
Report To:	Policy & Resources Committee	Date:	1 February 2022
Report By:	Interim Service Director Environment and Economic Recovery	Report No:	P&R/05/22/MMcN
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 general workforce issues and Section 6 covers the well-publicised issue of pressures on the care sector. Section 7 gives members a specific update on the implementation of the Hybrid Working Strategy.
- 2.3 Section 8 updates on the current situation around Covid support for businesses and Section 9 updates on the Vaccination Strategy. Section 10 of the report refers to the updated Organisational Recovery Action Plan which is attached at Appendix 1 for members' attention.
- 2.4 This is likely to be the final update on the Organisational Recovery Plan in this format to committee with ongoing actions being reported through the appropriate CDIPs going forward. The need for further Covid Update reports will be kept under review dependant on the progress of the pandemic.

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 £45K to continue the humanitarian helpline provision for 2022/23.

Martin McNab
Interim Head of Public Protection & Covid Recovery

4.0 BACKGROUND

- 4.1 Since the last update to the Committee in November 2021 we have seen the impact of the Omicron variant with vastly increased numbers of cases over the Christmas and New Year period. Case numbers reached a peak of over 2,700 cases per 100K in Inverclyde, well in excess of the previous high levels experienced with the Delta variant in August (1250 cases per 100K). Since the turn of the year recorded cases have declined significantly with positive PCR rates now standing at under 500 per 100K. The vast majority of this decline relates however to a decline in the number of PCR tests being taken following the changes to the self-isolation guidance on 6th January. A more reliable figure is produced by the health board which shows the current rate in Inverclyde at 980 cases per 100k, this includes reported positive Lateral Flow tests and reinfections which the PHS figure does not. This is still undoubtedly an underestimate as without a doubt all of those receiving positive LFD tests will not be reporting them
- 4.2 In spite of the caveats in 4.1 above all authorities are now confident that there is a real reduction in the overall rate of infection by comparing the rate in regularly tested populations, for example care home staff. The issue is how big this reduction really is. Hospitalisations with Covid to be showing a decline over the last two weeks from a seven day average of >150 to approximately 110 in Scotland with a similar decline in ICU admissions from 8 to 3 per day. This reflects and backs up the earlier evidence of the reduced severity of Omicron.
- 4.3 Members will be aware that there have been significant workforce issues reported across Scotland in areas of health and social care requiring support in some cases from resilience partners including councils. There have been no issues of this scale in Inverclyde and the trajectory of case numbers suggests that this should not become an issue with more staff returning to the workforce following the peak at the turn of the year. Further details of workforce impacts are included in section 6 below.

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 Given the rate of spread of the Omicron strain of Covid 19, and the impacts arising, the Scottish Government have asked individual Local Authorities to highlight any business areas/sectors where the ability to deliver key services are causing concern. Information has been sought on absence levels, along with details of the impacts that are being felt and any mitigation measures that have been put in place. Concerns were highlighted at the beginning of January within the Care at Home Service when employee absence levels were high, however, service delivery has been maintained throughout.
- 5.3 Employee attendance
Information is being gathered on a regular 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.
- 5.4 The table below provides approximate absence levels council wide and within some of our key essential service areas, as at 21st January 2022:

Council													
Historic average absence rate (%) (Pre Covid-19 to give a baseline comparator)	4.3%												
Absence rate on 21 January 2022 (%) (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>6.0%</td> </tr> <tr> <td colspan="2">Essential Services Breakdown (% of Service Area)</td> </tr> <tr> <td>Home Care</td> <td>11.0%</td> </tr> <tr> <td>Other HSCP</td> <td>7.2%</td> </tr> <tr> <td>Waste Management</td> <td>3.9%</td> </tr> <tr> <td>Facilities</td> <td>6.4 %</td> </tr> </table>	Council Wide	6.0%	Essential Services Breakdown (% of Service Area)		Home Care	11.0%	Other HSCP	7.2%	Waste Management	3.9%	Facilities	6.4 %
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Waste Management	3.9%												
Facilities	6.4 %												

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

	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	21.01.22
Council	7.7%	6.1%	7.6%	6.6%	6.4%	6.0%	5.2%	5.0%	5.6%	6.8%	6.2%	6.0%
Home Care	7.9%	5.0%	12.0%	11.2%	8.7%	7.1%	6.7%	5.4%	7.1%	11.0%	11.5%	11.0%
Other HSCP	6.2%	4.2%	3.6%	3.9%	3.7%	3.0%	2.5%	2.5%	3.5%	7.1%	7.0%	7.2%
Waste Mgt	8.6%	8.0%	9.5%	10.7%	8.9%	8.7%	7.9%	5.9%	6.8%	5.8%	5.0%	3.9%
Facilities	5.1%	4.6%	8.0%	5.9%	7.2%	7.2%	3.1%	3.2%	3.0%	4.8%	4.1%	6.4%

6.0 CARE PRESSURES

6.1 Care at Home Services continue to be challenged by the Covid pandemic but levels of Covid related Care at Home absence has decreased to 3% and services continue to provide critical support to services users. We are also maintaining a low rate of delayed discharges from acute hospital beds. This position is monitored daily with NHS GG&C.

Care at Home continues to manage a challenging recruitment and retention of staff, with the service looking at innovative ways to encourage recruitment from the Inverclyde Community. This is a national issue in Health & Social Care and not unique to Inverclyde.

Care Homes are continued to be supported by the HSCP through joint working and whilst we have seen a level of infection which is now decreasing, we have seen asymptomatic cases or mild illness which can be attributed to the vaccination program and Infection Control procedures.

Inverclyde HSCP are now providing a weekly return to the Scottish Government setting out data relating to social care activity.

7.0 HYBRID WORKING STRATEGY

7.1 In the 14 September 2021 Covid 19 report members were given an update on the Draft Hybrid Working Strategy –the 12 month Pilot to give employees more autonomy and empowerment, choice in how and where they work (where it's feasible to do so) and, ultimately, to further support colleague wellbeing and work life balance. The Draft Hybrid Working Strategy had been developed in consultation with the Organisational Recovery Group and Unions.

The implementation date for the Pilot was to be finalised by CMT, in line with a review of infections rates and emerging Government Guidance. Sessions with ECMT and managers were to take place prior to implementation to get feedback on the strategy, and to allow managers to start communicating with employees on work styles.

7.2 The Scottish Government announced on 18 January 2022 that they would continue to ask people to work from home whenever possible at that stage - and for employers to facilitate this. However, they would engage with business now about a return to a more hybrid approach from the start of February 2022, if case numbers continued to decline.

Over the past two years all of our services have followed the national guidance to ensure that employees are safe, given the above proposed change to national guidance from February, CMT now consider it would be appropriate to relax current working arrangements and propose a phased introduction of Hybrid Working from beginning of March 2022.

An amended strategy, incorporating feedback from sessions and CMT, will be issued along with further guidance to managers/ employees in advance of implementation

The 12 month Pilot will have 3 and 6 monthly review within the Pilot Period.

8.0 BUSINESS SUPPORT

8.1 COSLA has agreed that Councils will assist in the payment of various Business Grants announced by the Scottish Government in the run up to Christmas and immediately after. As was the case previously there have been delays between the announcement and Councils being advised of funding levels and the criteria/process to be followed for each specific grant. As at 27 January the Council had received notice of funding for 4 specific schemes as follows

- December /January Top Up Hospitality Funding - £655,700
- January Business Support Top Up – Hospitality and Leisure Fund- £298,100
- Support for Night Clubs - £111,800
- Taxi grant - £475,000

All eligible properties which previously received funding have been contacted by the Council and payments have commenced for the first two grants and similar actions are being progressed for the latter two details of which were only received in week commencing 24 January.

9.0 VACCINATION STRATEGY

9.1 Since the emergence of the Omicron variant members will be aware of the enormous effort to deliver booster vaccinations and the ongoing work to encourage uptake of first and second doses of the vaccine. At the time of writing this report 75.7% of the population of Inverclyde over the age of 18 had received three doses of vaccine. This rises to 87.4% of the population over the age of 40. In total as of 24th of January 47,912 people in Inverclyde had received 3 doses. Vaccine delivery peaked over the period from mid-December to mid-January and is now tailing off. In this period clinics in Port Glasgow and Greenock were delivering up to 1000 doses per day and staff from the HSCP were supporting the health board on a regular basis as the Omicron variant affected the staffing of clinics.

9.2 HSCP staff have also vaccinated residents and staff in care homes, home care staff who struggled to attend appointments in the community clinics and delivered vaccination to the housebound. The latter group is very nearly completed with only small numbers remaining who have not received their booster for very particular reasons, as a result of hospital admission for example. All of the housebound in Inverclyde have now been offered a booster however.

10.0 ORGANISATIONAL RECOVERY PLAN

10.1 The January update to the Organisational Recovery Action Plan is attached at Appendix 1 for members' attention.

10.2 The lack of certainty over when the pandemic might finally end suggests that it would be prudent to continue the humanitarian support provision offered by the helpline into 2022-23. It is recommended that Committee approves £45K to continue this provision for a further year. Any longer term need for this provision to support more general cost of living and anti-poverty issues together with where this might sit in the Council's structure will be considered during 2022.

11.0 IMPLICATIONS

11.1 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 Recovery Fund		2022-23	£45		Continued delivery of the Helpline 2022-23

Annually Recurring Costs/(savings)

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

Legal

11.2 None

Human Resources

11.3 The Head of Organisational Development, Policy and Communications has been consulted on the contents of 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 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

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

12.0 CONSULTATIONS

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

13.0 BACKGROUND PAPERS

13.1 None

Appendix 1

		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							
Lead Officer Update		Actions moved to other Organisational Recovery themes.					
What will success look like?							

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							
Lead Officer Update		Actions moved to other Organisational Recovery themes.					
What will success look like?							

		Organisation 3 – Technology Sustainable ICT investment programme driven by Strategic decisions around workforce, technology and governance.					
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans	RAG Status
O3.1	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	Existing	ICT Strategy 2021/24 2022/23 Budget	Blue
O3.2	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	£230k/year 2022/23 Budget	O1 Workforce O2 Property 2022/23 Budget	Blue
		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 Now Feb 22	Tbc	O1 Workforce 2022/23 Budget	Amber
Lead Officer Update	<p>Procurement of Office 365 completed August 2021. Project initiation and planning meetings held with supplier. Tenancy implemented. Current phase is security and administration tasks prior to pilot deployment in ICT.</p> <p>Digital Strategy/ICT Strategy approved May 21.</p> <p>Education Digital Strategy approved 2/11/21.</p> <p>Regular meetings taking place between Education, ICT and Property services re Whiteboards/Digital Strategy. Funding identified as part of the Digital Strategy.</p> <p>Report being prepared for CMT on status of all key systems.</p>						
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 & Democratic Services/Interim Director of Finance and Corporate Governance	Dec 21 Now Feb 2022	Existing	Review of Committees & Council Structure	Amber
		Deliver training on revised Documents to all parties	Interim Head of Legal & Democratic Services/Interim Director of Finance and Corporate Governance	01/03/22 Now May/June 2022	Existing		Amber
O4.2	Committee Review	Report to interim Committee delivery proposals	Interim Director of Finance and Corporate Governance	Jun-21	Existing	Business Continuity Recovery	Blue
		Proposals for longer term format of Committees	Interim Head of Legal & Democratic Services/ Interim Director of Finance and Corporate Governance	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	Oct-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 Director Environment & Regeneration	Dec-21	Existing / New SG Funding	Corporate Plan	Blue
O4.5	2022/23 Budget	Deliver a balanced 2022/23 Revenue Budget and 2022/25 Capital Programme	Interim Director of Finance and Corporate Governance/CMT	Mar-22	Existing	Corporate Plan Covid Recovery Plans	Green
Lead Officer Update		<p>Officer Group reviewing key Governance Documents. Reporting to Council in February.</p> <p>September Council approved model for delivery of Committees utilising the hybrid in approach.</p> <p>Restructure proposals approved at 28.10.21 Council. CMT review of Programme for Government approved at November P&R Committee and agreed updates to go to P&R 6 monthly.</p> <p>Budget process on going with regular JBG & MBWG meetings. Proposal to set Budget and Council Tax on 24.2.22 to go to P&R Committee 1.2.22.</p>					
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
O5.1	Additional Cleaning	Enhanced cleaning required to June 2022	Head of Culture, Communities & Educational Resources	Schools To June 22 Other to March22	Net Cost Schools £150k Other Buildings £136k	01 Workforce 02 Property	Blue
		Cost of materials including sanitiser, wipes PPE etc.	Head of Culture, Communities & Educational Resources	For 2021/22	£100K net based upon 20/21 outturn	01 Workforce 02 Property	Blue
		Extra cleaning required to open all public conveniences from 26 April	Head of Culture, Communities & Educational Resources	For 2021/22	£13k for Cornalees & Lunderston Bay and Battery Park	Partnership Recovery Plans	Blue
		Cleaning Post June 2022	Head of Culture, Communities & Educational Resources	From April 2022	£300k	Partnership Recovery Plans	Green
O5.2	Continuation of Helpline for 21-22	Continuation of Helpline 21-22 - Mon - Sat	Interim Head of Service - Public Protection and Covid Recovery	For 2021/22	£45K total 21/22 £42K Salary (45 hours pw at grade 5) Plus £3K supplies	Health & Well Being Recovery Plan	Blue
		Helpline 2022-23	Interim Head of Service - Public Protection and Covid Recovery	For 2022/23	Further £45k requested Feb 22 P&R	Health & Well Being Recovery Plan	Green
O5.3	HR Support for Employees	Increased Occupational Health Provision 2022/24	Head of Organisational Development, Policy and Communications	For 2021/23	£60k	O1 - Workforce	Green
		Additional HR Advisor to Support Services	Head of Organisational Development, Policy and Communications	Implemented	£ 95k Salary - two year cost	O1 - Workforce	Blue
		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	Stephen to update	Green
O5.4	ICT Support for Continued Home Working/ Blended Learning	2 additional Servicedesk technicians for 18 months	ICT Service Manager	01/06/2021 Now March 22	£105k (18 month cost)	O1 Workforce O3 - Technology	Amber

Organisation 05 - Business Continuity (continued)
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
O5.5	Phased return of employees to Offices & Depots	Phased return plan approved by CMT.	CMT	From Jun-21 Now from March 22	£100k(Depot)	O1 - Workforce O2 Property O3 Technology	Amber
		Identify costs and timescales and secure increased funding via the 2022/23 Budget including revenue implications	Interim Head of Property Services	Dec-21	Existing	2022/23 Budget	Blue
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	Blue
Lead Officer Update		<p>O5.1 is ongoing. Cornalees & Lunderston Bay toilets open as are the toilets at Battery Park. Approval given to keep Battery Park open until March 2022 using existing funding. Increased funding for building cleaning agreed December Council.</p> <p>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.</p> <p>O5.3 in hand with new HR adviser having started on 16th August. Proposals for additional funding approved at November P&R. 250 Vouchers were initially purchased costing £2625. Of those 175 have been used. There has been a lower than anticipated take up and although Flu Jabs continue to be offered, no further spend is anticipated this year.</p> <p>O5.4 The recruitment process was ultimately unsuccessful and the posts will be re-advertised in the new year.</p> <p>O5.5 CMT agreement to remain at status quo until the implementation of flexible working policy. The proposed resiting 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. Upgrade works now complete to store building including fire alarm, fire door works and ventilation improvements. Works are now complete to the former roads depot building to allow continued operation over the 2021/22 winter season.</p> <p>O5.6 complete.</p>					
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	Any outstanding actions within HSCP Recovery Plan will merge with the refreshed IJB Strategic Plan.	Corporate Director, Health & Social Care Partnership	Jun-21	No resource requirement	IJB Strategic Plan	Blue
		Day Centre provision is reviewed and new model developed in line with social distancing guidance.	Head of Health & Community Care	05/01/2022 Now July 22	Within existing budget	IJB Strategic Plan	Amber
		Waiting list will be addressed by expansion of Access 1st and Request for Assistance Team so that Access to services is easy, well signposted, people receive the right service at the right time.	Head of Health & Community Care/Head of Service, Childrens & Criminal Justice Services	Sep-21	£500k (IJB Reserves)	IJB Strategic Plan	Blue
O6.2	Staff Wellbeing	Enhanced Staff Wellbeing plan delivered across all Health and Social Care workforce	Corporate Director, Health & Social Care Partnership	By March 22	£50k (existing)	Links to Interim Workforce Plan	Green
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 Access1st 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. January and february will be particularly challenging months for staff given the impact of the virus. Managers are actively supporting staff through this challenging period. Both Older people and LD day service provision remain under covid social distancing and Infection Control measures as required by Public Health and provide day services within these restrictions. Older Peoples Day service provision remains as an outreach service within the community as building based day service staff remain seconded to support Care at Home services as part of our Covid response. The Older People's day services contract is currently being developed to go to a tender process for June 22.</p>					
What will success look like?		<ul style="list-style-type: none"> • Services effected delivered • Waiting lists reduced • Staff sickness reduced • Staff recruitment improved • HSCP will be delivered effectively and services resume in full. 					

**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
07.1	Schools Education	Additional Temporary Resources to support pupils with any gaps in learning or experiences	Head of Education	April 21 - June 22	£1.515 million (SG Grant)	Attainment Challenge Plan	Blue
07.2	Education Digital Strategy	Develop an Education Digital/ICT Strategy which reflects Scottish Government policy and learning from Covid	Head of Education	April 21 - June 31	Potential SG Funding20	O3 Technology	Blue
07.3	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 Funding no longer needed	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 was approved 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 Return to COSLA and Scottish Government collated as to impact of introduction of FSM including equipment, staffng and capital charges. Scottish Government deferred implementation of P6/7 universal FSM. No date given for implementation.</p>					
What will success look like?		Young people will be provided with support to catch up on any missed learning supported by appropriate technology.					

		Organisation 08 - Environment & Regeneration						
Outcome	Development Area	Actions/Milestones	RAG	Who is Responsible	Timescale	Resources Required	Links to Other Plans	RAG Status
08.1	Job Recovery Plan	Delivery of over 200 employment opportunities within the Council and wider Community.		Interim Director of Environment & Regeneration	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 was presented to the Council meeting in December with a fuller update on the Programme going to P&R Committee March 2022.</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.						

		Organisation 09 - New Ways of Working					
Outcome	Development Area	Actions/Milestones	Who is Responsible	Timescale	Resources Required	Links to Other Plans	RAG Status
09.1	People	Review and revise : Agile Working Policy and Procedures including any impacts on Family Friendly Policy, Terms & Conditions and Health & Well Being Policies Revised timescale of end of March 22	Head of Organisational Development, Policy and Communications	01/09/2021 Now March 22	Existing	Health & Well Being Strategy, ICT Strategy, 02 Property	Amber
		Approval of revised policies and financial implications factored into the 2022/23 Revenue Budget	Head of Organisational Development, Policy and Communications	Sep-21	Tbc 2022/23 Budget	2022/23 Revenue Budget Asset Management Plan(Offices)	Blue
		Training and Support requirements and funding requested as part of the 2022/23 Revenue Budget	Head of Organisational Development, Policy and Communications	Nov-21	Tbc 2022/23 Budget	People and OD Strategy, Health and Well Being Strategy	Blue
		Review options for the operation of flexible working hours scheme. Revised timescale of end of March 22	Head of Organisational Development, Policy and Communications	01/09/2021 Now March 22	Existing	Family Friendly/ Terms and Conditions Asset Mangement Plan (Offices)	Amber
09.2	Property	Identify areas for investment in the Campus based on decisions around key HR Policies and new ways of working. Revised timescale of Oct 22	Interim Head of Property Services	01/10/2021 Now Oct 22	Existing for proposals	O1 Workforce O3 Technology	Amber
		Identify costs and timescales and secure increased funding via the 2022/23 Budget Revised timescale of Dec 22	Interim Head of Property Services	01/12/2021 Now Dec 22	Contain in existing budgets	2022/23 Budget	Amber
09.3	Technology	Develop specific resourced proposals for consideration as part of the 2022/23 Budget	ICT Service Manager	01/12/2021 Now Dec 22	Existing	O1 Workforce O2 Property 2022/23 Budget	Amber
Lead Officer Update		<p>Formal approval obtained from December Council for funding & governance. Service Manager (People & Change Management) appointed with effect from 3 December and initial Board meeting took place on 9th December.</p> <p>Implementation date for hybrid working being finalised at CMT on 26th January taking account of the recent Scottish Government communication. Training and support requirements including funding requests will be considered when Hybrid pilot is implemented.</p> <p>*The covid pandemic has had an impact on timescales and these have now been revised. The New Ways of Working project has been considered as part of the 22/23 budget; however as the project is rolled out, regular reviews on any potential financial implications will be considered and may form part of the 23/24 budget.</p> <p>Regular meetings are underway to assess options for property and technology with the next being scheduled for 9th February.</p>					
What will success look like?							