
Report To:	Policy & Resources Committee	Date:	16 November 2021
Report By:	Interim Director, Environment & Regeneration	Report No:	PR/24/21/MM
Contact Officer:	Martin McNab	Contact No:	01475 714246
Subject:	Covid-19 Update		

1.0 PURPOSE

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

2.0 SUMMARY

- 2.1 This report updates Members on a number of specific areas of work in addressing the Covid-19 pandemic including the vaccination strategy. It does not cover all service related issues, for example education delivery, as the majority of these will be reported through the appropriate service committee.
- 2.2 Section 5 of the report covers workforce issues and Section 6 updates on occupational health demands resulting from the pandemic. Section 7 updates on progress with the Vaccination strategy.
- 2.3 Section 8 of the report refers to the updated Organisational Recovery Action Plan which is attached at Appendix 1 for members' attention.

3.0 RECOMMENDATIONS

- 3.1 That Members note the actions taken to date to mitigate the effects of the Covid-19 outbreak in Inverclyde.
- 3.2 That Members approve the use of £40K over 2 years from the Covid Contingency EMR to fund ongoing additional occupational health provision.

Martin McNab
Interim Head of Public Protection & Covid Recovery

4.0 BACKGROUND

- 4.1 Since the last update to the Committee in September case numbers declined significantly in Inverclyde averaging between 200 and 300 cases per 100k for a lengthy period. Over the last week to the date of writing however case numbers have increased and are standing at just over 400 per 100k against a Scottish figure of 340. It is not clear at this stage if some of this might be an effect of COP26 although this seems unlikely and it is hoped that more detail can be given at Committee.
- 4.2 Vaccinations have progressed significantly since the last update with the autumn flu and Covid boosters commencing in early September. Further detail on progress is contained in section 7.

5.0 WORKFORCE ISSUES

- 5.1 The issues in terms of workforce availability and confidence are crucial. Officers from Organisational Development, Policy & Communications are in contact with COSLA colleagues relative to workforce statistics, illness/absence rates, working from home, etc. This information is being collated at a national level and is helping to inform discussions between senior leaders in SOLACE, COSLA and the Scottish Government regarding the impact of COVID-19 on service provision, and the key staffing issues that require some form of national consideration.

5.2 Employee attendance

Information is being gathered on a daily basis by managers across the Council. This allows managers to assess resource implications for delivering essential services and also to maintain contact and support those unable to attend work.

- 5.3 The table below provides approximate absence levels council wide and within some of our key essential service areas, as at 4th November 2021:

<u>Council</u>													
Historic average absence rate (%) (Pre Covid-19 to give a baseline comparator)	4.3%												
Absence rate on 4 November 2021 (%) (This includes all those employees reporting sick, those isolating, those absent with caring responsibilities and shielding at home unable to work from home). Please note that this excludes employees working from home.	<table> <tr> <td>Council Wide</td> <td>6.2%</td> </tr> <tr> <td colspan="2"><u>Essential Services Breakdown (% of Service Area)</u></td> </tr> <tr> <td>Home Care</td> <td>11.5%</td> </tr> <tr> <td>Other HSCP</td> <td>7.0%</td> </tr> <tr> <td>Waste Management</td> <td>5.0%</td> </tr> <tr> <td>Facilities</td> <td>4.1%</td> </tr> </table>	Council Wide	6.2%	<u>Essential Services Breakdown (% of Service Area)</u>		Home Care	11.5%	Other HSCP	7.0%	Waste Management	5.0%	Facilities	4.1%
Council Wide	6.2%												
<u>Essential Services Breakdown (% of Service Area)</u>													
Home Care	11.5%												
Other HSCP	7.0%												
Waste Management	5.0%												
Facilities	4.1%												

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

	5.8.20	9.9.20	17.11.20	19.1.21	5.2.21	12.3.21	12.04.21	07.05.21	02.06.21	23.07.21	03.09.21	04.11.21
Council	7.5%	7.7%	6.1%	7.6%	6.6%	6.4%	6.0%	5.2%	5.0%	5.6%	6.8%	6.2%
Home Care	8.0%	7.9%	5.0%	12.0%	11.2%	8.7%	7.1%	6.7%	5.4%	7.1%	11.0%	11.5%
Other HSCP	6.1%	6.2%	4.2%	3.6%	3.9%	3.7%	3.0%	2.5%	2.5%	3.5%	7.1%	7.0%
Waste Mgt	8.9%	8.6%	8.0%	9.5%	10.7%	8.9%	8.7%	7.9%	5.9%	6.8%	5.8%	5.0%
Facilities	4.6%	5.1%	4.6%	8.0%	5.9%	7.2%	7.2%	3.1%	3.2%	3.0%	4.8%	4.1%

6.0 OCCUPATIONAL HEALTH PROVISION FOR EMPLOYEES

- 6.1 The Covid 19 pandemic has resulted in increased pressure on the council's occupational health service, especially the requirements for physiotherapy and counselling services. Physiotherapy and counselling provision for staff has proven a useful tool to help prevent staff absence and returning staff to work quickly. However it is not a substitute for the care provided under the NHS and where staff were receiving physiotherapy or counselling through the NHS they would not receive similar through the council.
- 6.2 The ongoing effect of the pandemic has reduced access to these NHS services and as a result there have been increased pressures on these council provided services, especially from front line services where it has been a vital resource to help maximise staff attendance. It is unlikely that the availability of counselling or physiotherapy services via the NHS will substantially increase over the next 2 years this will result in additional pressures on the councils occupational health budget in order to maximise attendance and maintain availability of front line services. As a result £40K is requested from the EMR Covid Fund over the two year period April 2022 to March 2024 to provide the additional resources to maintain employee health and wellbeing. The HSCP will separately contribute £20K from its wellbeing funding stream to take the total funding to £60K over 2 years.

7.0 VACCINATION STRATEGY

- 7.1 At the time of the last update the JCVI position on Covid boosters was still unclear. Since then the JCVI has recommended that Covid boosters should be given to all of the 9 JCVI priority groups and the programme commenced in mid-September. Due to the demand for the Covid vaccination booster and flu campaign there have been some occasions where the public have had to queue at the vaccination venues for longer than had been anticipated. On the occasions when this did occur support was given by the provision of additional vaccinators from the HSCP to help to reduce waiting times.

At the time of writing the issues leading to longer waiting times appear to have been addressed and there were minimal waiting times at the most recent clinic.

- 7.2 A first round of Covid booster vaccinations has been delivered at care homes and this has now been followed up by a second visit to vaccinate a number of residents who were not due their booster at the initial visit. Good progress has also been made by the HSCP in delivering booster and flu vaccinations to the housebound. Figures for the overall delivery of the booster vaccinations have only just become available at a local authority level. As of the 9th November 83% of over 80s had received their booster, 89% of 75-79 year olds and 87% of 70 to 74 year olds.
- 7.3 As of 9th November 89.9% of over 18s in Inverclyde had received two doses of Covid vaccine. This includes just over 70% of 18-29 year olds with 80.9% of that age group having received 1 dose and 70.9% having received both doses versus national figures for Scotland of 78.3% and 68.2%. In addition 77.4% of 16-17 year olds had received a first dose against a national figure of 76%. 52.1% of 12 to 15 year olds had received a first dose in Inverclyde which compares with national figures of 55.5%. The GGC figure for this age group is just below 50%. There are issues with attendance figures for this age group so specific drop in clinics were held over the weekend of 13th and 14th November to address this.

8.0 Organisational Recovery Plan

- 8.1 The October update to the Organisational Recovery Action Plan is attached at Appendix 1 for Members' attention.

9.0 IMPLICATIONS

9.1 Finance

The costs for an additional 2 years of enhanced occupational health provision will be split between the Council's Covid contingency EMR and the HSCP.

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Covid Fund		2022-24	£40		Total cost over 2 years £60k. £20k contribution from HSCP

Annually Recurring Costs/(savings)

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

Legal

9.2 None

Human Resources

9.3 The Head of Organisational Development, Policy and Communications has been consulted on the contents of this report.

9.4 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.

NO

Repopulation

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

10.0 CONSULTATIONS

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

11.0 BACKGROUND PAPERS

11.1 None

Organisation 1 - Workforce Flexible/Motivated/Effective Workforce							
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans	RAG Status
O1.1	Review key HR Policies	Review and revise : Agile Working Policy and Procedures including any impacts on Family Friendly Policy, Terms & Conditions and Health & Well Being Policies Approval of revised policies and financial implications factored into the 2022/23 Revenue Budget	Head of Organisational Development, Policy and Communications Head of Organisational Development, Policy and Communications	Sep-21 Sep-21	Existing Tbc 2022/23 Budget	Health & Well Being Strategy, ICT Strategy, 02 Property 2022/23 Revenue Budget Management Plan(Offices)	Amber Amber
O1.2	Training & Support	Training and Support requirements and funding requested as part of the 2022/23 Budget	Head of Organisational Development, Policy and Communications	Nov-21	Tbc 2022/23 Budget	People and OD Strategy, Health and Well Being Strategy	Amber
O1.3	Flexible Working Hours Scheme	Review options for the operation of flexible working hours scheme	Head of Organisational Development, Policy and Communications	Sep-21	Existing	Family Friendly/ Terms and Conditions Asset Management Plan (Offices)	Amber
O1.4	Vaccinations	1000 Flu vaccinations to be bought for employees to provide protection for employees and service users. Flu Vaccination vouchers have been purchased and are being made available to appropriate employees via managers.	Head of Organisational Development, Policy and Communications	Nov-21?	£15,000	Steven to complete	Green
<p>Lead Officer Update</p> <p>Corporate Management Team agreed Hybrid Working Pilot in September 2021. Information sessions have taken place with Managers and Team Leaders and an update communication has been issued to the workforce. An update was provided to P&R Committee in September. Implementation date for hybrid working still to be finalised. CMT are reviewing this on a monthly basis taking into account infection rates and government advice.</p>							
<p>What will success look like?</p> <p>Flexible, motivated and effective workforce. Reductions in sickness and reduced turnover in key positions .</p>							

Organisation 2 – Property

Efficient use of property and medium term investment decisions which reflect Best Value.

Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans	RAG Status
O2.1	Office AMP	Identify areas for investment in the Campus based on decisions around key HR Policies and new ways of working Identify costs and timescales and secure increased funding via the 2022/23 Budget	Interim Head of Property Services Interim Head of Property Services	Oct-21 Dec-21	Existing for proposals Tbc 2022/23 Budget	O1 Workforce O3 Technology 2022/23 Budget	Amber Green
O2.2	Depots and other Council Property	Identify modifications required based on the new ways of working Identify costs and timescales and secure increased funding via the 2022/23 Budget including revenue implications	Interim Head of Property Services Interim Head of Property Services	Oct-21 Dec-21	Existing for proposals Tbc 2022/23 Budget	O1 Workforce O3 Technology 2022/23 Budget	Amber Green
Lead Officer Update		Initial Campus floor plan interrogation commenced prioritising areas of pressure in connection with phased return of staff. Wider Campus floor plan works will follow. Minor depot improvement work being scoped by Technical services.					
What will success look like?		Offices that better reflect the needs of the business and provide flexible working environments. Potential identification of surplus space					

Organisation 3 – Technology Sustainable ICT investment programme driven by Strategic decisions around workforce, technology and governance.							RAG Status
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans	
O3.1	Digital Strategy 2021/24	Revised 2021/24 Digital Strategy approved at P&R Committee	Interim Service Director Corporate Services & Organisational Recovery	May-21	Existing	ICT Strategy 2021/24	Blue
		Develop specific resourced proposals for consideration as part of the 2022/23 Budget	ICT Service Manager	Dec-21	Tbc 2022/23 Budget	O1 Workforce O2 Property Budget	Green
O3.2	Education Digital Strategy	Develop an Education Digital/ICT Strategy which reflects Scottish Government policy and learning from Covid	Head of Education	Sep-21	Existing	Education Service Improvement Plan	Blue
		Develop specific resourced proposals for consideration as part of the 2022/23 Budget	Head of Education	Nov-21	Tbc 2022/23 Budget	ICT Strategy 2021/24 2022/23 Budget	Green
O3.3	ICT Strategy 2021/24	Revised 2021/24 ICT Strategy approved at P&R Committee	Interim Service Director Corporate Services & Organisational Recovery	May-21	Existing	Digital Strategy 2021/24	Blue
		Office 365 Procurement	ICT Service Manager	Aug-21			Blue
		Office 365 Deployment	ICT Service Manager	Aug-22	Project team created from existing resource	O1 Workforce O4 Governance	Green
		Quantify increased funding requirement for expanded and improved ICT estate.	ICT Service Manager	Nov-21	Tbc 2022/23 Budget	O1 Workforce O2 Property 2022/23 Budget	Green
Lead Officer Update		Identify key systems requiring replacement during the ICT Strategy timeframe and secure funding as part of the 2022/23 Budget	ICT Service Manager	Dec-21	Tbc 2022/23 Budget	O1 Workforce 2022/23 Budget	Green
		Procurement of Office 365 completed August 2021 Digital Strategy/ICT Strategy approved May 21. Education Digital Strategy approved 2/11/21. Regular meetings taking place between Education, ICT and Property services re Whiteboards/Digital Strategy. Funding identified as part of the Digital Strategy.					
What will success look like?		An ICT infrastructure which meets the needs of the organisation and is sustainably funded					

**Organisation 4 – Corporate Governance
Council Structure & Governance processes that reflect learning from Covid, Council Priorities and the
opportunities afforded by technology.**

Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans	RAG Status
O4.1	Revise Key Governance Documents	Review and revise Scheme of Delegation, Standing Orders, Financial Regulations in light of the new ways of working	Interim Head of Legal Services/Interim Service Director Corporate Services & Organisational Recovery	Now Feb 2022	Existing	Review of Committees & Council Structure	Amber
		Deliver training on revised Documents to all parties	Interim Head of Legal Services/Interim Service Director Corporate Services & Organisational Recovery	Mar-22	Existing		Green
O4.2	Committee Review	Report to interim Committee delivery proposals	Interim Service Director Corporate Services & Organisational Recovery	Jun-21	Existing	Business Continuity Recovery	Blue
		Proposals for longer term format of Committees	Interim Head of Legal Services/Interim Service Director Corporate Services & Organisational Recovery	Sep-21	Existing	O2 Property O3 Technology Revision of key Governance Documents	Blue
O4.3	Planned Restructure 2022	Current interim Structure to be reviewed, proposals approved and implemented	Chief Executive	Apr-22	Existing	Best Value Audit post 2022/23	Green
O4.4	New Scottish Government Priorities	Review Programme for Government of new Scottish Government and reflect in new structure	Interim Service Director Environment & Economic Recovery	Dec-21	Existing / New SG Funding	Corporate Plan	Green
O4.5	2022/23 Budget	Deliver a balanced 2022/23 Revenue Budget and 2022/25 Capital Programme	Interim Service Director Corporate Services & Organisational Recovery/CMT	Mar-22	Existing	Corporate Plan Covid Recovery Plans	Green
Lead Officer Update		Officer Group reviewing key Governance Documents. Aim to report to CMT early December and Council in February. September Council approved model for delivery of Committees utilising the hybrid in approach. Restructure proposals approved at 28.10.21 Council. CMT review of Programme for Government due to go to November P&R Committee. Budget process on going with fortnightly MBWG meetings.					
What will success look like?		Revised Structure and Updated Governance documents which reflect Council priorities, the new ways of working and opportunities afforded by technology. Committees which give equality of access and make use of the technology available					

**Organisation 05 - Business Continuity
Medium Term Outcomes to Support Service Continuation 21/22**

Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans	RAG Status	
		Enhanced cleaning required to June 2022	Head of Culture, Communities & Educational Resources	Schools To June 22 Other to March22	Net Cost Schools £150k Other Buildings £136k	01 Workforce 02 Property	Blue	
O5.1	Additional Cleaning	Cost of materials including sanitiser, wipes PPE etc. Extra cleaning required to open all public conveniences from 26 April	Head of Culture, Communities & Educational Resources	For 2021/22 For 2021/22	£100K net based upon 20/21 outturn £13k for Cornalees & Lunderson Bay and Battery Park	01 Workforce 02 Property Partnership Recovery Plans	Blue	
O5.2	Continuation of Helpline for 21-22	Continuation of Helpline 21-22 - Mon - Sat - Agreed	Interim Head of Service - Public Protection and Covid Recovery	For 2021/22	£45K total 21/22 £42K Salary (45 hours pw at grade 5) Plus £3K supplies	Health & Well Being Recovery Plan	Blue	
O5.3	HR Support for Employees	Increased Occupational Health Provision Additional HR Advisor to Support Services	Head of Organisational Development, Policy and Communications Head of Organisational Development, Policy and Communications	For 2021/23 Imple mented	£60k £ 95k Salary - two year cost	01 - Workforce 01 - Workforce	Green Blue	
O5.4	ICT Support for Continued Home Working/ Blended Learning	2 additional Servicedesk technicians for 18 months	ICT Service Manager	Jun-21	£105k (18 month cost)	01 Workforce 03 - Technology	Amber	
O5.5	Phased return of employees to Offices & Depots	Phased return plan approved by CMT.	CMT	From Jun-21	£100k(Depot)	01 - Workforce 02 Property 03 Technology		
O5.6	Phased return to Schools and other public facing Council properties	Phased return plan approved by CMT.	CMT	Jun-21	Contained in existing budget	Health & Well Being Recovery Plan. Education, Leisure & Culture Recovery Plan		
	Lead Officer Update	O5.1 is ongoing. Cornalees & Lunderson Bay toilets open as are the toilets at Battery Park. Approval given to keep Battery Park open until March 2022 using existing funding. O5.2 delivery of helpline continues and the model for this will be reviewed as the circumstances and referral pattern develop. Most recently reduced numbers of referrals has led to a reduction in weekend hours. O5.3 in hand with new HR adviser having started on 16th August. Proposals for additional funding for OH are being taken to November P&R. O5.4 The recruitment process was ultimately unsuccessful and the posts will be re-advertised in the new year. O5.5 CMT agreement to remain at status quo until the implementation of flexible working policy. The proposed resting of the mobile classroom from Sacred Heart proved impossible owing to the condition of the building. Works are progressing to allow continued use of the current roads depot building through the winter. O5.6 ongoing.						
	What will success look like?	Continued delivery of services including reopening schools and support for home working through 21-22						

Organisation 06 - HSCP HSCP Inverclyde residents receive effective and efficient HSCP service to meet their needs. Inverclyde Health & Social Care staff are supported to improve their wellbeing.							
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans	RAG Status
O6.1	Service Delivery	<p>Any outstanding actions within HSCP Recovery Plan will merge with the refreshed IJB Strategic Plan.</p> <p>Day Centre provision is reviewed and new model developed in line with social distancing guidance.</p> <p>Waiting list will be addressed by expansion of Access 1st and Request for Assistance Team so that Access to services is easy, well signposted, people receive the right service at the right time.</p> <p>Enhanced Staff Wellbeing plan delivered across all Health and Social Care workforce</p>	<p>Corporate Director, Health & Social Care Partnership</p> <p>Head of Health & Community Care</p> <p>Head of Health & Community Care/Head of Service, Childrens & Criminal Justice Services</p> <p>Corporate Director, Health & Social Care Partnership</p>	<p>Jun-21</p> <p>Jan-22</p> <p>Sep-21</p>	<p>No resource requirement</p> <p>Within existing budget</p> <p>£500k (IJB Reserves)</p> <p>£50k (existing)</p>	<p>IJB Strategic Plan</p> <p>IJB Strategic Plan</p> <p>IJB Strategic Plan</p> <p>Links to Interim Workforce Plan</p>	<p>Blue</p> <p>Amber</p> <p>Amber</p> <p>Green</p>
O6.2	Staff Wellbeing			By March 22			
	Lead Officer Update	<p>The IJB Strategy Plan was agreed at 21st June IJB. Day Centre provision paper due to CMT/IJB end October 2021, November Health & Social Care Committee. Access 1st model will not be rolled out as initially planned due to Covid Live issues. Plan to consolidate Access 1st position with the Health and Community Care service and review position in Spring 2022. Staff Wellbeing Plan agreed by June IJB and Staff Partnership Forum.</p>					
	What will success look like?	<p>• Services effected delivered • Waiting lists reduced • Staff sickness reduced • Staff recruitment improved • HSCP will be delivered effectively and services resume in full.</p>					

Organisation 07 - Education & Communities - Gaps in learning and experiences will be addressed. Young people will benefit from improved use of technology to enhance their learning.							
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans	RAG Status
O7.1	Schools Education	Additional Temporary Resources to support pupils with any gaps in learning or experiences	Head of Education	April 21 - June 22	£1.515 million (SG Grant)	Attainment Challenge Plan	Blue
O7.2	Education Digital Strategy	Develop an Education Digital/ICT Strategy which reflects Scottish Government policy and learning from Covid	Head of Education	April 21 - June 31	Potential SG Funding	O3 Technology	Blue
O7.3	Free School Meals	Earlier implementation of Universal P4-7 School Meals	Director of Education, Communities and OD	Aug 21 - June 22	Recovery Funding up to £192k	Childrens Service Plan/CDIP	Blue
Lead Officer Update		<p>7.1 All measures in place. Temporary teachers appointed. Recent guidance and additional money allocated to secure 14 permanent teachers and 7 permanent PSAs. Options currently being explored.</p> <p>7.2 the Education services Digital strategy 2021-2028 will be considered by Educaton and Communities Committee in November 2021. Funding has been found for whiteboards and digital panels but the aspiration for each teacher to have a laptop needs further development and funding sources to be identified. 07.3 Retrun to COSLA and Scottish Government being collated as to impact of introduction of FSM including equipment, staffing and capital charges. Paper approved at Education and Communities recommending that introduction of P6 and 7 is left until August.</p>					
What will success look like?		<p>Young people will be provided with support to catch up on any missed learning supported by appropriate technology.</p>					

Organisation 08 - Environment & Regeneration							RAG Status	
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans	
O8.1	Job Recovery Plan	Delivery of over 200 employment opportunities within the Council and wider Community.		Interim Service Director Environment and Economic Recovery	Mar-23	£6.0 million (Already approved)	OD & HR Strategy Economic Recovery	Green
	Lead Officer Update	<p>Job vacancies continue to be advertised locally and shared with local employability partners under the branding 'Inverclyde works'. The Wage Subsidy programmes to employers continue and recruitment to the Council's MA, Graduate and Kickstart programmes are underway.</p> <p>A short update on the financial impact of the Workforce Refresh Programme will be presented to the Council meeting in December with a fuller update of the Programme going to P&R Committee early next year.</p>						
	What will success look like?	Increased opportunities for young people and those from SIMD areas. Cost effective service delivery which benefits from sharing best practice.						