There has been a shortfall against this budget for several years which requires to be addressed.	50	50
Trade Waste Income	There has been a steady reduction in income over a number of years. The shortfall is such that this now requires to be addressed.	53	53
Planning Income	The budget was increased in 2018/19 by £135,000. Trends since then show a move to smaller but more numerous applications which generate the same workload but less income.	110	110
Environmental Services	The cost of the residual waste contract is expected to increase significantly from November 2021. Details will be reported to the October E&R Committee.	700	700
Environmental Shared Services	Members agreed the use of £91,000 from Reserves to defer the previously approved saving for 2021/22. Currently no saving is being delivered and a review is planned post May 2022 with West Dunbartonshire Council. Officers advice is that the saving is reversed pending clarification that a saving can be delivered.	91	91
Totals		1214	1214

Available allowance in 2022/23 = £280,000

**2022/23 Budget  
Adjustments for November Policy & Resources Committee**

	Savings 2022/23 £000	Savings 2023/24 £000	Comments	FTE
<b>ERR</b>				
1/ Asset Management Plans- Remaining Balance	32	32	Project now complete and remaining recurring budget now proposed to be written back.	0
2/				
3/				
<b>ECOD</b>				
1/ Substitute Funding P4 Universal Free School Meals	120	120	The Scottish Government is funding universal free school meals for P4 from 2021.The sum the Council had previously budgeted for can now be removed.	0
2/				
3/				
<b>HSCP</b>				
1/ Learning Disability Transport -Reduction in payments to providers	25	25	Reflects under utilisation of Budget due to changes in service delivery as part of the LD Review	0
2/ Lomond View support staff	21	21	Contribution from new Education ASL funding to contribute to HSCP costs for Lomond View support staff.	0
3/				
<b>Corporate</b>				
1/ Deletion of Long Term vacancies	182	182	Reviewed by JBG & MBWG. No / very limited impact on service delivery .	5.4
<b>Total</b>	380	380		5.4

5/10/21



**November 2021 Budget Position**

<u>2021/23 Revenue Budget</u>	<u>£million</u>
June 2021 Finance Strategy Funding Gap	5.4
Agreed one off use of Reserves	(4.0)
September P&R Adjustments	(0.2)
Net Pressures per Appendix 1	0.9
Adjustments per Appendix 2	(0.4)
National Insurance Increase	1.1
Shortfall in Pay Award budget	?
	<hr/>
Current estimated funding gap in 2022/23 pre Council Tax	<u>2.8</u>

<u>2023/24 Budget Illustrative Position (Note 1)</u>	<u>£million</u>
New Inflationary Pressures	3.9
Pressure Allowance	0.6
Add back one off use of Reserves in 2022/23	4.0
Estimated Government Grant reduction	1.0
	<hr/>
Estimated 2023/24 funding gap pre Council Tax	<u>9.5</u>

Note 1

- Assumes - 2022/23 Budget balanced using no more than £4.0 million Reserves
- Inverclyde Leisure funding returns to pre-Covid levels.
  - IJB funding approach proposed for 2022/23 continues.

AP/LA  
3/11/21

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Interim Director, Environment &amp; Regeneration</b>	<b>Report No:</b>	<b>P+R/21/11/01/SJ/ m</b>
<b>Contact Officer:</b>	<b>Stuart Jamieson</b>	<b>Contact No:</b>	<b>01475 712402</b>
<b>Subject:</b>	<b>Programme for Government 2021-22</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Committee with a summary of the document which was published by the Scottish Government on 07 September 2021 – “A Fairer, Greener Scotland: Programme for Government 2021-2022” and a comparison with the previous year’s programme for government.

## 2.0 SUMMARY

- 2.1 On 07 September 2021 the Scottish Government issued its strategy “A Fairer, Greener Scotland: Programme for Government 2021/2022”.
- 2.2 The document focuses on 6 chapters namely: A Caring Society; Scotland as a Land of Opportunity; A Net Zero Nation; An Economy that works for all of Scotland’s People and Places; Living Better and Scotland in the World.
- 2.3 The document sets out the details of the Scottish Government’s spending proposals in the forthcoming year, fiscal context and legislative programme for 2021/22 and can be seen following the link in Para 4.5.
- 2.4 Officers have made comparisons between the previous programme for government and the current programme for government as well as notionally allocating responsibility to develop interventions in line with potential funding source. This table is contained in Appendix 1.

## 3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the new Scottish Government “A Fairer, Greener Scotland: Programme for Government 2021/2022”, further note the allocation of the responsibility and agree to appropriate reports being presented to relevant Committees in due course.

**Stuart Jamieson**  
**Interim Director,**  
**Environment & Regeneration**

## 4.0 BACKGROUND

- 4.1 The new Programme for Government sets out 6 areas for intervention the caring society focuses on health and social care issues. Scotland as a Land of Opportunity seeks to support young people as well as promoting a fair and equal society. The Net Zero section aims to help end Scotland's contribution to climate change, restore nature and enhance climate resilience in a just and fair way and the Economy section aims to provide a green sustainable and prosperous recovery. The Living Better chapter aims to support thriving resilient and diverse economies and the final section Scotland and the World looks at democratic participation at home and abroad.
- 4.2 The programme asserts that leading Scotland out of the pandemic, which includes continuing the mass vaccination programme and preparing for a booster campaign in the Autumn, remains the foremost priority; and that it sits alongside an overarching message to rebuilding a stronger, more resilient health and care system centered on people; renewing the drive to eradicate child poverty and improving living standards; pending Scotland's contribution to climate change and building a wellbeing economy which secures sustainable, inclusive growth for everyone.
- 4.3 The programme continues by acknowledging that the collective approach that categorises the response to the pandemic must be the same for the upcoming challenges and opportunities.
- 4.4 Officers from Regeneration & Planning and Corporate Policy have compared the previous Programme for Government with the new Programme for Government and this is contained in Appendix 1. Suggestions have been made in respect of ownership for initiatives which may be developed within an Inverclyde context.
- 4.5 The full Programme for Government can be found in the following link:  
<https://www.gov.scot/publications/fairer-greener-scotland-programme-government-2021-22/>

## 5.0 IMPLICATIONS

### 5.1 Finance

#### Financial Implications:

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

#### Annually Recurring Costs/ (Savings)

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

### 5.2 Legal

There are no legal implications other than as noted within this report.

### 5.3 Human Resources

N/A.

### 5.4 Equalities

#### Equalities

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

<input type="checkbox"/>
<input checked="" type="checkbox"/>

YES

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

(b) Fairer Scotland Duty

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

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

<input type="checkbox"/>
<input checked="" type="checkbox"/>

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

NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

<input type="checkbox"/>
<input checked="" type="checkbox"/>

YES –

NO - This report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

## 5.5 **Repopulation**

N/A.

## 6.0 **CONSULTATION**

6.1 N/A.

## 7.0 **BACKGROUND PAPERS**

7.1 N/A.

PROGRAMME FOR GOVERNMENT

Programme for Government 2020	Programme for Government 2021	Director / Head of Service	Commentary	Further action
<p>A £60 million Youth Guarantee, so every young person aged between 16 and 24 will be guaranteed an opportunity at university or college, an apprenticeship programme, employment including work experience, or participating in a formal volunteering programme. This will be backed by additional funding for apprenticeships and the new Job Start Grant</p>	<p>Continue to deliver our Young Person’s Guarantee – providing a job, a place in education or training, or a formal volunteering opportunity for every young person</p>	<p>Stuart Jamieson</p>		
<p>A £25 million National Transition Training Fund aimed at bridging the skills gap between those facing unemployment and sectors with greatest potential for future growth, including focus on provision of green skills in areas of immediate demand like heat and energy efficiency</p>	<p>Provide up to £20 million through the National Transition Training Fund, creating up to 20,000 additional training opportunities.</p>	<p>Stuart Jamieson</p>		
<p>Create a £100 million Green Jobs fund, investing alongside a range of sectors – such as manufacturing, tech, and land based organisations – to support new and increased opportunities for green job creation across Scotland</p>	<p>Build a net zero economy that is fair for all, and create opportunities for new, good and green jobs, introducing Just Transition plans for all sectors and regions</p> <p>Invest an additional £500m to support the new, good and green jobs of the future, including upskilling and reskilling people to access those.</p>	<p>Stuart Jamieson</p>		

## PROGRAMME FOR GOVERNMENT

Programme for Government 2020	Programme for Government 2021	Director / Head of Service	Commentary	Further action
Set out the first tranche of our £2 billion Low Carbon Fund, including: helping to secure investment of £1.6 billion over the next Parliament in heat and energy efficiency in our homes and buildings, delivering a £100 million Green Jobs Fund, and providing £60 million for industrial decarbonisation	Provide at least £1.8bn over the course of this Parliament to make our homes easier and greener to heat, and progress our commitment to decarbonise 1 million homes by 2030	Stuart Jamieson		
A new Inward investment strategy, to give people new skills, and attract investment and jobs into Scotland, with the potential to generate 100,000 high value jobs over the next decade	An Inward Investment Plan targets 100,000 jobs from inward investment over the next decade. Develop a programme of strategic Ministerial engagement with leading inward investors to promote and encourage further investment. With Scottish Development International and regional partners we will develop Regional Inward Investment Propositions in support of our national offer to inward investors.	Stuart Jamieson		
Provide over £500 million over five years for large scale, transformational active travel infrastructure projects, access to bikes and behaviour change schemes	Ensure that at least £320m or 10% of the total transport budget goes on active travel by 2024-25, ensuring greener, cleaner and better connected communities	Stuart Jamieson		

## PROGRAMME FOR GOVERNMENT

Programme for Government 2020	Programme for Government 2021	Director / Head of Service	Commentary	Further action
A £62 million Energy Transition Fund to support businesses in the oil, gas and energy sectors over the next five years as they grow and diversify, and help attract private sector investment in the North East	Invest in a just transition to a low-carbon economy, for people and businesses, including a £500m Just Transition Fund for the North East and Moray and a £100m Green Jobs Fund	Stuart Jamieson		
Complete the delivery of 50,000 affordable homes as quickly as it is safe to do so, and set out a 20 year vision for energy efficient, zero carbon housing, with access to outdoor space, transport links, digital connectivity and community services	Give everyone a safe, warm place to call home, delivering 110,000 affordable homes across Scotland by 2032, investing an additional £50m over the Parliament to tackle homelessness and rough sleeping, and strengthening tenants' rights in rented sector	Stuart Jamieson		
An additional £2.35 million for the Parental Employability Support Fund for those most at-risk of poverty, including disabled, young, and ethnic minority parents	Provide over £8.65 million for the Parental Employability Support Fund (PESF), and invest at least a further £15 million across 2022-24.	Stuart Jamieson		

## PROGRAMME FOR GOVERNMENT

Programme for Government 2020	Programme for Government 2021	Director / Head of Service	Commentary	Further action
Delivering a revolution in children's rights, by fully and directly incorporating the UN Convention on the Rights of the Child into Scots law	Deliver a revolution in children's rights, including across the justice system	Ruth Binks		
Ensure our young people catch up on any lost education due to Covid-19 with £135 million additional investment. This will include funding to recruit 1400 additional teachers and 200 support staff and help close the poverty related attainment gap	Invest a further £1bn over the Parliament to tackle the poverty related attainment gap, and support the recruitment of over 3,500 additional teachers and 500 classroom assistants.  Take action to reduce the cost of the school day, and ensure children can access the subjects and opportunities they want regardless of family income.	Ruth Binks		
Open applications for our new Scottish Child Payment in November 2020, with the first payments made in February 2021	Drive forward a national mission to end child poverty – rolling out Scottish Child Payment to children under 16 by end of 2022 and doubling it to £20 per week as quickly as possible thereafter	Alan Puckrin Ruth Binks	<a href="#"><u>Welfare Reform Group which includes SSSA membership review progress locally and considering ways of increasing uptake.</u></a>	<a href="#"><u>Continue to monitor and report via P&amp;R Committee</u></a>
Deliver increased early learning and childcare and set a new target date for the expansion of childcare to 1,140 hours for	Expand early year learning and childcare to 1 and 2 year olds – starting in this Parliament with	Ruth Binks		



## PROGRAMME FOR GOVERNMENT

Programme for Government 2020	Programme for Government 2021	Director / Head of Service	Commentary	Further action
all three and four year olds, and vulnerable two year olds, across all local authorities by the end of 2020	children from low income households			
Commit an additional £23m this year to help more digitally excluded people get online – providing both devices and internet connections. This will bring the total number of people supported to 50,000 by the end of the year and create a World-Class Digital Eco-system in Scotland	<p>Extending the Connecting Scotland programme to get 300,000 households online by March 2026.</p> <p>Provide £100m over this Parliament in a range of Programmes to increase digital capacity and capability of business</p>	Ruth Binks		

## PROGRAMME FOR GOVERNMENT

Programme for Government 2020	Programme for Government 2021	Director / Head of Service	Commentary	Further action
Improve access to community based health services through the launch of Pharmacy First, accelerating the rollout of our Community Treatment and Assessment Centres, and of our COVID-19 hubs	Expand the positive work done by the NHS Pharmacy First service – backed by £7.5 million investment in 2021-22, rising to £10 million by 2022-23	Allen Stevenson		
Immediately establish an independent review of adult social care. This will examine how adult social care can most effectively be reformed to deliver a national approach to care and support services. This will report by January 2021.	Undertake the single biggest public service reform since the founding of NHS – the creation of a National Care Service (June 2022 legislation for its establishment)	Allen Stevenson		
Publish a Mental Health Transition and Recovery Plan in autumn 2020	Improve national wellbeing with increased investment in mental health – at least 25% over this parliament.	Allen Stevenson		
Expand digital access to health care to ensure more people can get the treatment they need	Scale up digital care <ul style="list-style-type: none"> <li>- Develop a safe and secure digital app. It will be introduced by the end of this Parliament, following public consultation and engagement.</li> <li>- develop a digital prescription service</li> </ul>	Allen Stevenson		

## PROGRAMME FOR GOVERNMENT

### New Commitments within Programme of Government 2021

Programme for Government 2021	Director / Head of Service	Commentary	
Increase frontline health spend each year so it is at least £2.5bn higher by 2026 and increases primary care spend by 25% - Invest £10bn on health infrastructure over the next decade.	Allen Stevenson		
Tackle the drugs death emergency with £250m investment over this Parliament, ensuring better outreach, treatment, rehabilitation, and aftercare services in every local authority	Allen Stevenson		
Starting this year (2021), invest £100m to support frontline services and focus on prevention of violence against women and girls from school onward.	Ruth Binks		
Build a new system of wraparound childcare for school age children by the end of this Parliament	Ruth Binks		
Intend to secure a referendum on Scottish Independence	Alan Puckrin		

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Head of Organisational Development, Policy &amp; Communications</b>	<b>Report No:</b>	<b>PR/19/21/SM</b>
<b>Contact Officer:</b>	<b>Manpreet Dhillon</b>	<b>Contact No:</b>	<b>01475 712022</b>
<b>Subject:</b>	<b>Pensions Discretions Policy Statement</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to seek the approval of the Policy & Resources Committee for an updated Pensions Discretions Policy Statement. This statement has been updated to reflect the Local Government Pension Scheme (Scotland) Regulations 2018.

## 2.0 SUMMARY

- 2.1 Scheme employers participating in the Local Government Pension Scheme (LGPS) in Scotland are required to keep under review their Statement of Policy on certain discretions which they have the power to exercise in relation to members of the Career Average Revalued Earnings (CARE) Scheme. The Pension and Retirement Policy Statement which contains these discretions was last updated in 2015. LGPS (Scotland) Regulations were updated with effect from 1 June 2018, therefore the Policy Statement has been amended to reflect current regulations and advice from Strathclyde Pension Fund. There are no significant changes to Council policy or the discretions included.
- 2.2 There are no additional cost implications as a result of this updated Policy Statement. An all members briefing has already taken place in advance of this committee to provide further information to members.
- 2.3 These changes to pension regulations and the discretionary provisions available to employers do not impact on teaching staff. Accordingly the updates to the policy statement relate to those employees whose pension provision is administered through Strathclyde Pension Fund Office.

## 3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy & Resources Committee approve the updated Pension and Retirement Policy statement as outlined in this report.

**Steven McNab**  
**Head of Organisational Development,**  
**Policy & Communications**

## **4.0 BACKGROUND**

- 4.1 The Policy and Resources Committee agreed on 15 December 2009 a Pension and Retirement Policy which outlined the Council's position in relation to the various discretions applicable under the relevant regulations. This 2009 report reviewed a number of benefits which employers can offer employees and covered both teaching staff as well as other local government employees.
- 4.2 On 11 August 2015, the Policy and Resources Committee agreed an updated policy, to reflect the amendments to the Local Government Pension Scheme (LGPS) in Scotland with effect from 1 April 2015. The scheme was amended so that benefits accruing for service after 31 March 2015 would accrue on a Career Average Revalued Earnings (CARE) basis, rather than on a final salary basis.
- 4.3 A key amendment to the LGPS in Scotland with effect from 1 June 2018 is to allow members aged 55 and above to retire and take early payment of benefits with actuarial reduction, without obtaining employer permission. The discretions relating to this requirement have been removed from the updated Policy Statement.
- 4.4 Scheme employers participating in the LGPS in Scotland are required (or where there is no requirement, recommended) to formulate, publish and keep under review a Statement of Policy on certain discretions which they have the power to exercise, or may exercise, in relation to members of the LGPS.

## **5.0 Key Changes**

- 5.1 The discretions tables and wording included in the Policy Statement have been updated to reflect advice from Strathclyde Pension Fund and updated regulations. There have been no significant changes to Council policy on the discretions included in the statement. Where a discretion has been added and this discretion exists under another table, Council policy has been replicated to ensure consistency. There are also no additional cost implications attached to these updates.
- 5.2 A link to the updated Policy Statement is provided in section 9 of this report, with updates highlighted in red.
- 5.3 Key updates to existing discretions:  
  
Table 1:
  - R17(1) & definition of Shared Cost Additional Voluntary Contribution (SCAVC) in RSch 1 updated in relation to SCAVC contributions. This was agreed by Policy & Resources Committee earlier this year (May 2021).
- 5.4 In addition, the reference to specific contribution rates in section 5.1.1 of the Policy Statement has been replaced with a link to the Scottish Public Pensions Agency (SPPA) website, in order to refer employees to up to date figures.

## **6.0 PROPOSALS**

- 6.1 It is proposed that the Policy & Resources Committee approve the updates to the Policy Statement, and note that the policy will continue to be kept under review, and revised as and when necessary to reflect any changes in regulations or policy.

## **7.0 IMPLICATIONS**

- 7.1 **Finance**

Financial Implications:

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

One off Costs

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

It is not envisaged that the proposals in this paper will result in additional costs to the Council. It is proposed that the majority of the discretionary areas which could have financial implications for the Council will not be exercised by the Council.

If the Council chooses to consider a discretionary enhancement, any financial impact would be assessed at the time of application. Early release incurring a financial cost to the Council would require to be supported by a business case which clearly demonstrates Value for Money (VFM).

In general any decisions in relation to these discretions will take account of the statutory framework of employment law, the relevant regulations, financial implications and any impact on the workforce, industrial relations and ultimately on service delivery. The Council will also strive to maintain public confidence by ensuring the application of discretions is open, transparent and cost effective.

Annually Recurring Costs/ (Savings)

**Legal**

7.2 As outlined in the report.

**Human Resources**

7.3 As outlined in the report.

**Equalities**

7.4 Equalities

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

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

Discretions available under the LGPS are determined by pension regulations, with employers determining whether or not to exercise specific discretions. A number of discretions are age specific and apply to those employees aged 55 (50 protected members) or over. This is not imposed by the Council but is a requirement of the regulations; nevertheless discretions that are age specific will give rise to an adverse impact on account of age. To mitigate this impact, discretions will be applied in a fair, consistent and transparent manner; however, it should be noted that pension schemes do have an explicit exemption in respect of the Equality Act 2010.

(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**

N/A

**8.0 CONSULTATIONS**

8.1 Trade Unions have been consulted and are generally supportive of this report.

**9.0 BACKGROUND PAPERS**

9.1 Pensions Discretions Policy Statement: <http://icon/hr/hr-reports/>

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Corporate Director, Education, Communities &amp; Organisational Development</b>	<b>Report No:</b>	<b>PR/21/21/TM</b>
<b>Contact Officer:</b>	<b>Tony McEwan, Head of Culture, Communities and Educational Resources</b>	<b>Contact No:</b>	<b>01475 712761</b>
<b>Subject:</b>	<b>Progress and Development for Anti-Poverty Interventions 2021-2023</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Policy & Resources Committee with progress and development of the initiatives that are being funded from the £1.08 million Anti-Poverty Budget, including additional Scottish Government policy initiatives for Holiday Meal Payments and Child Payment Bridging Payments.

## 2.0 SUMMARY

- 2.1 In May 2021 the Policy & Resources Committee agreed to fund a series of targeted interventions to address poverty and deprivation in the areas with the greatest inequalities. The interventions would be funded with an allocated £1million from the Council and the Integration Joint Board to focus on initiatives to address unemployment and employability; support for people experiencing difficulties with alcohol and drugs; mental health or to support those experiencing food insecurities.
- 2.2 The issues faced by those experiencing poverty are often complex and multi-generational therefore an Anti-Poverty Steering Group, comprising of the two Corporate Directors and the two Interim Service Directors, Head of OD, Policy & Communication was established to provide strategic governance, leadership, and monitoring of the budget. An officer implementation group has also been established to take forward the workstreams.
- 2.3 The progress and development of each initiative receiving funding is detailed in section 5 of this report and Appendix 1 provides an overview of progress to date in terms of the recruitment of staff, identification of clients, and procurement of Third Sector organisations and delivery of services. Good progress continues to be made and each project has undertaken essential preparatory work in terms of recruitment and employment and lead officers for each initiative are confident key milestones will be achieved.
- 2.4 The Scottish Government has announced its intention to make the Holiday Meal payments on an ongoing basis. It is proposed by the MBWG to maintain the enhanced criteria for eligibility to Holiday Meals and the extra £0.50/day payment. If supported by Committee the proposal would be that this annual cost of £218,000 be funded from the Anti- Poverty Earmarked reserve in 2022/23 and then from the Anti-Poverty recurring Budget from 2023/24.
- 2.5 The Scottish Government also intends to continue Child Payment Bridging Payments until the end of 2022 and increase the payments to £130 per child entitled to free school meals/school clothing grant at specific times of the year. The MBWG would recommend continuing to make these payments to those pupils who meet the Council's eligibility criteria during 2022/23 with an extra one off cost of approximately £344,000.



2.6 On 29 October, the Scottish Government announced that it will provide £25m of flexible funding to local authorities to support wellbeing and respond to financial insecurity in their communities. The allocation to Inverclyde has yet to be confirmed and proposals for this spend will be brought to the meeting of full Council on 2 December 2021.

### **3.0 RECOMMENDATIONS**

3.1 It is recommended that the Policy & Resources Committee:

- a) notes the content of this report;
- b) notes the progress made in the implementation of the initiatives from the Anti-Poverty funding;
- c) approves the proposals for holiday meal payments and child bridging payments set out in section 6 of the report; and
- d) notes that further proposals in relation to the Scottish Government's Winter Support Fund will be considered at the meeting of the full Council on 2 December 2021.

**Ruth Binks**  
**Corporate Director, Education, Communities &**  
**Organisational Development**

## 4.0 BACKGROUND

- 4.1 The Scottish Index of Multiple Deprivation (SIMD) report on 28 January 2020 identified Inverclyde as the area with the largest local share of deprived areas, with 45% of data zones among the 20% most deprived in Scotland. Greenock Central was ranked as the most deprived data zone in Scotland.
- 4.2 In May 2021 the Policy and Resources Committee agreed to fund a series of targeted interventions to address poverty and deprivation in the areas with the greatest inequalities. The interventions would be funded with an allocated £1m from the Council, and the Integration Joint Board to focus on initiatives to address unemployment and employability, support for people experiencing difficulties with alcohol and drugs, mental health or people who are experiencing food insecurities.
- 4.3 The issues faced by this client group are often complex and not easily resolved by one service, therefore an Anti-Poverty Steering Group, comprising of the two Corporate Directors and the two Interim Service Directors, Head of OD, Policy & Communication has been established to provide strategic leadership, monitoring and guidance in relation to the Anti-poverty funding.
- 4.4 An officer implementation group has since been established to design and deliver the agreed projects and initiatives within timescale, within budget and in accordance with procurement policy. It also provides a forum for lead officers to share practice and reduce organisational barriers to progress. A part time Anti-Poverty team leader has also been employed to collate, monitor and evaluate progress of the individual initiatives, reporting to both the implementation and steering groups.
- 4.5 After the success of the Community Listening Events in March 2021, engagement with communities with lived experience of poverty and deprivation has continued through the establishment of locality based Communication and Engagement Groups. The Communication and Engagement Groups continue to develop to ensure that the initiatives meet the needs of the community.
- 4.6 On 29 October 2021, the Scottish Government announced a £41m Winter Support Fund to support low income households. Included in this will be £25m of flexible funding to local authorities to support wellbeing and respond to financial insecurity in their communities. The allocation to Inverclyde has yet to be confirmed and proposals for this spend will be brought to a future meeting of the Policy and Resources Committee.

## 5.0 PROGRESS OF INTERVENTIONS

A number of interventions have now been developed and these are detailed below. Appendix 1 provides a summary of progress. As with all projects of this type and scale, the first several months are taken up with safe recruitment of staff and the development of governance structures. Therefore, despite limited spend to date, good progress continues to be made in each of the anti-poverty initiatives and in the support, monitoring and guidance framework surrounding the anti-poverty work. There has been significant preparatory effort undertaken in terms of recruitment and employment and the lead officers for each initiative are confident that key milestones will be achieved. A summary of the key initiatives, the budget allocated and the timeline for delivery is provided below:

### 5.1 **Employment: £1,037,000 (November 2021-November 2023)**

Inverclyde HSCP has employed three dedicated community support staff to work directly with clients who live in the Greenock Town Centre area, followed by the Port Glasgow area. A cohort of 30 males in the 20-30 year old age group will be identified who have complex barriers to employment, including being long term unemployed, having alcohol and drug dependencies and poor mental health. Newly established Community Support Workers will work intensively with 30 clients in total, to build relationships and provide activities to ensure that the clients are ready for employment. Employment opportunities will be offered to clients, for one year

after their initial intensive support with continued ongoing support from the community support workers.

The complex nature of the support required for this cohort will rely on local services and organisations working collaboratively to create activities and support that meets the individual client's needs and reduce the risk of disengagement. A local partnership has been established to monitor, review and assist the delivery of these programmes. A scoping exercise has already begun to help to identify the first cohort and a basic work package will be established to capture the outcomes.

The immediate next steps for the project is to provide training and resources to the new staff to enable them to make initial contact with the people identified as the first cohort. The steering partnership will meet monthly to enhance the basic work package and support the interventions for the first cohort.

## **5.2 Social Workers in School (SWIS) project: £202,000 (November 2021 – June 2023)**

Based on the findings of the CELSUS work around early intervention and child neglect and the links to poverty, it is the intention for two full time social workers for schools to be recruited. These officers will work alongside the Request for Assistance Team in order to maintain their professional standards of practice and access to supervision. Recruitment is ongoing and staff are expected to be in post by January 2022.

The Social Workers in School (SWIS) project will work in Aileymill Nursery, Aileymill Primary School, Larkfield Children's Centre and St Andrew's Primary School, based in South/South West of Inverclyde. These establishments were selected due to the SIMD profiles of their pupil population and an assessment of need.

The expected outcome of the project is to enhance the wellbeing assessment of children and support the intervention process to facilitate change in children's lives. This impact of this project should be a reduction in referrals to statutory services, targeting children on the cusp of social work involvement rather than working with those children already known to social work, who are on Statutory Supervision Orders or the Child Protection Register. After initial discussion and assessment with the family, the Social Workers in school will develop a single agency wellbeing assessment plan to be shared with the Joint Support Team, in line with the Inverclyde Joint Support Team (JST) Model, to ensure consistency of practice. This model of practice will ensure that a greater level of time will be spent planning input and interventions for the child. A tracking mechanism has also been suggested as part of this for the JST to monitor the impact of its work and report.

The Inverclyde Joint Support Team has been established to create the systems required to support the Social Workers in School project, and will meet on a monthly basis. This specialist support team has engaged with local stakeholders, is building on the strengths of community based networks and will establish plans to address the link between poverty and other vulnerabilities (e.g. parental physical and mental health and substance misuse). This initiative is in line with the UNCRC and The Promise, 'help me, help my family'.

The next steps include a training event being planned for November 2021 with Educational Psychology, Social Work Service Managers, the designated establishments and partners. This event will introduce the rationale behind the Joint Support Team processes and operational structures and how SWIS will enhance the wellbeing assessment of children and support the intervention process ahead of key staff being put in place by January 2022.

## **5.3 Business Start Up: £167,000 (December 2021-March 2023)**

A business development officer is being recruited for a two year period to encourage local entrepreneurialism and self-employment and to support local businesses to sustain success and grow. Recruiting for this post has been challenging but it is currently being re-advertised. However, there are ongoing discussions with the business gateway contractor to deliver the service as an extension to their existing contract if recruitment is unsuccessful. Once in post,

the business development officer will be responsible for creating 30 new business start-up opportunities in the most deprived localities based on the SIMD 2020 data in the first two years of the initiative. A tailored programme of support, communication and marketing has been modified to ensure the service targets the identified communities.

The next steps will be to ensure the officer is in place and to further develop a start-up and marketing grant to support the 30 start-up businesses.

#### **5.4 Food Insecurity: £124,000 for two years (October 2021 to October 2023)**

The first Inverclyde Zero Waste Food Pantry opened in early December 2020 and the membership has steadily increased to the maximum capacity of almost 700 members. Funding has been provided to the Pantry from October 2021 with an option for review and continuation of funding in year 2.

The Zero Waste Pantry in Grieve Road will continue to supply the community with 39 tonnes of surplus food per year while working collaboratively with local organisations such as the Inverclyde Shed to provide free locally grown vegetables to supplement a weekly shop. The Pantry will continue to provide surplus food to help reduce the pressure on households who are struggling to pay the bills and put food on the table, before the need for food banks or food parcels arises. The Pantry provides access to affordable nutritious food at £2.50 per shop which can lead to a saving of £10-£15 per household per week.

Currently there are more than 200 members of the pantry who live in Port Glasgow or East/Central of Inverclyde, and access and the cost of transported has been reported as a challenge for some of the families who live in these localities. As such they have requested a similar service within their community. The Zero Waste Community Pantry has also successfully received funding from the National Lottery Community Fund to establish a Pantry in another locality.

Therefore, the next steps for the project is to explore suitable locations for a pantry in a second locality in Inverclyde to meet the needs of other communities.

#### **5.5 Fare Share Glasgow (November 2021-November 2023)**

Inverclyde Council will continue to purchase two annual memberships from Glasgow FareShare to supply surplus food to the Inverclyde Zero Waste Food Pantry and to Parklea Branching Out in Port Glasgow. Parklea Branching Out has supplied and distributed the surplus food to their local community organisations, local schools and family support service users as a short term support to individuals and families identified as most vulnerable. The cost of the two Fare Share memberships is £64,000 for two years.

Next steps for the initiative is to begin explorative discussions on a wider food insecurity strategy for Inverclyde planned in early November 2021.

#### **5.6 Fuel Insecurity: £200,000.**

IHeat has received a direct award to continue with the allocation of funding for financial year 2022/23.

IHeat already supports older people over 75 years to prevent them falling into debt due to utility costs. IHeat currently offers advice, information and funding of £75 for utilities. During the COVID-19 pandemic this was increased to £150 grants to account for older people shielding or self-isolating and the likelihood that they will be using more gas and electricity. Given the current fuel crisis this funding will enable IHeat to include people over 70 years with the £150 grant at a total annual cost of £80,000.

In addition, Inverclyde households will receive support through the Wise Group Energy Crisis Fund (IHeat) to ensure that their energy supply is sustained whilst working with the household to equip them with the tools, skills and knowledge to manage their energy usage in future. Households with prepaid meters will receive a £49 top up fund if they are in danger of

disconnection. These households will also receive support and advocacy from IHeat to ensure the best utility deal is offered. Households who pay quarterly credit or monthly budget will receive support and advocacy and a one off charitable grant of £50 that will be allocated to the customer energy billing account.

#### **5.7 Financial Fitness Team: £60,000**

A direct award has been provided to the Financial Fitness Team for the continuation of funding for the financial year 2022/23. Inverclyde Council provides Financial Fitness with £30,000 of grants per year to offer support in benefits advice and financial management and provides people across the community with a choice of services for them to seek support and assistance regarding their finances.

#### **5.8 Starter Packs: £74,000**

Starter Packs is a small community organisation who provides those on the lowest income with a range of household products to assist with their first tenancy.

The award from the Anti-poverty funding ensures continuation of funding for the financial year 2022/23.

#### **5.9 Early Intervention Support and Mentoring for Families: £104,000**

Homestart Inverclyde has been provided with an award of £50,000 for one year from October 2021, with an option to continue in year 2 with the remaining £54,000. This funding has been awarded to provide increased staff capacity, recruit and train 15 new volunteers and to enhance early intervention family support to 20-25 new families in Inverclyde in the first year.

The Homestart Inverclyde project aims to provide support to mitigate the impact of poverty due to parental mental health. It offers wellbeing support and helps build resilience by providing a confidential, preventative service which supports parents who are or have been isolated, helping to prevent family stress and breakdown.

Homestart Inverclyde will provide specific early intervention, friendship, practical help and mentoring support for 20-25 new families with children under 5 years within the first year of the project. In addition, it will engage, recruit and train 15 new local volunteers as peer support volunteers to work with the families identified. This will impact on increasing skills, knowledge experience and capacity of local people, which will increase their employment opportunities.

#### **5.10 Tail o'the Bank Credit Union: £8,000**

Tail o'the Bank Credit Union has received funding for non-domestic rates relief for the period 2021/23.

### **6.0 HOLIDAY MEAL & CHILD PAYMENT BRIDGING PAYMENTS: 2022/23**

6.1 The Scottish Government has announced its intention to make the Holiday Meal payments on an ongoing basis. It also intends to continue Child Payment Bridging Payments until the end of 2022 and increase the payments to £130 per child entitled to free school meals/school clothing grant at specific times of the year.

6.2 Inverclyde Council has had in place a significantly more generous eligibility criteria for Free School Meals/Clothing Grants since 2018. In September 2021 Committee approved the maintaining of the enhanced eligibility to Holiday Meals and the extra £0.50/day payment for remainder of 2021/22 and to maintain the Bridging Payments for the remainder of 2021/22.

6.3 The Members Budget Working Group (MBWG), after considering the financial pressure on many families over the holiday period recommends maintaining the enhanced criteria for eligibility to Holiday Meals and the extra £0.50/day payment. If supported by Committee the

proposal would be that this annual cost of £218,000 be funded from the Anti- Poverty Earmarked reserve in 2022/23 and then from the Anti-Poverty recurring Budget from 2023/24.

- 6.4 It should be noted that it is intended that the Child Payment Bridging Payment will cease once the new Scottish Child Payment is rolled out to Under 16s in early 2023. Therefore the financial implications for this are time limited. If the Council was to continue to use its enhanced criteria the extra cost would be £86,000/ occasion. The MBWG would recommend continuing to make these payments to those pupils who meet the Council’s eligibility criteria during 2022/23 with an extra one off cost of approximately £344,000.

## 7.0 IMPLICATIONS

### 7.1 Finance

Committee allocated extra funding for Scottish Welfare Fund and Discretionary Housing Payments in 2017. It was agreed to vire the unallocated £80,000 from the Welfare Reforms Budget to the Anti-Poverty Budget thus increasing the annual sum available to £1.08million.

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

#### Financial Implications:

##### One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Anti-Poverty Fund	External Payments	2022/23	£562k		Cost of proposals in section 6 for 2022/23

##### Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
Anti-Poverty Fund	Holiday Meal payments	2023/24	£218k		Funded from the recurring £1.08million budget

### 7.2 Legal

There are no legal implications other than those highlighted in the report.

### 7.3 Human Resources

Any HR implications are highlighted in the report.

### 7.4 Equalities

#### Equalities

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

X	YES – Can be accessed using the following link: <a href="https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments/equality-impact-assessments-2021">https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments/equality-impact-assessments-2021</a>
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	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required
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(b) Fairer Scotland Duty

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

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

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

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

**7.5 Repopulation**

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

**8.0 CONSULTATIONS**





8.1 The MBWG support the proposals in this report.

**9.0 BACKGROUND PAPERS**

9.1 Equality Impact Assessment





9.2 Fairer Duty Scotland Statement

## Appendix 1



Intervention	Progress to November 2021	*RAG Status	Estimated Total Cost	Approved Budget 2021/22	Revised Estimate 2021/22	Actual to 23/09/21	Estimate 2022/23	Estimate 2023/24
Dedicated Team Leader	Employed and back-filled post in place.		£72,000	£36,000	£27,000	£10,169	£36,000	£9,000
Employment	Inverclyde HSCP has employed three dedicated community support staff to work directly with 30 clients who live in the Greenock Town Centre area and Port Glasgow area.		£1,037,000	£518,500	£216,040	£0	£518,500	£302,460
Social Workers in Schools	Two full time social workers for schools have been recruited. The Social Workers in School (SWIS) project will work in Aileymill Nursery, Aileymill Primary School, Larkfield Children's Centre and St Andrew's Primary School, based in South/South West of Inverclyde. These establishments were chosen due to the SIMD profiles of their pupil population.		£202,000	£101,000	£42,080	£0	£101,000	£25,250
Business Start Up	A business development officer is being recruited for a two year period to encourage local entrepreneurialism and self-employment and to support		£167,000	£83,500	£33,400	£0	£133,600	£0



## Appendix 1

Intervention	Progress to November 2021	*RAG Status	Estimated Total Cost	Approved Budget 2021/22	Revised Estimate 2021/22	Actual to 23/09/21	Estimate 2022/23	Estimate 2023/24
	30 local businesses to sustain success and grow.							
Food Insecurity	Funding has been provided to the Pantry from October 2021 with an option for review and continuation of funding in year 2.		£124,000	£62,000	£47,000	£0	£62,000	£15,000
Fuel Insecurity	The Direct Award memo has been prepared and agreed by procurement. IHeat will to continue to include people over 70 years with the £150 grant. Inverclyde households will receive support through the Wise Group Energy Crisis Fund (IHeat) to ensure that their energy supply is sustained whilst working with the household to equip them with the tools, skills and knowledge to manage their energy usage in future.		£200,000	£100,000	£100,000	£50,000	£100,000	£0
Financial Fitness	The Direct Award memo has been prepared and agreed by procurement.		£60,000	£30,000	£30,000	£7,500	£30,000	£0
Starter Packs	The Direct Award memo has been prepared and agreed by procurement.		£74,000	£37,000	£37,000	£18,500	£37,000	£0

## Appendix 1

Intervention	Progress to November 2021	*RAG Status	Estimated Total Cost	Approved Budget 2021/22	Revised Estimate 2021/22	Actual to 23/09/21	Estimate 2022/23	Estimate 2023/24
Early Intervention Support & Mentoring for Families	Homestart Inverclyde has been provided with an award of £50,000 for year 1 from October 2021.		£104,000	£52,000	£25,000	£0	£52,000	£27,000
Tail o' the Bank Credit Union	Tail o' the Bank Credit Union has received funding for non-domestic rates relief for the period 2021/23.		£8,000	£4,000	£4,000	£0	£4,000	£0
Contingency			£112,000	£56,000	£72,830	£0	£72,840	£0
			£2,160,000	£1,080,000	£634,350	£86,169	£1,146,940	£378,710

### Legend – RAG Status

Red – behind schedule, corrective action required

Amber – progressing well but slightly behind initial timeline

Green - good progress and on track

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Corporate Director, Education, Communities &amp; Organisational Development</b>	<b>Report No:</b>	<b>PR/20/21/TM</b>
<b>Contact Officer:</b>	<b>Tony McEwan</b>	<b>Contact No:</b>	<b>01475 715450</b>
<b>Subject:</b>	<b>Update on Participatory Budgeting in Inverclyde</b>		

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## **1.0 PURPOSE**

- 1.1 The purpose of this report is to provide Policy and Resources Committee with an update on the progress made with the implementation of participatory budgeting (PB) in 2020/21 and proposed activity over the next six months.

## **2.0 SUMMARY**

- 2.1 PB is a way of encouraging communities to discuss and deliberate priorities to assist the Council in prioritising its work in localities and across Inverclyde. Inverclyde's PB model was approved by Policy and Resources Committee on 4 February 2020 and focuses on the prioritisation of budgets / services across localities or across Inverclyde, rather than just the provision of grants, although the model remains compatible with a grant-providing process.
- 2.2 The main PB activity carried out by the Council under the revised model in 2020/21 was a series of community listening events and an online survey to inform the projects funded through the Council's Anti-Poverty Fund. This resulted in a total of £1,080,000 being informed by PB in 2020/21.
- 2.3 To progress the implementation of Inverclyde's PB model in 2021/22, a pilot PB exercise will be carried out on aspects of the roads asset management plan (RAMP). Members of the public will be given a combined list of 9 carriageways and 18 footpaths chosen as a result of technical assessment by the Roads team, from across Inverclyde and asked to prioritise them from 1-6. The results of the PB exercise will inform the prioritisation of carriageways and footpaths repair and resurfacing work that are included in other essential works from the RAMP in 2022/23.
- 2.4 Following the PB activity on aspects of the RAMP, it is proposed to begin participatory budgeting activity in relation to the £120k recovery funding for communities as part of the planned festival in May 2021.
- 2.5 Alongside these PB activities, a number of actions will continue to be progressed by the service to help embed PB in the long term. These include:
- consultation on the frequency of participatory budgeting activity through the year;
  - the implementation of CONSUL, a free online platform used to carry out PB;
  - the identification of services that will be subject to PB in 2022/23 in spring 2022;
  - continued awareness-raising and development sessions with Elected Members, Council services, 3<sup>rd</sup> sector organisations and communities;
  - the development of bespoke branding for PB; and
  - the development of a PB charter.

### **3.0 RECOMMENDATIONS**

3.1 It is recommended that the Policy and Resources Committee:

- a. notes the content of this report;
- b. approves the forthcoming participatory budgeting activity on aspects of the road asset management plan (RAMP) planned for Nov/Dec 2021, subject to final agreement by the Environment & Regeneration Committee; and
- c. notes the actions being progressed to ensure at least 1% of the Council's budget will be available for allocation through PB from April 2022.

**Ruth Binks**

**Corporate Director, Education, Communities & Organisational Development**

## **4.0 BACKGROUND**

- 4.1 The Community Empowerment (Scotland) Act 2015 places responsibility on local authorities to establish a framework to enable local people to influence how defined budgets are used to address local priorities. The Act provides a range of powers to strengthen the ability of communities to make decisions on issues that matter to them and PB is one of the main ways in which this will be achieved.
- 4.2 In 2017, COSLA agreed to the Community Choices 1% Framework Agreement whereby at least 1% of local government budgets will be subject to PB by the end of 2021. This agreement and timeline have since been revised to recognise the impact of the COVID-19 pandemic upon local government, people, and communities. Whilst the target to allocate at least 1% via PB remains, there is a degree of flexibility available to Councils as to when they can practicably meet it.
- 4.3 Like many Councils across Scotland, Inverclyde's initial approach in 2018/19 to PB was a grants based 'aggregative' model. Inverclyde Council provided a total of £350k (£50k per ward) in which community groups or projects could bid for funding through the PB process.
- 4.4 An evaluation was carried out of this grants based model and the findings were used to develop a model for the long term implementation of PB in Inverclyde. The revised model focuses on the prioritisation of budgets / services across the six localities or across Inverclyde rather than the provision of grants, although the model is also compatible with a grant-providing process. Appendix 1 provides a schematic of the stages involved in Inverclyde's PB model. The first pathway can be used where areas of spend can be prioritised on a locality basis. While the second pathway is for areas of spend that can only be considered on an Inverclyde-wide basis. The model was approved by Policy and Resources Committee on 4 February 2020.
- 4.5 This report provides details of the progress that was made during 2020/21 with the implementation of Inverclyde's PB model as outlined at paragraph 4.4 and the next steps proposed over the next six months.

## **5.0 PROGRESS IN 2020/21**

- 5.1 On 1 April 2021 a dedicated PB Officer was employed to support the PB process in Inverclyde in line with both local and national guidance. The PB officer is responsible for implementation, participation and communication in relation to the local PB process and has been critical in supporting the development of the communication and engagement groups across Inverclyde. The role engages with and increases communities' knowledge and understanding of their role in local decision making through the PB process.
- 5.2 During 20/21 the key PB activity carried out by the Council included six digital-based community listening events in each of Inverclyde's localities and an online survey. The purpose of the events and the survey was to obtain the views of local communities on changes that could be made to mitigate poverty, deprivation and inequalities. The key findings from the engagement informed the development of initiatives that were taken forward through the Council's Anti-Poverty Fund: a two year fund of £2,160,000. This meant that a total of £1,080,000 was influenced by PB during 2020/21. The purpose of the Council's Anti-Poverty Fund was to identify projects that could be taken forward on an Inverclyde wide basis. Therefore the steps taken to carry out the community listening events and the online survey followed pathway 2 as detailed in Appendix 1 of this report – prioritising budgets on an Inverclyde-wide basis.
- 5.3 Regular communication takes place with the six communication and engagement Groups which are now developing well. Each group is now meeting on a monthly basis

which enables ongoing dialogue which is a key element to the success of PB. In addition to the communication and engagement groups, we have established a Facebook Group for each locality. This allows people who don't want to attend meetings to be involved and have their say, and was developed in response to communities advising us how they prefer to be kept up-to-date. The membership of the Facebook groups greatly increased during the pandemic. For example, Inverkip and Wemyss Bay now has 289 members. The other way in which we communicate with the localities is through a newsletter which provides an update on what is happening in each locality and provides examples of what action has been taken to address the issues raised by the community.

- 5.4 Given the disruption caused by the current Covid-19 pandemic the service has not been able to realise its ambitions for PB. Nevertheless, work has taken place between Heads of Service to identify service delivery that could be informed PB and this work will continue to develop and improve. This year, as a result of partnership working between the service and Roads, aspects of the Roads Asset Management Plan (RAMP) have been identified as being suitable to be informed by a PB process. Plans for the use of PB for this purpose have already been noted by the Environment & Regeneration Committee on 5 March 2020 with a further report being considered by committee in January 2022. Therefore, the Council's PB approach for 2021/22 will be piloted on this service area; subject to final agreement by Environment & Regeneration Committee.

## 6.0 PROPOSED ACTIVITY 2021/22

- 6.1 It is proposed that during the remainder of 2021/22, PB will be focused on informing work around a small area of the RAMP and consideration of dispersing £120,000 of recovery funding across localities as part of the Council's outdoor festival in 2022.
- 6.2 A key aspect of Inverclyde's approach to PB is to allow communities the opportunity to deliberate on the options for service delivery while being able to get professional input from services on how choices can be made. Following this aspect of the process, there will be an opportunity for individuals to indicate through a survey which aspects of our services should be delivered. A report on the results from all PB activity carried out in each window would then be communicated to communities to demonstrate how choices have been made.
- 6.3 A PB pilot exercise on aspects of the RAMP is currently being planned for, with the main PB activity taking place in November / December 2021. Members of the public will be given a combined list of 9 carriageways and 18 footpaths from across Inverclyde. As the list is formed by a technical assessment by the Roads service, the list is not evenly distributed across localities. The public will be asked how they would allocate the £150,000 set aside from the total RAMP budget by prioritising the list of roads and footpaths from 1-6. The total cost of the work being consulted on by locality is detailed in the table below:

Locality	Number of carriageways and footpaths	Total estimated cost
Greenock East and Central	8	£295,000
Greenock South and South West	2	£37,000
Greenock West and Gourock	9	£211,000
Inverkip and Wemyss Bay	2	£66,000
Kilmacolm and Quarriers Village	3	£75,000
Port Glasgow	5	£136,500

- 6.4 The communication and engagement group in each locality will discuss and deliberate the full list of carriageways and footpaths at their meetings in November and December 2021. The deliberation will be followed up with an online survey that will be circulated Inverclyde wide via the Council's web site, social media, stakeholders and groups of interest. The third sector will play a key role in distributing the survey and encouraging people to complete it. The results will be used to inform which additional carriageways

and / or footpaths will be recommended to the Environment and Regeneration Committee for inclusion in the overall RAMP when it is updated for 2022/23.

- 6.5 The additional carriageways and footpaths for repair that will be considered by PB are a result of a technical assessment by the Roads service and are in addition to the planned works already agreed through the RAMP. As the list is not evenly spread within each locality due to it being a technical assessment by the Roads service, the PB process for aspects of the RAMP will be 'Inverclyde wide'.
- 6.6 The key steps involved in carrying out the PB exercise on aspects of the roads asset management plan are outlined in Appendix 2. All communication and engagement groups will have met at least once prior to the survey being issued at the end of November 2021 and an elected member briefing took place on 8 November 2021. The service is currently liaising with one communication and engagement group to ensure the information we are providing strikes the right balance between being accessible and detailed enough for informed debate to take place.
- 6.7 With any PB process there will always be concerns around 'fairness' and the ability to reduce the instances of one group, or in this case an area, being prioritised over another depending on how much support a particular project has or how densely populated a locality is. By introducing the opportunity to deliberate on priorities it is hoped that PB participants are able to feel that they are participating in a process and that they have been meaningfully involved in setting priorities. In time, this process of deliberation and debate will have the opportunity to reduce the number of priorities which get put forward for wider voting.

## **7.0 Next Steps**

- 7.1 Services will continue to work together to plan for appropriate participatory budgeting opportunities for the remainder of this financial year and there is already scope to look at awarding grants through PB to support Inverclyde's outdoor festival in May 2022. A further report will be considered by the Corporate Management Team early in 2022 to agree further service areas in 2022/23 in order that the Council is able to meet its 1% minimum target. This is the approach that has been taken by other local authorities such as South Lanarkshire Council who is one of the few Councils who have successfully exceeded the 1% of their total budget through PB. The most common services that have been put through PB by other local authorities include: grounds maintenance, street cleaning, roads, green space, health and social care services, % of schools' PEF budgets, transport and service commissioning. It is proposed that Inverclyde will also consider these services in the future.
- 7.2 Participatory Budgeting will be supported in the longer term through the use of CONSUL, a free online platform used to carry out PB used by other local authorities across Scotland and work has already begun in Inverclyde to use this system. In the meantime, the service is using Smart Survey.
- 7.3 Participatory Budgeting and engagement with communities remains a challenging process for all involved. However it is recognised that it is a process that develops and improves over time and one that begins to be informed by the stakeholders who take part. As such, the service is acutely aware that learning from each stage is a vital part of the development of PB in Inverclyde as we continue to strive to involve our communities more in decisions that matter to them.

## **8.0 IMPLICATIONS**

### **8.1 Finance**

Financial implications:

One off costs

Cost centre	Budget heading	Budget year	Proposed spend this report	Virement from	Other comments
n/a	n/a	2022/23	150k	n/a	n/a

Annually Recurring Costs/(Savings)

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

**8.2 Legal**

There are no direct legal implications arising from this report.

**8.3 Human Resources**

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

**8.4 Equalities**

Equalities

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

Yes.

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

(b) Fairer Scotland Duty

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

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

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

No.

(c) Data Protection

Has a Data Protection Assessment been carried out?



X

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

No.

## 8.5 Repopulation

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

## 9.0 CONSULTATION

9.1 There was no requirement to consult on the contents of this report.

## 10.0 CONCLUSION

10.1 In body of report.

## 11.0 LIST OF BACKGROUND PAPERS

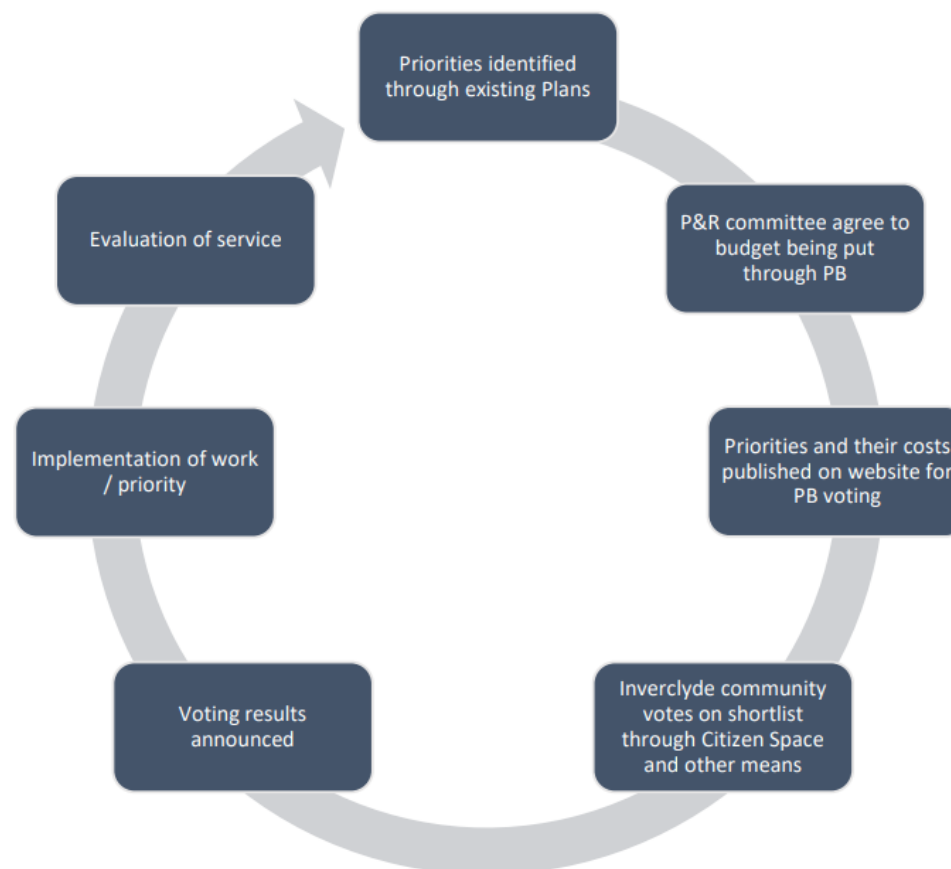
11.1 None.

Inverclyde Council participatory budget pathways

Pathway 1 – developing ideas and projects from locality plans



Pathway 2 – prioritising budgets on an Inverclyde-wide basis



Participatory Budgeting Nov / Dec 2021

By the 18th of November all 6 communication and Engagement groups will host a meeting in which PB will be on the agenda

- Each group will discuss the PB options and process subject to E&R approval
- What PB options are missing for their area
- How they will encourage wider engagement with the survey



An open and virtual public meeting will be held on the 17th of November 2021 to launch the survey, at the meeting:

- PB options will be discussed
- A preview of the survey will be provided
- A rep from the roads department will be present



PB voting window Nov / Dec 2021

- Drop-in sessions will be available across all 6 localities for digital support, these will be promoted on the website
- CLD staff and wider partnership network to promote the survey across their groups ensuring that minority and hard to reach groups have access to have their say!
- Social media campaign by corporate communications promoting the survey.



By end of December the survey results and feedback from Communication and engagement groups and the open meeting will be collated and sent to the roads department in order for the community engagement feedback to shape the prioritise for Footpaths and Carriageways



January / February 2022, Feedback to the communities via Corporate communications and the communication and engagement groups on RAMP activity and proposed next steps

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>16 November 2021</b>
<b>Report By:</b>	<b>Head of Organisational Development, Policy &amp; Communications</b>	<b>Report No:</b>	<b>PR/22/21/GB</b>
<b>Contact Officer:</b>	<b>George Barbour</b>	<b>Contact No:</b>	<b>01475 712385</b>
<b>Subject:</b>	<b>HM The Queen Platinum Jubilee 2022 and City Status</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to highlight the opportunity to bid for City Status as part of HM The Queen's Platinum Jubilee.

## 2.0 SUMMARY

- 2.1 Her Majesty The Queen celebrates 70 years as Monarch – the first time any British Monarch has reached this historic milestone.
- 2.2 A range of celebrations are planned to mark the occasion including a civic honours competition including opportunities for towns to bid for city status and Lord Mayor, or Provost, status.
- 2.3 The report highlights the successful bid by Perth to achieve city status in 2012, includes information on community consultation on a bid for Greenock and a proposed bid text for potential submission.
- 2.4 The report notes that there are no direct costs to submitting a bid and the only costs are existing staff time in compiling a bid document and creation of a pdf document with visuals to email to the submission panel and that the process is aimed at minimising costs to councils planning to submit bids.
- 2.5 It also notes that each bid is judged on its own merits and that the decision on awarding city status rests with the Monarch and there is currently no specific requirement that a city should be of a particular size or have, for example, a Cathedral within its boundaries.

## 3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Members:

- (1) Review the community views and information from the successful Perth bid for city status and agree whether a bid should be submitted before the deadline for submissions for City Status for Greenock.

**STEVEN MCNAB**  
**HEAD OF ORGANISATIONAL DEVELOPMENT, POLICY & COMMUNICATIONS**

## **4.0 BACKGROUND**

- 4.1 Her Majesty The Queen celebrates 70 years as Monarch – the first time any British Monarch has reached this historic milestone.
- 4.2 A range of celebrations are planned to mark the occasion including a four-day holiday weekend on 2-5 June 2022; The Queen’s Green Canopy; The Queen’s Birthday Parade (Trooping the Colour); Platinum Jubilee Beacons; The Big Jubilee Lunch and The Platinum Jubilee Pageant.
- 4.3 In addition, as part of these celebrations, there is a civic honours competition. This includes competitions for city status and Lord Mayor, or Provost, status.
- 4.4 Any local authority in any part of the United Kingdom, a Crown Dependency or an Overseas Territory, which considers that its area deserves to be granted the rare honour of city status is welcome to enter the competition (the entry guidelines are included at Appendix 1).
- 4.5 Local authorities for existing cities in the United Kingdom are welcome to enter the parallel competition for a Lord Mayoralty or Provostship.
- 4.6 The last time the competition was created was to celebrate the Diamond Jubilee in 2012 and three places - Chelmsford, Perth and St Asaph – won city status.
- 4.7 10 years ago 26 towns applied for city status: Bolton, Bournemouth, Chelmsford, Colchester, Coleraine, Corby, Craigavon, Croydon, Doncaster, Dorchester, Dudley, Dumfries, Gateshead, Goole, Luton, Medway, Middlesbrough, Milton Keynes, Perth, Reading, Southend, St Asaph, St Austell, Stockport, Tower Hamlets and Wrexham.

## **5.0 PERTH – CITY STATUS IN 2012**

- 5.1 In 2012, on the occasion of HM The Queen’s Diamond Jubilee the town of Perth successfully bid for city status.
- 5.2 The bid centred on the areas historic claim as the first capital of Scotland, it’s determination to be a vibrant and successful regional centre for Perth and Kinross and its ambition to become a dynamic international city offering unrivalled business, artistic, educational, cultural and sporting opportunities for its citizens and visitors.
- 5.3 On the fifth anniversary following the achievement of city status, Councillors at Perth and Kinross Council highlighted their belief that the achievement of city status has “opened many doors for Perth”.
- 5.4 In particular they highlighted the seat at the Scottish Cities Alliance, which is a collaboration of Scotland’s seven existing Cities – Aberdeen, Dundee, Edinburgh, Glasgow, Inverness, Perth and Stirling - and the Scottish Government.
- 5.5 Perth councillors believe that this has provided a platform to help spread the word about the area across Scotland and internationally to drive investment.
- 5.6 As part of the Scottish Cities Alliance Perth has, since achieving City Status, been able to tap into the activities of the group including investment promotion, ‘smart cities’ development, working towards building a hydrogen economy across Scottish Cities and the opportunity to work with partners to inform key policy discussions.
- 5.7 Through the Scottish Cities Alliance, Perth has promoted investment in its £90m Perth West and £7.6m Perth Food and Drink Park developments.

- 5.8 As a member of the Scottish Cities Alliance, Perth has also benefited from being involved in the 'Smart Cities' project which aims to develop data and digital technology projects across Scotland's existing seven cities.
- 5.9 Two of the projects to emerge from the initiative include the innovation lab as part of a £4.5m creative hub to support creative business incubation, development and growth and the use of mapping and data gathering technology to tackle fly-tipping.
- 5.10 Perth is one of Scotland's fastest growing cities with a population growth forecast of approximately 10,000 over the next 15 years.

## **6.0 PUBLIC VIEW OF A GREENOCK CITY STATUS BID**

- 6.1 A short survey was created to gather the views of the community on a city status bid for Greenock.
- 6.2 The results of the survey highlight overall a negative view of city status based on an expectation that submitting a bid is, in itself, a labour intensive and expensive operation and that bidding for city status would divert financial and staffing resources away from the delivery of other services.
- 6.3 The survey results are contained at Appendix 2 and highlight that 61% of respondents would not back a bid to become a city; 63% do not believe that city status would help to boost population; respondents are split close to 50/50 on whether Greenock would benefit from being part of The Scottish Cities Alliance; 56% don't believe that city status would encourage investment in the area; 57% don't believe it would raise Greenock's profile within the UK while 50% believe it would raise the profile within Scotland.
- 6.4 Comments to the survey highlighted the views that Greenock is a town and not a city, more needs to be done on existing town centre and social issues before a bid should be submitted, Greenock is too small to become a city and that submitting a bid is costly and diverts resources from other services.
- 6.5 Supportive comments highlighted the opportunity to raise the profile of the area and recognise its heritage and potential.
- 6.6 The Herald Newspaper conducted a reader poll (highlighted in Appendix 3) on the areas of Scotland currently considering City Status which resulted in Dunfermline (45%); Greenock (30%); Oban (13%); Dumfries (8%) and Irvine (4%).
- 6.7 Outwith the Civic Honours competition, it was announced that HM The Queen had agreed that Southend would achieve city status following the brutal murder of Sir David Amess MP.
- 6.8 City status for Southend was a long running ambition for the area's MP and one that has been described as a fitting tribute to his 40 years as a Parliamentarian and champion for his constituency.

## **7.0 A BID FOR GREENOCK TO BECOME A CITY**

- 7.1 While it is entirely understandable that many people believe that the submission of a bid is a costly enterprise, the bidding process is set up to be light touch and seeks to avoid local authorities incurring expenditure in submitting a bid or in engaging in lobbying for a bid.
- 7.2 The bid itself must be limited to a set page numbers including a one page of A4 summary, no more than eight pages of text outlining the bid, profile data of no more than 10 pages of A4, submission of photographs of permanent features in the area and a map showing the main locations.

- 7.3 This means that a bid for city status has no direct costs associated with it and can be submitted using existing staff time to compile the data and visuals required. Draft text is set out at Appendix 4 which could form the main body of a submission and Appendix 5 includes a list of images which could be submitted as part of a bid.
- 7.4 Each bid for City Status is judged on its own merits and the only criteria for becoming a city is to be awarded it by the Monarch
- 7.5 There is currently no specific requirement that a city should be of a particular size or have, for example, a Cathedral within its boundaries in order to be classed as a city.
- 7.6 Scotland's current seven cities have varying levels of population and should Greenock be selected it would not be the smallest City in Scotland, that position is currently held by Stirling.

The seven cities populations are:

Glasgow (612,000)  
 Edinburgh (488,000)  
 Aberdeen (200,000)  
 Dundee (148,280)  
 Perth (47,000)  
 Inverness (47,000)  
 Stirling (37,000)

- 7.7 Among the current potential bidders for City status populations also vary:  
 Dunfermline (53,000)  
 Greenock (43,000)  
 Irvine (34,000)  
 Dumfries (33,000)  
 Oban (8,490)
- 7.8 The deadline for submission of a bid document is 8 December 2021.

## 8.0 IMPLICATIONS

### 8.1 Finance

#### Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

### 8.2 Legal

N/A

### 8.3 Human Resources

As outlined in the report

### 8.4 Equalities

#### Equalities

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

X

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?

X

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

NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

X

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

NO

### 8.5 Repopulation

Events including remembrance commemorations are an important part of the council's repopulation place marketing ambitions to encourage visitors from outside of Inverclyde to the area and help to support the promotion and marketing town and village centres. Large scale celebrations of local and national events can support community cohesion and help instil a sense of place in communities. The opportunity to gain City Status for a part of Inverclyde opens up profile raising opportunities and the chance for part of Inverclyde to be represented on The Scottish Cities Alliance.

## 9.0 CONSULTATIONS

9.1 A community consultation has taken place and is included in the appendices of this report.

## 10.0 BACKGROUND PAPERS



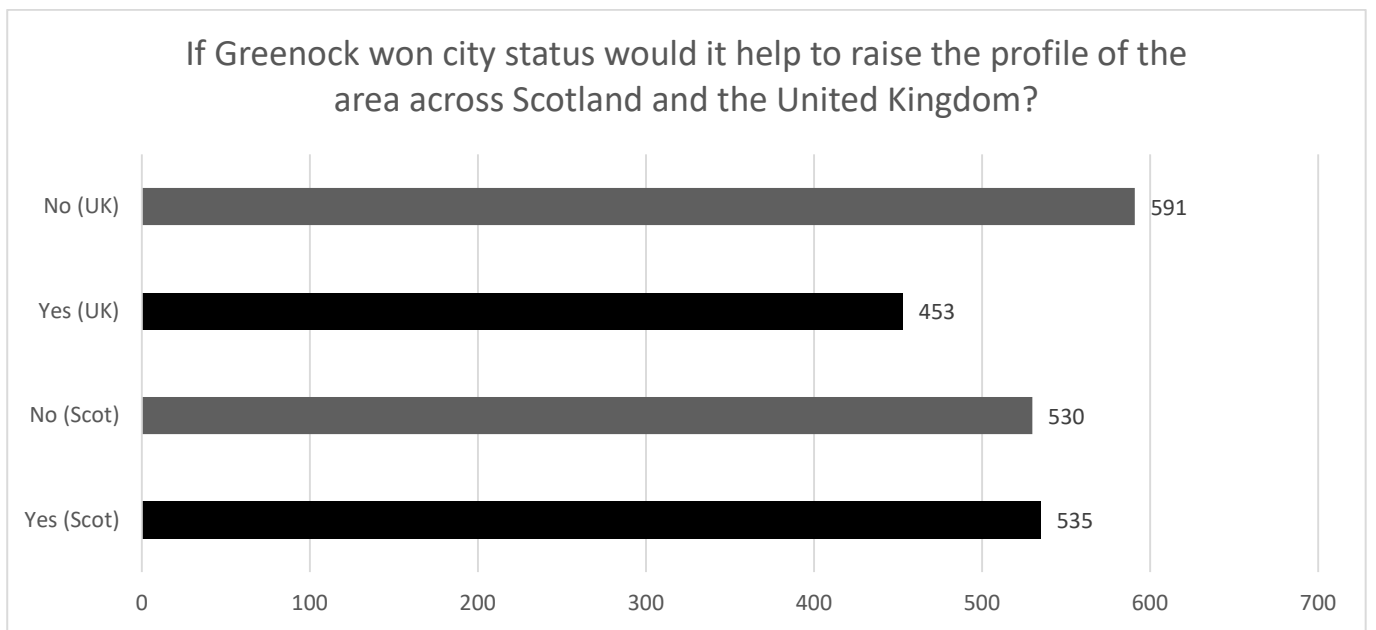
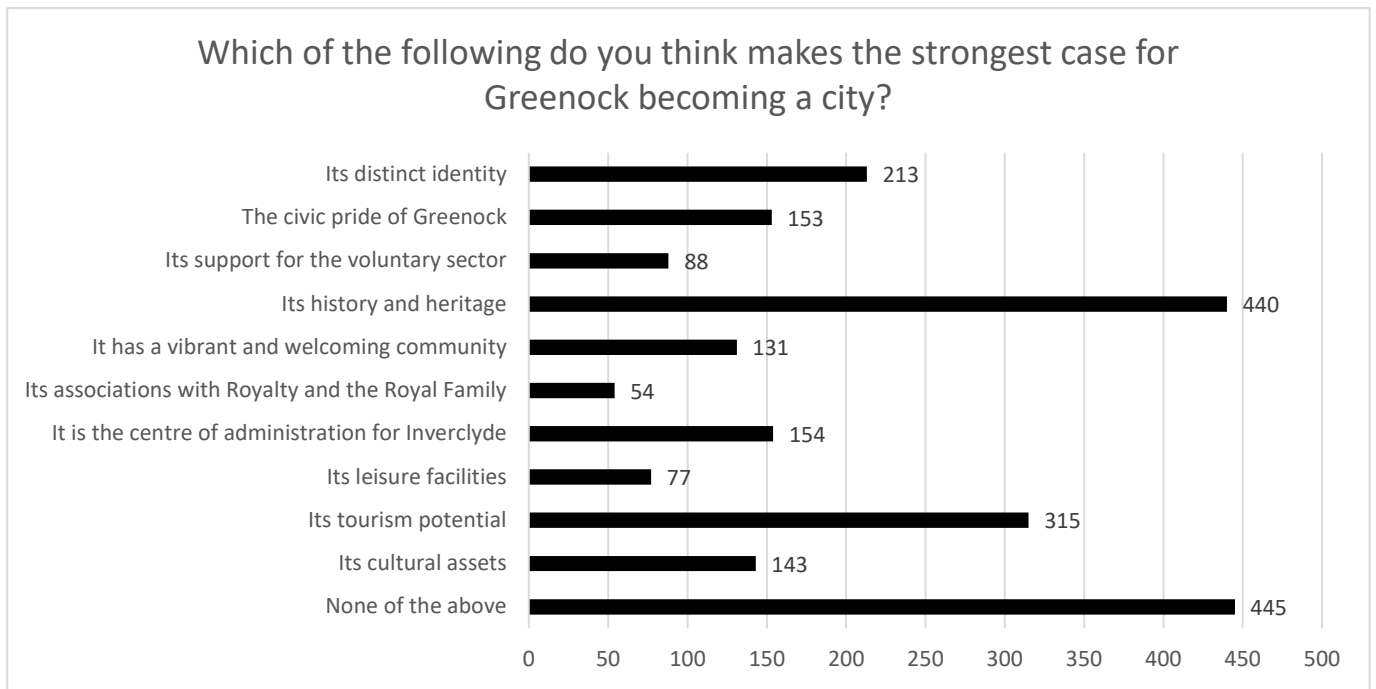
10.1 Item 11. HM The Queen Platinum Jubilee 2022, Policy & Resources Committee, Tuesday 14 September 2021 (HR/28/21/GB)

## APPENDIX 1: PLATINUM JUBILEE CIVIC HONOURS COMPETITION ENTRY GUIDELINES

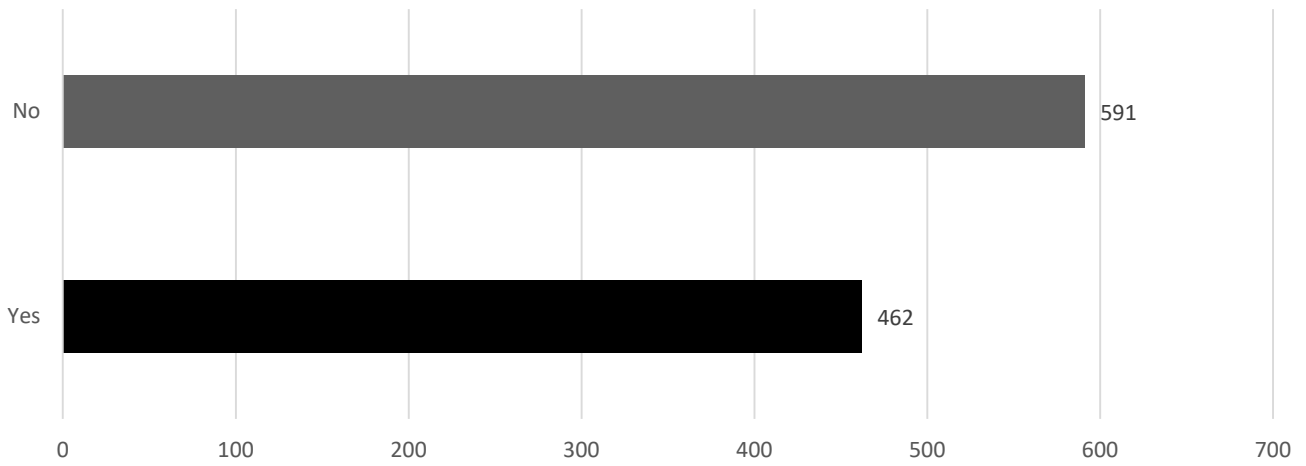
Her Majesty The Queen has agreed that competitions may be held for a grant of city status and Lord Mayor or Provost status to mark Her Platinum Jubilee in 2022.

1. Any local authority in any part of the United Kingdom, a Crown Dependency or an Overseas Territory, which considers that its area deserves to be granted the rare honour of city status on this very special occasion is welcome to enter the competition by the closing date of 8 December 2021.
2. Lord Mayoralty or Provostship is an exceptional distinction conferred on the Mayoralties or Provostships of a few – usually long-established and important - cities. Local authorities for existing cities in the United Kingdom are welcome to enter the parallel competition for a Lord Mayoralty or Provostship by the same closing date.
3. Applications may only be made by an elected local authority for its entire area or a distinct area within its boundary.
4. Although there are no specific criteria for city status or Lord Mayor or Provost status, the Government is asking local authorities to submit their entries in a standard size and format, as detailed in the application form. This is intended to help local authorities minimise the expense of entering the competitions and to provide the Government with a fair basis for comparison and assessment of the entries received.
5. Local authorities are strongly advised not to exceed the limits of the standard size and format as described in application form.
6. The decisions made by Her Majesty, on Ministerial advice, will be final. Local authorities may be assured that each entry will be considered 'in the round', on the merits of its contents rather than on the standard of presentation. Each local authority will be sent brief comments on its entry when the results of the competitions are announced in 2022. These brief comments on entries will not provide specific reasons on why an application is successful or unsuccessful.
7. Local authorities should not incur any expenditure on lobbyists for the purposes of influencing the competition.
8. Applications are requested to be submitted by email to reach the Cabinet Office by 4pm on the closing date, 8 December 2021, at [civichonours@cabinetoffice.gov.uk](mailto:civichonours@cabinetoffice.gov.uk). Alternatively, applications can be submitted by post if preferred, the address to be used is:  
Constitutional Policy Team  
Cabinet Office  
4th Floor Yellow Zone  
1 Horse Guards  
London  
SW1A 2HQ
9. If submitted by post, entrants are asked to notify the Constitutional Policy Team separately when their entries are dispatched, by sending an email, giving the date of dispatch of the hard copies, the name of the local authority submitting the application, and its full contact details. Entries submitted by post should reach the Cabinet Office by the same time on the closing date as those submitted by email.
10. Acknowledgements will be sent by email when the hard copies have been received. If no acknowledgement is received within 6 working days of the closing date (or of dispatch, if earlier), please send a further email to the above address with 'City status entry enquiry' and the name of the local authority area in the heading.

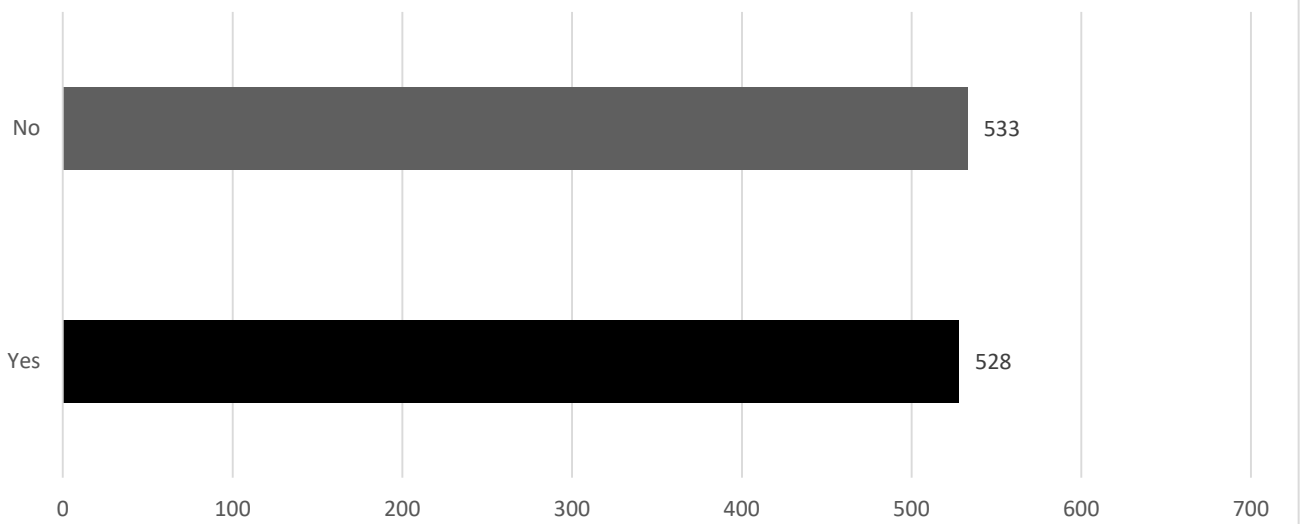
## APPENDIX 2: GREENOCK CITY STATUS BID – SURVEY RESULTS



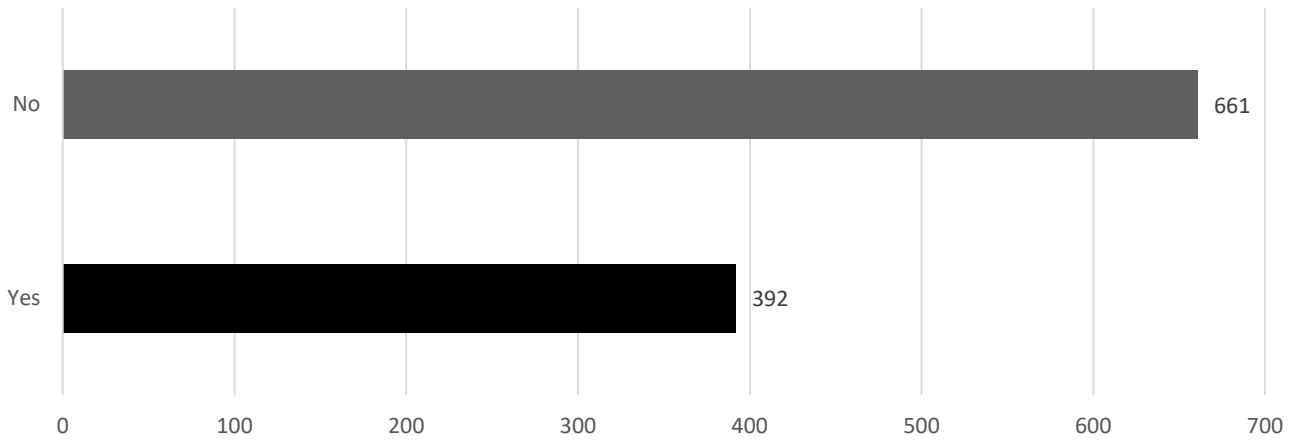
If Greenock won city status would it help to boost the economy by encouraging investment in the area?



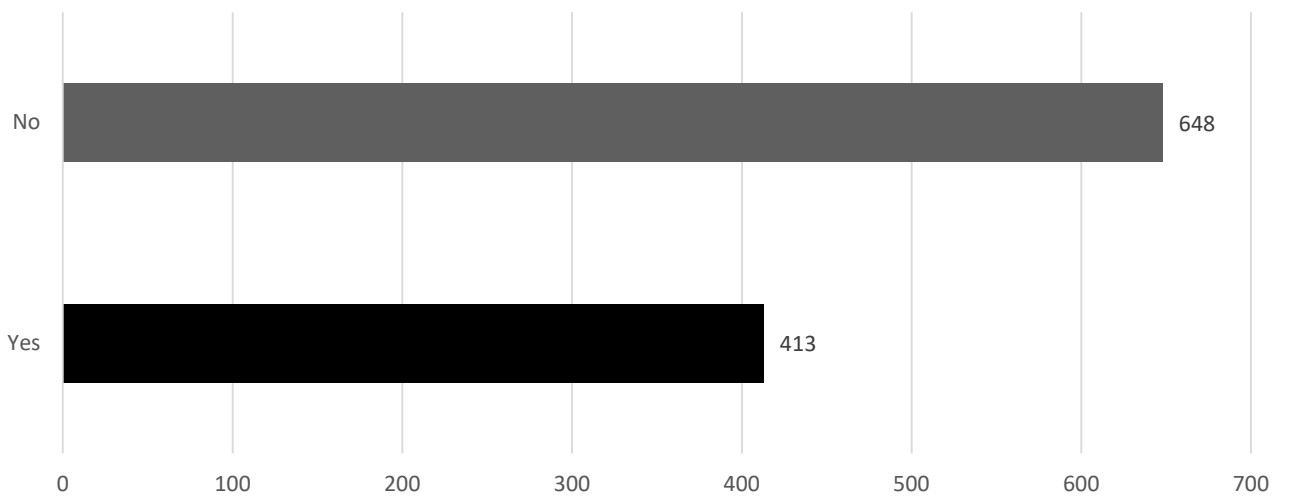
Do you think it would benefit Greenock being part of the network of the seven other Scottish cities?



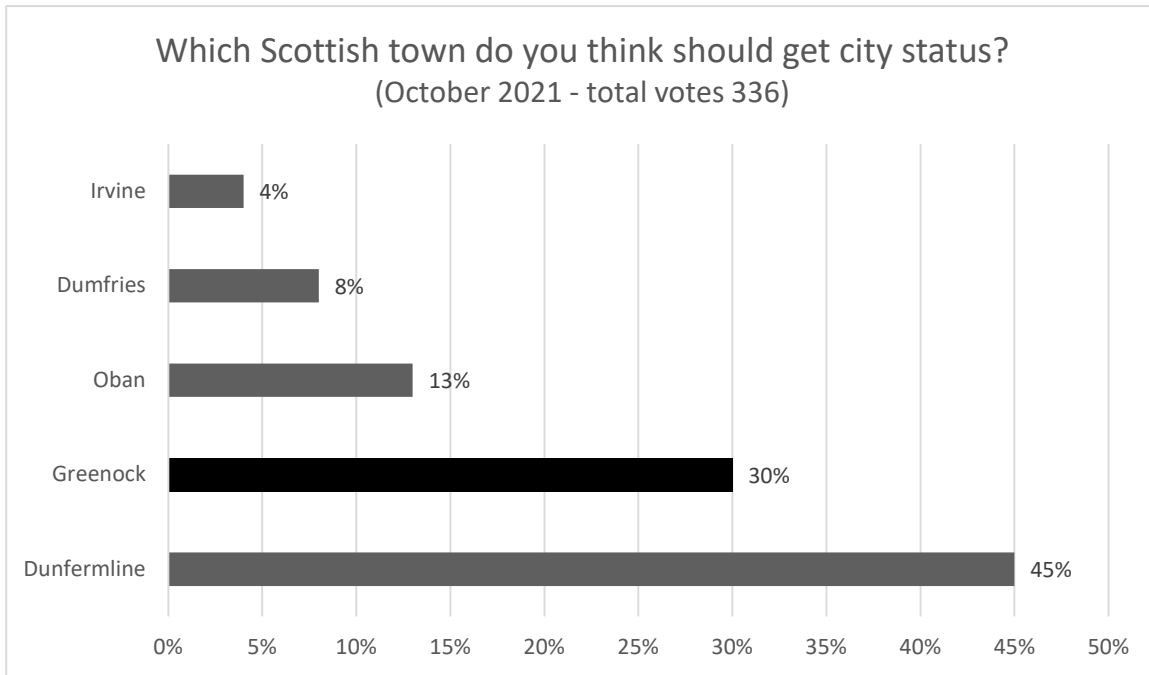
If Greenock won city status would it help to boost the population by encouraging more people to live in the area or to continue to live here?



Do you back a bid for Greenock to become a city?



### APPENDIX 3: SCOTLAND'S CITY STATUS BIDS – HERALD READER POLL



## **APPENDIX 4: A BID PROPOSAL FOR GREENOCK TO ACHIEVE CITY STATUS**

### **Our place**

Greenock was raised to a Burgh of Barony by virtue of a Charter of 1635, according to Robert Murray Smith's History of Greenock originally published in 1921.

He went on to highlight that the name Greenock has gone through many spelling variations and claims around its origination ranging from a derivation of the British word Graenag, a gravelly or sunny place, the Gaelic Grianach, a sunny bay and even Grian, the sun, and cnoc, a hill.

There's even been suggestions that a famous large Green Oak grew on the banks of the River Clyde and that the fishermen "...made fast their cables to its trunk".

Wherever the name originated, Greenock's strong identity and pivotal position in the Firth of Clyde has made it a feature of Scottish life and its history and ambition to rise above the worst effects of the covid pandemic make the area an ideal candidate to be considered for the honour of City status as part of HM The Queen's Platinum Jubilee celebrations.

### **James Watt**

Greenock's most famous son is also one of Scotland and the United Kingdom's and a name memorialised everywhere there is illumination around the world – James Watt (1736-1819).

Born in the town on 19 January 1736, James Watt's life as an inventor, mechanical engineer and chemist was one of invention and innovation and a life that changed the world within his lifetime.

His work in improving Newcomen Steam Engine making his steam engine improvements into the mechanical workhorse of the Industrial Revolution.

When James Watt died on 25 August 1819, while his body was buried in the grounds of St Mary's Church in Birmingham, his name lives on in memorials throughout the world and in his hometown.

The location of his birth is memorialised by a statue to Watt, the town's marina, James Watt Dock, bears his name and the recently refurbished library and museum adopted in 2019 an historic name, The Watt Institution, to further memorialise him in the town of his birth.

### **Shipbuilding**

As a port town, Greenock, became symbols of the rise and decline of the shipbuilding industry in Scotland.

From its early days when John Scott's company was founded in 1711 in Greenock shipbuilding in the lower Clyde through ingenuity and entrepreneurship helped to make the town one of the world's most significant maritime hubs with ships built in the town touching every corner of the globe.

Scott's yard was at the forefront of the expansion of shipbuilding and was the first shipyard on the Clyde to build a vessel for non-Scottish owners in 1765 and its first warship The Prince of Wales in 1806.

The years 1875 to 1914 saw the greatest development of Inverclyde's shipbuilding industry.

In the years after the First World War depression hit the industry and despite a brief reprieve by the need for shipbuilding during World War Two the industry faced competition from abroad, restructuring and closures.

## **Immigration and emigration**

Greenock was a major immigration port in the 1840s and 50s. Scots looking for pastures new following the Highland Clearances and people from Ireland escaping the Great Famine headed for Greenock. It also played a major role as a port of embarkation in the 19<sup>th</sup> and 20<sup>th</sup> centuries which saw thousands of men, women and children seek new lives across the Commonwealth and in the USA.

## **The Radical War**

Greenock's Bank Street holds an important place in The Radical War of 1820. Also known as the 'Scottish Insurrection', soldiers opened fire on a crowd who tried to free impoverished anti-government protesters being escorted to Greenock jail.

Eight people were killed, including an eight-year-old boy and a man aged 65 – the youngest and oldest victims, and a further 10 were seriously injured.

It is regarded by many as the starting point of trade unionism in Scotland.

A memorial stands on the site and the names of all the victims and the words 'remember the 8th of April, that bloody day when many were wounded and carried away' are also inscribed along the wall at Bank Street, near to where the jail was located in 1820.

## **The war years**

Because of its pivotal position on the Firth of Clyde, Greenock was an important location to support the Armed Forces during the Second World War.

The town became the home port of the displaced Free French Navy during the war with the permanent memorial of the Cross of Lorraine standing proudly at the top of Lyle Hill marking the link which has become a place of pilgrimage for French Naval personnel whenever stationed in The Clyde.

The memorial is also attended each year by the French Consul on Remembrance Sunday where wreaths are laid by the area's Provost and other dignitaries.

The nights of 6 and 7 May 1941 are remembered each year in Greenock to commemorate the 271 people killed in the Greenock Blitz.

A further 10,200 were injured during the bombings, which also destroyed some 5,000 local homes and caused damaged to nearly 25,000 more.

The raids by German bombers over these two nights targeted the shipyards and berthed ships around the town. However, the brunt of the bombing fell on residential areas across the town. Many of those were children and entire families were lost.

A permanent Memorial sits in Greenock Cemetery to commemorate the dead of the Greenock Blitz.

## **Our Royal Connections**

Towering above Greenock from the top of the historic Municipal Buildings the Victoria Tower is a symbol of the success and wealth of Greenock during the era.

It stands 75 metres tall and was constructed in 1886 in Clyde Square.

In 2012 when Her Majesty and HRH The Prince Phillip (1921-2021) were visiting Greenock to formally open the new customer service centre in the Municipal Buildings it is the Victoria Tower that drew their attention in a famous photograph taken by a local photographer during the visit.



Though this was not Her Majesty's first visit to the town.

Admiralty archives show the young Princess Elizabeth accompanying the King and Queen on a visit to HMS King George V on 29 October 1944.

The Watt Library can make its connection directly to Her Majesty's principle residence. It is now part of the newly refurbished Watt Institution and was created by contributions of the James Watt Club, the now Category A listed building contains a replica of Chantrey's famous statue of Watt.

It was opened in 1837 and designed from drawings of Sir Edward Blore (1787-1879) who counted among his other architectural projects Buckingham Palace and the restoration of Lambeth Palace.

Today Inverclyde's connection with the Royal Family links to the extraordinary success of our young people in the Duke of Edinburgh's Award Scheme.

### **Our municipal Infrastructure, transport links and media**

Greenock's Municipal Buildings in Clyde Square is the municipal headquarters for local government since its creation in the 1880s and has housed the municipal services of the town originally providing the home for the town's court, fire service and police service.

The Fire and Police services for the town are now headquartered in separate buildings today with other Municipal Services housed in the town including Greenock Sherriff Court, Inverclyde Royal Hospital. In addition to Inverclyde Council's Municipal duties, the council is also port authority as one of the areas of the country with a major container port in its district within the town at Greenock Ocean Terminal.

Greenock is served by 10 primary schools and four secondaries. The town's Lomond View Academy is a joint education and social work resource which provides an alternative to mainstream education and care services for young people who are experiencing social, emotional and behavioural difficulties. It seeks to keep young people in both their community and school in the hope of avoiding the need to access residential care and education.

Schools across Inverclyde have been part of an investment programme which has delivered the ambition that every school in the area will either be a new build or significant refurbishment to ensure young people have the very best learning environment. Inverclyde and Greenock now boasts arguably one of the best school estates in the country.

Greenock is also home to the two local campuses for West College Scotland. The college is currently based at Finnart Street and the Waterfront but has ambitious plans to deliver a new college centre at the waterfront area of Greenock.

Greenock's Central Station was opened in 1841 marking a new era in rail travel. Greenock has eight train stations serving the town, one of the highest numbers outside the major cities in the country.

Its transport links connect Greenock to Central Station in Glasgow in 30 minutes by train and Glasgow Airport is only a short car journey along the A8/M8 from Greenock.

The area is also served by nearby ferry connections to Dunoon and the area serves as the gateway to Argyll through ferry services at nearby Gourock.

Greenock is also on the scenic coastal route to Ayrshire and The Isle of Arran within easy reach.

The James Watt Dock is the only marina within Greenock and one of two within Inverclyde. It provides 170 pontoon berths and has become a regular location for superyachts from around the world thanks to its deep water, facilities and transport connections.

At Greenock Ocean Terminal the port became the first in the country to breach the 100,000 passenger mark for cruise ship passengers and prior to the covid lockdown was on course to surpass that number.

Work is underway to deliver a new cruise visitor centre in Greenock and a new pontoon is already in use for visiting cruise ships extending the quayside and continue to grow the business to welcome, post covid, up to 150,000 passengers with the potential to generate up to £26m of value to the Scottish economy through the cruise market.

Greenock is one of the very few places in the country outside of the Cities with a daily newspaper operating six days-a-week. The Greenock Telegraph, known locally as the 'tele' was founded in 1857 and was the first 'halfpenny' daily newspaper in Britain. It still incorporates The Clyde Shipping Gazette and the Variorum column is the world's oldest newspaper column.

### **Our visitor attractions and events**

Across Greenock you will find glimpses of the history of the area surrounding you and in a range of fascinating visitor attractions.

The Watt Institution is home to the McLean Museum and Art Gallery and the Watt Library.

The James Watt Library was built in 1837 with the museum and hall constructed in the same style in 1876. The museum, known as the McLean Museum and Art Gallery, is the main museum in the Inverclyde area and has many wonderful collections for the visitor to discover and explore.

The displays feature an outstanding art collection, items related to the engineer James Watt, displays on Inverclyde's maritime and industrial traditions as well as world cultures, Egyptology and natural history.

The Watt Library contains many of the town's records and is of great interest for anyone wanting to trace their families in the local area.

A large marble statue of James Watt by Sir Frances Chantrey stands within.

Greenock's Esplanade is just over a mile long, and is a popular walk with river views. Originally the gardens of the mansions on the Esplanade ran down to the water's edge. The Esplanade road and walkway were then built using materials from the Albert Harbour. Walking along the Esplanade you will see many of the mansions built by the wealthy merchants and business families of the town.

The church at The Esplanade, now known as the Lyle Kirk, was founded in 1591 and originally built in the middle of the town. It was moved stone by stone to its present location in 1925 - 1928. The reason for this is that in 1917 Harland & Wolff bought Caird Shipbuilders' yard in Greenock and wished to extend.

The Church is home to what is considered some of the finest stained glass and attracts attention from all over the world.

Greenock's former fire station in the Municipal Buildings has been converted into a fire museum and is the only one of its kind in the country.

The Scottish Fire and Rescue Service Museum and Heritage Centre is a four star visitor attraction and run by volunteers to preserve, restore and conserve vintage fire engines, firefighting equipment and uniforms.

Cathcart Square was the civic and commercial heart of Greenock. The church, known locally as the 'Toon Kirk' was built in 1760 with its 146 foot high steeple added in 1787. A handsome classical church, its iconic portico and steeple were modelled on St Martin-in-the-Fields Church in London.

The horseshoe embedded between the church and the fountain was the location for hangings and public floggings.

The ornate Lyle central fountain was gifted to the town by Provost Abram Lyle in 1880. It was designed by Mr F.A. Scudamore of Coventry. Bronze shields which bear the crests of the Ardgowan and Cartsburn families and 16 other prominent families of Greenock can be seen above the fountain.

The fountain has recently been given a complete refurbishment to bring it back to its former glory as a centrepiece in the town.

Abram Lyle was a successful businessman born in Greenock in 1820 and was a partner in the largest shipping fleet in Greenock, transporting sugar from the West Indies.

With four business partners Lyle bought the Glebe Sugar refinery in 1865. He was the Provost of Greenock from 1876 - 1879.

The Beacon Arts Centre is a multi-million pound investment in a flagship arts hub sitting on the banks of the Clyde at Greenock and welcoming touring companies and home grown artists to perform and exhibit.

Greenock hosts unique events in the Scottish calendar including the annual Galoshans festival which takes a uniquely Greenockian word for Hallowe'en and the arts community has built and exciting annual festival around it.

Though technically in Greenock, Battery Park becomes a part of Gourock each May as the home of the first Highland Games and outdoor piping event of the Scottish season with the Gourock Highland Games which, pre-covid was regularly receiving attendances of over 10,000 people with an increasing number of visitors from overseas.

In May and June 2022, the celebrations for the Platinum Jubilee will be incorporated into a Meliora Festival which brings a range of events together as part of the area recovery plans to deliver the British Pipe Band Championships, one of the five Major Scottish Piping Championships. It will also include an outdoor arts event and a brand new obstacle course for adults and young people as the centrepieces of a two-month festival of events including local community events across Inverclyde.

### **The links to Robert Burns**

While there is no evidence that The Bard visited Greenock, its links to Robert Burns resonate to this day right around the world.

Greenock is home to the Burns Mother Club where on the 21st July 1801, the anniversary of Burns' death - the Greenock Burns Club and Ayrshire Society was founded. The purpose of the club was to honour the memory of Robert Burns and encourage the reading and understanding of his works.

On 29th January, 1802, the club held its first anniversary dinner where 40 members sat down to a sumptuous repast and began the annual celebration of a 'Burns Supper' which continues to this day to memorialise and remember the Poet across the globe.

Greenock is also the final resting place of Mary Campbell also known as Highland Mary and immortalised in poetry and song.

Mary's grave was a place of pilgrimage for Mary Todd Lincoln four years after her husband President Abraham Lincoln was assassinated in the United States of America. Her visit to Greenock, part of a wider tour, was said to be because of her love for Burns' poems.

### **Our compassion**

Inverclyde has a long tradition of being a welcoming place where community spirit links are very strong.

Compassionate Inverclyde takes the principles of Professor Allan Kellehear's Compassionate Cities approach to create a place of compassion towards death, dying and loss.

Compassionate Inverclyde has its roots in Greenock bringing together partner organisations including Ardgowan Hospice, Inverclyde Health and Social Care Partnership and the voluntary sector to ensure members have the skills and support in place to ensure end of life care and that no one dies alone.

### **The impact of Covid and through to recovery**

At the height of the pandemic Inverclyde was highlighted as the 'covid capital of Scotland' due to the high levels of infection rates and deaths.

Two of Inverclyde's residents were high profile in the national media as the first nurse to lose her life, Janice Graham, and the first teacher in the country, Gerry McHugh. The reaction to Janice and Gerry showed the heartache of the pandemic and the community spirit of Greenock and Inverclyde coming together to support each other through difficult times.

The pandemic showed agencies, individuals, including young people, volunteers and charities all working together to support each other and the wider community through the worst effects of the pandemic.

Prior to covid central Greenock was highlighted as the area of the country with the highest levels of deprivation.

Covid has shown that areas such as Greenock need greater resilience.

The council's covid recovery plans and the recovery plans developed by the Inverclyde Alliance community planning partnership have focussed on getting people and communities out of poverty to build that resilience.

They also significantly target jobs and employability and supporting people to access services and opportunities to increase community wealth building.

Going forward Greenock and Inverclyde's focus will be on recovering from the pandemic and ensuring that its communities are more resilient going forward.

### **The benefit of City Status for Greenock**

Greenock has been of strategic importance during important stages of our nation's history.

It is birthplace to a son who drove the Industrial Revolution and who made a mark on world history felt even today.

It has seen times of huge wealth and times of struggle and poverty.

Throughout it all, Greenock has shown it has strength of character and compassion and the will to get through difficult times and come out the other side.

City status does not provide in itself additional jobs or investment, it doesn't put extra money directly into people's pockets and on its own it won't bring extra visitors to the area.

As part of the area's overarching recovery plans to support the community to be more resilient through increased community wealth building, levering in more investment and getting more jobs, City Status for Greenock can be a catalyst for those things.

City status would recognise the history and heritage of Greenock and help to look forward to a future which builds on the strong civic and community pride to encourage our area to stand a little taller and a little prouder.

It can help to shine a light on an area which has been there for our country at important moments and has the ambition and drive to be there again and to take its place as a significant Scottish and UK city.

It can help to remind those who have forgotten about the incredible contribution the place has made and it can encourage those who don't know yet that there is something worth discovering in Greenock.

City status for Greenock will be a catalyst to support covid recovery plans, to drive our ambition to ensure that Greenock becomes once again that strong, metropolitan, outward looking international centre it has been throughout its history and can be again as Scotland's eighth city.

## **Appendix 5: Visuals to be included in the Citys Status bid for Greenock**

1. Lyle Hill (view across the Clyde Estuary)
2. Lyle Hill (Free French Memorial)
3. Aerial view of Greenock looking towards the Argyll hills.
4. Watt Institution (Museum)
5. Watt Institution (Watt Library)
6. Beacon Arts Centre
7. Custom House Quay
8. The Greenock Burns Exhibition and Archive
9. The Waverley at Greenock/Custom House Quay
10. New cruise ship centre (artists impression)
11. James Watt Dock (Sugar Sheds and Titan Crane)
12. James Watt Dock (Superyachts)
13. Sailing tours to the Sugar Boat out of James Watt Dock
14. Scottish Fire Museum
15. Inverclyde Council Municipal Buildings
16. Greenock Esplanade
17. Greenock Ocean Terminal (container terminal)
18. Greenock Cut
19. Cruise Ship visiting Greenock
20. Inverclyde Royal Hospital
21. Greenock Sherriff Court
22. Well Park Mid Kirk
23. Well park
24. Loch Thom
25. Wood Nymph and Greenock sign
26. Ginger The Horse
27. Lyle Fountain
28. Dutch Gable House
29. Watt Birthplace statue
30. Waterfront leisure centre
31. Battery Park
32. Inchgreen Dry Dock
33. Greenock Town Hall
34. The Albany Theatre
35. Tontine Hotel
36. Glenpark Cricket Ground
37. Greenock Cemetery
38. Greenock Golf Club
39. Whinhill Golf Club
40. Radical War Memorial