

A meeting of the Policy & Resources Committee will be held on Tuesday 21 June 2022 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 20 June 2022 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 and as noted above.

Please note that this meeting will be live-streamed via YouTube with the exception of any business which is treated as exempt in terms of the Local Government (Scotland) Act 1973 as amended.

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IAIN STRACHAN
Head of Legal & Democratic Services

BUSINESS

**** Copy to follow**

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PERFORMANCE MANAGEMENT	
2. 2022/23 Revenue Budget – Current Position Report by Interim Director Finance & Corporate Governance	p
3. Policy & Resources Capital Budget and 2021/25 Capital Programme Report by Interim Director Finance & Corporate Governance	p
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NEW BUSINESS		
7.	Accounts Commission Report on Local Government in Scotland Overview 2022 Report by Corporate Director, Education, Communities and Organisational Development	p
8.	Pregnancy Loss Pledge Report by Head of Organisational Development, Policy & Communications	p
9.	Review of Committee Report Format Report by Interim Director, Finance and Corporate Governance	p
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 paragraph 1 of Part I of Schedule 7(A) of the Act.		
10.	Voluntary Severance Scheme Releases Report by Head of Organisational Development, Policy & Communications providing an update regarding the Voluntary Severance Scheme	p

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

Report To:	Policy & Resources Committee	Date:	21 June 2022
Report By:	Interim Director, Finance & Corporate Governance	Report No:	FIN/33/23/AP/AE
Contact Officer:	Alan Puckrin	Contact No:	01475 712143
Subject:	2022/23 Budget – Current Position		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise Committee of the initial position of the 2022/23 revenue Budget and to provide an update on the position of the General Fund Reserves.

2.0 SUMMARY

- 2.1 The Council agreed the Revenue Budget for 2022/23 on 24 February 2022. After agreed savings, pressures and £4 million use of General Fund Reserves there was a remaining funding gap of £623,000, this was filled through a 1.95% increase in Council Tax.
- 2.2 The approved pressures and savings have now been allocated against the relevant Council Services and Appendix 1 shows the initial position of the 2022/23 Revenue Budget. Updates on the overall Revenue Budget position will be reported in the usual manner to the Policy & Resources Committee during 2022/23.
- 2.3 At the time of approving the 2022/23 Revenue Budget it was estimated that the Council would have £4.002million of Free Reserves at 31 March, 2022. There are a number of potential changes to this figure which are explained in greater detail in section 6 of the report. The net impact of these changes/proposals is that the Free Reserves are currently projected to be £4.376million. Appendix 2 illustrates the detailed position.
- 2.4 Members will be aware of the significant increase in inflation over the last 6-9 months and the impact this is having on household budgets and the finances of public and private sector bodies. Based on the latest information it is highly likely that the general inflation allowance for 2022/23 will be exceeded. Officers are continuing to quantify the extent of the budget shortfall and will update Committee in August. In addition it is probable that the current non-pay inflation allowance of £1.0million for 2023/24 requires to be increased. All this adding to what is already expected to be an unprecedented budget gap over 2023/26.
- 2.5 The Scottish Government published its Resource Spending Review covering the period 2022/27 on 1 June, 2022. Whilst the additional clarity this gives Local Government in terms of core funding levels over the 5 year period, the figures show the extent of the financial challenges that all councils including Inverclyde Council will face. The estimated impact in the medium term will be factored into the updated Finance Strategy which is due to be reported to the full Council on 30 June, 2022.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the initial position of the 2022/23 Revenue Budget, the current position of the Free Reserves and the expected shortfall in the 2022/24 Non-Pay Inflation allowance.

- 3.2 It is recommended that the Committee notes the initial officer assessment of the impact on the Council of the Scottish Government Resource Spending Review and that the impact will be factored into the June, 2022 Finance Strategy update.
- 3.3 It is recommended that the Committee approves the write back of the unallocated balance within the General Covid Reserve as part of the 2021/22 accounts.

Alan Puckrin
Interim Director, Finance & Corporate Governance

4.0 BACKGROUND

- 4.1 The Council approved the 2022/23 Revenue Budget at its meeting on 24 February 2023 which included the one off use of £4 million of Free Reserves.
- 4.2 The detailed budgets have been issued to all budget holders and the first formal budget monitoring will be reporting to Committee in August/September covering Period3 (30 June) or Period 4 (31 July).
- 4.3 The 2021/22 Annual Accounts are in the final stages of preparation and part of this exercise is to review all earmarked reserves and Provisions/Contingencies.

5.0 CURRENT POSITION

- 5.1 Appendix 1 shows the initial position of the 2022/23 Revenue Budget after the application of savings and pressures approved by the Council on 24 February 2022. It can be seen that the budgeted spend of £220.3million is funded£185.3million (84%) from Scottish Government Grants/NDR and £35.0million (16%) from Council Tax and net use of Reserves.
- 5.2 Regular reports will be presented to the Relevant Committees throughout the year as usual regarding performance against budget. The Committee is asked to note any under or overspend in relation to the Health & Social Care Committee will be addressed by the IJB.

6.0 RESERVES POSITION

- 6.1 At the time of approving the 2022/23 Revenue Budget it was estimated that the Council would have £4.002million of Free Reserves at 31 March, 2022. There are a number of potential changes to this figure which are explained in greater detail below.
 1. **Improved 2021/22 Projected Revenue Budget Position** - The Period 10 Revenue Budget position reported to the March Committee showed an increase in underspends/increased Government grant of net £879,000
 2. **Error in the 2020/21 Accounts** – During the preparation of the 2021/22 accounts a significant error in the calculation of available useable reserves as part of the 2020/21 accounts has been found. This error was not picked up during any of the internal review of the 2020/21 accounts or during the Audit of the accounts. The net impact of this error meant that the useable reserves were overstated by £1.165million. The error has been highlighted to the External Auditors and further checks and balances have been implemented to avoid a recurrence.
 3. **Local Election Earmarked Reserve** – An earmarked reserve should have been set aside to fund the local elections, which are not funded by the UK/Scottish Governments. Approval to allocate £140,000 was granted by Councillors McCabe, Clocherty and Robertson via Emergency Powers prior to the elections.
 4. **Covid Earmarked Reserve, Proposed Write Back** - The Council has two Covid related earmarked reserves. A Recovery Earmarked reserves for specific projects approved by Members in which there is just over £0.7million unallocated and a General Covid Reserve which has funded a wide range of largely operational pressures since March, 2020. In the latter reserve there remains approximately £800,000 unallocated and as part of the 2021/22 accounts it is proposed to write the unallocated balance back to the Free Reserves
- 6.2 Appendix 2 shows the position of the General Fund Reserves after taking all the above into account and it can be seen the current balance would be £4.376million which is £0.376million above the recommended minimum.

7.0 INFLATIONARY PRESSURES

- 7.1 It was agreed at the March Council meeting that an update in respect of the various inflationary pressures be presented to the June meeting of this Committee.
- 7.2 Members will be aware of the significant increase in inflation over the last 6-9 months and the impact this is having on household budgets and the finances of public and private sector bodies. At the time of setting the budget the Council had allocated £700,000 towards a specific anticipated waste disposal pressure plus a general 2022/23 inflation allocation of £1.05million.
- 7.3 Setting aside the waste disposal allowance which is still expected to be required, all of the general allowance has been allocated with further significant pressures expected during 2022/23. Officers are assessing the extent of the budget shortfall and this will be reflected in future reports to Committee In addition there is a concern that the current non-pay inflation allowance of £1.0million for 2023/24 requires to be increased as part of the 2023/24 Budget. This will further increase what is already expected to be an unprecedented funding gap.
- 7.4 In addition there are proposals within the Capital Programme report elsewhere on the agenda to allocate funding from the Covid Capital Contingency to the RAMP/AMP general allowances to help offset the increases in the cost of materials within the Programme.

8.0 SCOTTISH GOVERNMENT RESOURCE SPENDING REVIEW

- 8.1 The Scottish Government published its Resource Spending Review covering the period 2022/27 on 1 June, 2022. Whilst the additional clarity this gives Local Government in terms of core funding levels over the 5 year period, the figures show the extent of the financial challenges that all councils including Inverclyde Council will face.
- 8.2 The core Local Government Grant is shown to be “Flat Cash” for the period 2022/26 which effectively means the Council will require to absorb all inflationary and demand pressures via either increases in Council Tax or reductions in net budgets. Given the level of inflation this will present a major challenge.
- 8.3 The estimated impact in the medium term will be factored into the updated Finance Strategy which is due to be reported to the full Council on 30 June, 2022 with an All Member Briefing scheduled to take place on this matter earlier in the day.

9.0 IMPLICATIONS

9.1 Finance

The appendices illustrate the impact on the Council's reserves of the matters raised in this report.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
General Fund Reserves	Free Reserves	2022/23	(£800)		Write back the unallocated General Covid Reserve

Annually Recurring Costs/ (Savings)

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

9.2 Legal

There are no specific legal implications arising from this report.

9.3 Human Resources

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

9.4 Equalities

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

YES (see attached appendix)

NO -This report does not introduce a new policy, function or strategy or recommend a 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.

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

9.5 Repopulation

There are no repopulation issues arising from this report.

10.0 CONSULTATIONS

10.1 No consultations were undertaken as part of this report.

11.0 BACKGROUND PAPERS

11.1 2022/23 Budget - Inverclyde Council 24 February 2022.

Investing in Scotland's Future - Resource Spending Review

Policy & Resources Committee
Revenue Budget Monitoring Report
Position as at 1st April 2022

Committee	Approved Budget 2022/2023	Revised Budget 2022/2023	Projected Out-turn 2022/2023	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	20,993	20,993	20,993	0	0.00%
Environment & Regeneration	22,123	22,123	22,123	0	0.00%
Education & Communities (Note 1)	99,748	95,118	95,118	0	0.00%
Health & Social Care	65,522	65,522	65,522	0	0.00%
Committee Sub-Total	208,386	203,756	203,756	0	0.00%
Loan Charges (Including SEMP) (Note 1)	11,977	16,607	16,607	0	0.00%
Identified Savings (Note 2)	39	39	39	0	0.00%
Saving Approved yet to be Allocated (Note 3)	(30)	(30)	(30)	0	0.00%
Total Expenditure	220,372	220,372	220,372	0	0.00%
Financed By:					
General Revenue Grant/Non Domestic Rates	(185,285)	(185,285)	(185,285)	0	0.00%
Contribution from General Reserves	(4,000)	(4,000)	(4,000)	0	100.00%
Contribution to Reserves	1,858	1,858	1,858	0	100.00%
Council Tax	(32,945)	(32,945)	(32,945)	0	0.00%
Net Expenditure	0	0	0	0	

Note 1 - Reduction reflects SEMP loans charges

Note 2 - Identified savings to be allocated

Note 3 - Approved savings yet to be allocated (New Ways of Working)

Report To:	Policy & Resources Committee	Date:	21 June 2022
Report By:	Interim Director, Finance & Corporate Governance	Report No:	FIN/38/22/AP/MT
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	Policy & Resources Capital Budget and 2021/25 Capital Programme		

1.0 PURPOSE

- 1.1 The purpose of the report is to provide Committee with the latest position of the Policy & Resources Capital Programme and the 2021/25 Capital Programme.

2.0 SUMMARY

- 2.1 On February 24 2022 the Council approved the 2022/25 Capital Programme as part of the overall Budget approval.
- 2.2 The Capital Programme reflects the recently announced 2022/23 capital grant as well as an estimate of capital grant for 2023/24. While the Scottish Government are advising that national grant allocations are likely to remain at the same level until 2026/27, changes to allocation methods are likely to reduce the grant to Inverclyde Council and it is felt prudent at this stage to further reduce the 2023/24 estimated grant to £6.0m per year.
- 2.3 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 £2.428m which represents 3.0% of the 2021/25 resources. It should be noted this is based on a 4 year capital resource and the over provision will represent approximately 3.9% of the reduced, 3 year, resources of the 2022/25 which remains within acceptable levels.
- 2.4 The Policy & Resources capital budget is £3.539m and the current projection is on budget. The budget for 2021/22 is £1.427m with slippage of £1.040m (72.88%) being reported mainly due to no calls being made on the Covid cost contingency in 2021/22. Spend to 31 March was £0.387m. Further detail on the Policy & Resources Capital Programme can be found in Appendix 1 and section 5 of the report.
- 2.5 As a result of material shortages and potential resultant project delays and price increases in the construction industry, Policy & Resources Committee 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 It should be noted that as part of the 2022/25 Capital Programme this allowance was reduced by £0.8 million.
- 2.6 Approval was given on 7 April by Councillors McCabe, Clocherty, McGuire and Robertson by means of an Emergency Powers report to allocate £0.075m of the Cost Pressure allowance to the Waterfront Moveable Pool Floor. In addition it is proposed to allocate a further £0.200m to Property Services and £0.200m to Roads to address ongoing cost pressures leaving a balance of £0.325m to be allocated.

- 2.7 In terms of the overall Capital Programme it can be seen from Appendix 2 that as at 31st March 2022 expenditure in 2021/22 was 99.6% of projected spend. It should be noted that while projections for 2021/22 represent, effectively, final outturn, the report is written while in the process of closing the year end accounts and as a result the projections are subject to change. The final outturn and slippage position will be reported to Policy & Resources Committee in August 2022. 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 2021/22 net slippage was £3.910m, 18.72%, this is an increase of £0.479m, 2.3%, from the previous Committee. This is represented by slippage within the Environment & Regeneration Committee (£3.357m), Policy & Resources Committee (£1.040m), and Health & Social Care (£0.635m) offset by advancement within the Education & Communities Committee (£1.122m).
- 2.9 The 7 year lease period for the Business Property Renovation Allowance scheme projects expired earlier this year and in line with the plans set out to Committee in 2013/14, the properties have reverted back to the Council. This results in the net capital spend by the Council (£1.969million) being reflected in the Council's capital expenditure records with the repayment of loans charges commencing in 2022/23. This is all in line with the plans reported when the Council entered into the scheme.
- 2.10 Following tender returns for a new Social Work management information system the Health & Social Care Committee has returned £400,000 to this Committee. This is reflected in the figures reported in Appendix 2.
- 2.11 Over the past 2 years, supply chain insecurity and associated financial pressures have been a recurring issue, through the initial impact of COVID and the UK exit from the EU to the most recent impact of the invasion of Ukraine by Russia. This has created an extremely unpredictable market position in terms of construction sector activity through a combination of restricted working practices, sharply rising prices for construction materials, disrupted supply chains and labour shortages which have all had an impact on the delivery of the capital programme in 2021/22 with the associated significant impact on the level of slippage experienced. This trend is expected to continue in 2022/23

3.0 RECOMMENDATIONS

- 3.1 It is recommended that Committee note the current position of the 2021/25 Policy & Resources Capital Budget.
- 3.2 It is recommended that Committee note the current position of the 2021/25 Capital Programme including the end of the BPR scheme and the return of £400,000 from the Health & Social Care Committee.
- 3.3 It is recommended that Committee note the use of an Emergency Powers report to allocate £0.075m of the Cost Pressure allowance to the Waterfront Pool Moveable Floor.
- 3.4 It is recommended that Committee approve the allocation of £0.400m of the Cost Pressure allowance to Property Services (£0.200m) and Roads (£0.200m) to meet the significant increase in the costs of materials and plant.

Alan Puckrin
Interim Director, Finance & Corporate Governance

4.0 BACKGROUND

- 4.1 On February 24 2022 the Council approved the 2022/25 Capital Programme as part of the overall Budget approval.
- 4.2 The Capital Programme reflects the confirmed 2021/22 capital grant and the recently announced 2022/23 capital grant as well as an estimate of capital grant for 2023/24. While the Scottish Government are advising that national grant allocations are likely to remain at the same level until 2026/27, changes to allocation methods are likely to reduce the grant to Inverclyde Council and it is felt prudent at this stage to further reduce the 2023/24 estimated grant to £6.0m per year.
- 4.3 The Council on 24th February 2022 approved a revised Capital programme which both addressed the ongoing deficit in excess of the 5% acceptable limit and extended the programme to 2024/25, factoring in additional funding to fund the shortfall in annual capital grant compared to the annual capital allocations. In addition further projects funded from Revenue reserves were approved. This revised programme is reflected in this report.
- 4.4 The Policy & Resources Capital Programme contains the previously reported 2021/25 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. As part of the budget setting process this allowance was reduced by £0.8 million.

5.0 POLICY & RESOURCES CAPITAL BUDGET UPDATE

- 5.1 The Policy & Resources capital budget is £3.539m and the current projection is on budget. The budget for 2021/22 is £1.427m with slippage of £1.040m (72.88%) being reported. Spend to date is £0.387m which is 100% of projected spend. Appendix 1 shows the detail.
- 5.2 PC Refresh Programme – The Corporate Refresh Programme has concluded and the procurement and deployment of replacement devices to support Hybrid, Remote Working and other new ways of working is now complete. ICT Services have agreed a refresh programme for the School Estate. Phase 1 will see the replacement of Classroom Whiteboard/Teacher desktop PCs with 631 laptops and docking stations. This will provide support for the Smart Board Refresh programme and provide a greater degree of flexibility for teaching staff. Phase 2 will see the replacement of PCs in the Secondary ICT Suites, this phase will be split over two financial years. Phase 3 will involve any remaining/additional devices in Secondary, Primary and Early Years and a full Monitor replacement programme across the school estate.
- 5.3 Server and Switch Replacement – An implementation programme to replace and expand the Corporate Network Storage system has been scoped and discussion is ongoing with vendors to provide the services. Deployment of core services in support of Office 365 and replacement of Virtual Server Estate. Infill of the School and Corporate Wireless network is taking place following availability and coverage surveys completed by ICT.
- 5.4 ICT & Digital Strategies – As part of New Ways of Working a programme to identify systems and services to support Hybrid Meetings. A small ongoing refresh of headsets and other equipment to enable home working has been established.

6.0 2021/25 CAPITAL PROGRAMME UPDATE

- 6.1 Appendix 2 shows that over the 2021/25 period the Capital Programme is reporting a £2.428m deficit. This is within the acceptable level of 5% overprovision at 3.0% of the 2021/25 resources. It should be noted this is based on a 4 year capital resource and the over provision will represent approximately 3.9% of the reduced, 3 year, resources of the 2022/25 which remains within acceptable levels.
- 6.2 The position in respect of individual Committees for 2021/22 is as follows:

Policy & Resources

Expenditure as at 31st March 2022 is £0.387m against an approved budget of £1.427m.

Slippage of £0.898m (62.93%) is being reported at this stage due to slippage within the Cost Pressure Contingency (£0.800m) and the annual ICT allocation (£0.240m).

Environment & Regeneration

Expenditure as at 31st March 2022 is £9.215m against an approved budget of £12.619m. Net slippage of £3.357m (26.60%) is being reported mainly due to advancement within the Cemetery Development (£0.104m), Vehicle Replacement Programme (£0.162m), SPT projects (£0.389m) and Minor Works/Statutory Duties (£0.441m), offset by slippage in Spaces for People (£0.352m), Flooding Strategy (£0.245m), Cremator Development (£0.413m), Play Area Strategy (£0.331), T&VC Other (£0.358m), T&VC Babylon Demolition (£0.239m), Place Based Funding (£0.675), Ivy House Replacement (£0.319m), Clyde Square Re-roofing (£0.157m), Waterfront Leisure Centre Lifecycle Works (£0.185m) and Boglestone Community Centre Roof (£0.228m).

Education & Communities

Expenditure as at 31st March is £6.726m against an approved budget of £5.617m. Net advancement of £1.122m (19.98%) is being reported mainly due to advancement of Interactive Whiteboard Replacement (£0.672m), advancement/cost increases in Gourrock Primary School Extension (£0.278m) and Lifecycle Fund (£0.458m) offset by slippage in Indoor Tennis Facility (£0.506m) and Waterfront Leisure Centre Moveable Pool Floor (£0.276m).

Health & Social Care

Expenditure as at 31st March is £0.593m against an approved budget of £1.229m. Net slippage of £0.635m is being reported due to advancement within the Crosshill Children's Home Replacement (£0.307m) offset by slippage in the new Learning Disability Facility (£0.340m) and SWIFT Upgrade (£0.600m).

- 6.3 Overall in 2021/22 expenditure is 99.6% of projected spend for the year and projected net slippage of the programme is £3.910m (18.72%). Over the past 2 years, supply chain insecurity and associated financial pressures have been a recurring issue, through the initial impact of COVID and the UK exit from the EU to the most recent impact of the invasion of Ukraine by Russia. This has created an extremely unpredictable market position in terms of construction sector activity through a combination of restricted working practices, sharply rising prices for construction materials, disrupted supply chains and labour shortages which have all had an impact on the delivery of the capital programme in 2021/22 with the associated significant impact on the level of slippage experienced.
- 6.4 The 7 year lease period for the Business Property Renovation Allowance scheme projects expired earlier this year and in line with the plans set out to Committee in 2013/14, the properties have reverted back to the Council. This results in the net capital spend by the Council (£1.969million) being reflected in the Council's capital expenditure records with the repayment of loans charges commencing in 2022/23. This is all in line with the plans reported when the Council entered into the scheme.
- 6.5 A number of issues have been arisen which will have an impact on the 2022/23 Programme as follows:
1. Approval was given on 7 April by Councillors McCabe, Clocherty, McGuire and Robertson by means of an Emergency Powers report to allocate £0.075m of the Cost Pressure allowance to the Waterfront Moveable Pool Floor
 2. Following tender returns for a new Social Work management information system the Health & Social Care Committee has returned £400,000 to this Committee.
 3. It is proposed to allocate £0.200m to Property Services and £0.200m to Roads to address ongoing cost pressures leaving a balance of £0.325m to be allocated from the Cost Pressure contingency.

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
RAMP	Capital	22/23	200		Allocation from the Cost pressure allowance to help meet the increase in material & plant costs.
Property	Capital	22/23	200		

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, Policy & 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?

X

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

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

Project Name	1	2	3	4	5	6	7	8	9
	<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 31/3/22</u>	<u>Est 2022/23</u>	<u>Est 2023/24</u>	<u>Est 2024/25</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>	<u>£000</u>
<u>Environment, Regeneration & Resources</u>									
<u>ICT</u>									
Storage/Backup Devices/Minor Works and Projects	37		25	12	12	25	0		0
Rolling Replacement of PC's	674		305	232	232	442	0		0
Meeting Room, Videoconferencing & Hybrid Working Equipment	60		90	0		60	0		0
Server & Switch Replacement Programme	338		169	143	143	195	0		0
Home Working Allocation	25					25			
Annual Allocation	1,357		38	0			764	593	0
<u>ICT Total</u>	2,491	0	627	387	387	747	764	593	0
<u>Finance</u>									
Modernisation Fund	123	112	0	0		11	0		0
New Ways of Working	200						200		
Cost Pressure Contingency	725		800	0		125	600		
<u>Finance Total</u>	1,048	112	800	0	0	136	800	0	
TOTAL	3,539	112	1,427	387	387	883	1,564	593	0

Appendix 2a

Capital Programme - 2021/22 - 2024/25

	<u>Available Resources</u>					
	A	B	C	D	E	F
	2021/22	2022/23	2023/24	2024/25	Future	Total
	£000	£000	£000	£000	£000	£000
Government Capital Support	6,419	6,417	6,000	6,000	-	24,836
Capital Receipts (Note 1)	835	342	315	315	-	1,807
Capital Grants (Note 2)	2,774	4,086	2,100	-	-	8,960
Prudential Funded Projects (Note 3)	2,595	1,672	9,461	3,659	147	17,534
Balance B/F From 20/21	15,105	-	-	-	-	15,105
Capital Funded from Current Revenue	6,460	3,433	3,505	233	-	13,631
	<u>34,188</u>	<u>15,950</u>	<u>21,381</u>	<u>10,207</u>	<u>147</u>	<u>81,873</u>

Overall Position 2021/24

Available Resources (Appendix 2a, Column A-C)	<u>£000</u>
Projection (Appendix 2b, Column B-D)	81,726
(Shortfall)/Under Utilisation of Resources	<u>(2,428)</u>
(Shortfall)/Under Utilisation of Resources %	<u>(2.97)%</u>

Notes to Appendix 2a

Note 1 (Capital Receipts)

	2021/22	2022/23	2023/24	2024/25	Future	Total
	£000	£000	£000	£000	£000	£000
Sales	525	315	315	315	-	1,470
Contributions/Recoveries	310	27	-	-	-	337
	835	342	315	315	-	1,807

Note 2 (Capital Grants)

	2021/22	2022/23	2023/24	2024/25	Future	Total
	£000	£000	£000	£000	£000	£000
Government Grant - Place Based Funding	675	584	-	-	-	1,259
Renewal of Play Parks	65	-	-	-	-	65
Cycling, Walking & Safer Streets	374	493	-	-	-	867
SPT	1,178	1,275	-	-	-	2,453
Spaces for People	126	-	2,100	-	-	126
Nature Restoration Fund	88	-	-	-	-	88
CO2 Monitors in Schools	98	-	-	-	-	98
HES - Watt Complex	26	-	-	-	-	26
Electric Vehicles	19	-	-	-	-	19
Sustrans	70	-	-	-	-	70
Watt Complex Creativity Space	55	-	-	-	-	55
RCGF - King George VI	-	1,734	-	-	-	1,734
	2,774	4,086	2,100	-	-	6,860

Note 3 (Prudentially Funded Projects)

	2021/22	2022/23	2023/24	2024/25	Future	Total
	£000	£000	£000	£000	£000	£000
Vehicle Replacement Programme	(277)	802	964	964	-	2,453
Asset Management Plan - Depots	17	260	149	-	-	426
Capital Works on Former Tied Houses	13	3	150	60	147	373
CCTV	-	15	-	-	-	15
Clune Park Regeneration	85	276	-	-	-	361
Neil Street Childrens Home Replacement - CoS	-	13	-	-	-	13
Crosshill Childrens Home Replacement	50	191	50	-	-	291
New Learning Disability Facility	66	884	5,248	1,135	-	7,333
Interactive Whiteboard Replacement	672	28	-	-	-	700
Former BPRA Properties	1,969	-	-	-	-	1,969
Additional Prudential Borrowing to Fund Capital Programme	-	(1,000)	1,500	1,500	-	2,000
Additional Prudential Borrowing to meet anticipated Cost Pressures	-	200	1,400	-	-	1,600
	2,595	1,672	9,461	3,659	147	17,534

Capital Programme - 2021/22 - 2024/25

Agreed Projects

Committee	A Prior Years	B 2021/22	C 2022/23	D 2023/24	E 2024/25	F Future	G Total	H Approved Budget	I (Under)/ Over	J 2021/22 Spend To 31/3/2022
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Policy & Resources	112	387	883	1,564	593	-	3,539	3,539	-	387
Environment & Regeneration	6,110	11,231	16,229	17,214	6,989	147	57,920	57,920	-	11,184
School Estate	5,488	6,049	1,951	4,941	3,000	1,001	22,430	22,430	-	6,036
Education & Communities (Exc School Estate)	360	690	2,418	1,523	120	-	5,111	5,111	-	690
HSCP	1,556	594	1,345	5,298	1,135	-	9,928	9,928	-	593
Total	13,626	18,951	22,826	30,540	11,837	1,148	98,928	98,928	-	18,890

Report To:	Policy & Resources Committee	Date:	21 June 2022
Report By:	Interim Director of Finance & Corporate Governance	Report No:	FIN35/22/AP/LA
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Finance Services Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on various matters being progressed by the Finance Service and to seek decisions as required.

2.0 SUMMARY

- 2.1 The Council administered the Scottish Government's £150 Cost of Living Award in March 2022 by crediting the Council Tax accounts of 29,861 eligible households' 2022/23 Council Tax accounts at a cost of just under £4.5 million. Households at 24th February 2022 in receipt of Council Tax Reduction (CTR) and most households exempt from paying Council Tax are also entitled to the one-off payment of £350. Payments totalling £2.9m had been released to 8,286 bank accounts by 16th May 2022.
- 2.2 Section 5 provides an update in respect of the core welfare supports of Discretionary Housing Payments and Scottish Welfare Fund payments plus the Covid 19 related Self Isolation Support Grants. The number of the latter have dropped off considerable since the beginning of May which has allowed the previously reported backlog to be addressed.
- 2.3 In addition the Council is implementing the Scottish Government's Child Disability and Adult Disability Payment schemes plus the Tenants Grant Fund. Further updates will be provided to Committee as the schemes progress.
- 2.4 The ICT and Digital Strategies develop and build on the work of the previous strategies and also the response to the COVID pandemic. Appendix 1 provides the latest position in respect of the approved action plan. A review of current channels and engagement with suppliers for new opportunities is being included with the project to migrate to Cloud Based Telephony Services. Appendix 2 provides information on Contacts by Channel.
- 2.5 The draft results of the triennial Insurance Fund actuarial review have been received from the Council's broker. The report recommends a balance at 31.3.22 of approximately £1.8million and that future contributions be around £650,000 compared to the underlying £550,000 contribution. Officers believe that at present contributions & payments are in equilibrium and because the Fund balance is slightly higher than the recommended level, the level of contributions be maintained and are reviewed at the next actuarial review.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the update regarding the wide range of service supports being progressed by the Finance Service including the ICT Service.
- 3.2 It is recommended that the Committee notes the outcome of the triennial Insurance Fund actuarial review and the recommendations by the Interim Director of Finance & Corporate Governance regarding Fund and contribution levels.

Alan Puckrin
Interim Director of Finance & Corporate Governance

4.0 BACKGROUND

4.1 The Finance Service delivers a wide range of financial and ICT based services and during the pandemic have taken on significant extra duties whilst adapting to new ways of working. The following paragraphs summarise current activity.

5.0 REVENUES & BENEFITS

5.1 The level of Council Tax collected "in-year" of 95.5% compared favourably with 94.4% in 2020/21 and 95.4% in 2019/20. Collection was assisted by credits of almost £800,000 to Council Tax accounts with funding allocated specifically to assist with Council Tax payments; where those who were due cash awards did not apply or opted for the payment to be credited to their Council Tax account.

5.2 Scottish Government - Cost of Living Award - £150

The Council administered the Scottish Government's £150 Cost of Living Award in March 2022 by crediting the Council Tax accounts of 29,861 eligible households' 2022/23 Council Tax accounts at a cost of just under £4.5 million. The credit reduces monthly instalments or for those whose accounts are placed into credit, a refund can be requested by contacting the service or through the Customer Service Centre.

5.3 Inverclyde Council - Cost of Living Award - £350

Inverclyde Council wrote to 9,712 householders in March to advise their eligibility to the Inverclyde Council £350 Cost of Living Award. Households at 24th February 2022 in receipt of Council Tax Reduction (CTR) and most households exempt from paying Council Tax are entitled to the one-off payment of £350. Payments totalling £2.9m had been released to 8,286 bank accounts by 16th May 2022. Those who did not apply by 31st May will receive a credit to their Council Tax account in June 2022.

To ensure all eligible households receive the help they are due, further extracts are scheduled for both Cost of Living Awards to capture those who had a retrospective CTR claim, exemption or liability and were not included in the first of both exercises. The final position for both awards will be included in a future report.

5.4 Discretionary Housing Payment (DHP) - Expenditure against the Social Sector Size criteria was £1.13m in 2021/22 with 1595 tenants being supported by the payment. Indicative expenditure in 2022/23 is £1.27m and is funded by the Scottish Government. DHP for other criteria such local housing allowance reforms and the benefit cap was £197,000 against an allocation of £229,000. 325 tenants were supported. The 2022/23 allocation is confirmed at £167,000. Adjustments to the DHP Policy were agreed by Committee in February 2022 reducing to ensure 2022/23 expenditure is contained within budget.

5.5 Scottish Welfare Fund (SWF) - Unspent 2020/21 funding plus the allocation of £150,000 Winter Hardship Support funding approved by the December Council ensured there was sufficient budget in 2021/22. 2021/22 expenditure was £1.040m against a total budget of £1.074m of which £777,000 was paid as Community Care Grants and £263,000 as Crisis Grants. Scottish Government funding for Scottish Welfare Fund is frozen for 2022/23. The Council's allocation of £756,000 is supplemented by £60,000 agreed at the March P&R Sub-Committee to maintain a 40% uplift in Crisis Grants above the Scottish Government's minimum award.

5.6 Ipsos Scotland have been appointed by the Scottish Government to undertake a review of the Scottish Welfare Fund. The aim of the review is to understand the effectiveness of the SWF in meeting its aim of providing a safety net to people on low incomes by the provision of Crisis Grants and Community Care Grants. The structure of the review includes input by all 32 councils, applicants, third sector and local authority processing staff. The final report is due to be received by the Scottish Government by the end of 2022.

5.7 Revised criteria for the Scottish Government's Self Isolation Support Grant (SISG) was introduced from 1st May 2022 to reflect changes to the public health requirements and Stay at Home guidance. Evidence of vaccination status and a positive test, now arranged by post, remain but close contacts are no longer eligible. The level of the grant has reduced from £500 to £225. The changes and the reducing infection rate have had an immediate effect on the number of applications with only 37 being received over the first ten days of May. Almost 2,000 applications have been received since the first week of January 2022 with 1410 approved and paid.

5.8 Scottish Social Security Agency

The Child Disability Payment launched in November 2021 and by 31st March 2022 160 applications had been made, 45 had been processed and of these 35 had been approved. The Adult Disability Payment launches in Inverclyde on 29th August 2022 replacing Disability Living Allowance (DLA) and Personal Independence Payment (PIP). Existing DLA and PIP claims will transfer from DWP to the new benefits by summer 2024 without the need for a new application to be made. Claimants should expect correspondence from the DWP and the Scottish Social Security Agency to let them know what to expect. The Scottish Government has scheduled training for support services.

5.9 DWP published data shows that the number of adults on Universal Credit has remained fairly steady at around 9,100 and the number of households at around 7,100 over the last 12 months. The UK Government reaffirmed in a statement in April 2022 previous announcements that all benefit claimants will be moved to Universal Credit by the end of 2024. Although notifications will be gradually sent out across the country, people who are currently claiming legacy benefits do not have to wait to be moved to Universal Credit. Anyone who thinks they will be better off can move straight away although assistance/advice is strongly advised before making this decision.

5.10 The Covid-19 Tenant Grant Fund launched during November 2021. The fund is to assist tenants who have incurred rent arrears as a direct result of the Covid-19 pandemic who are at risk of homelessness. The fund has been promoted directly with registered private rented sector and social sector landlords and by 31st March 2022, £33.8k of Inverclyde's £93,000 share of funding had been paid in respect of 26 tenants, all but one in the social housing sector. A number of applications are in progress and the remainder of the fund is scheduled to be allocated in the coming months.

6.0 ICT & CUSTOMER SERVICES

6.1 The ICT and Digital Strategies develop and build on the work of the previous strategies and also the response to the COVID pandemic. Appendix 1 provides the latest position in respect of the approved action plan.

They aim to increase and promote the range of digital services available to employees and customers and to exploit the opportunities digital services can achieve by:

- Improving user experience and interaction with Council Services
- Reducing cost to deliver services via channel shift opportunities
- Improving efficiencies and productivity of services

6.2 A core requirement was the implementation of Cloud Based tools including migration to Microsoft 365. Procurement through the Scottish Government Framework Agreement has been completed. Initial "onboarding" to the Microsoft Cloud Platform has completed. ICT are working with the supplier and Microsoft to implement suitable security and functionality profiles. A number of core functions have been completed including administration, service and application provision. The migration is on target for completion by September 2022.

- 6.3 A continued increase in the number of contacts and payments being completed by eform is noted. Customer Services moved back under the remit of Finance Services from April 2022 reporting to the ICT Service Manager to enhance and develop digital and other channels of customer interaction. A review of current channels and engagement with suppliers for new opportunities is being included with the project to migrate to Cloud Based Telephony Services. Appendix 2 provides information on Contacts by Channel.
- 6.4 The Servicedesk continues to deliver a high-quality service however, there remains a challenge to ensure that this is maintained in light of on-going and increasing resource pressures as a result of COVID-19 Pandemic and recovery. Progress on the capital investment programme is reported elsewhere on this agenda.

7.0 ACCOUNTANCY

- 7.1 The draft results of the triennial Insurance Fund actuarial review have been received from the Council's broker. The review is good practice to ensure that the Council's Insurance Fund balance and contributions to the Fund are within acceptable limits.
- 7.2 The report recommends a balance at 31.3.22 of approximately £1.8million compared to the projected closing balance of £4.2million per the unaudited 2021/22 accounts. However, the Financial Strategy projects that the Fund balance will fall below £2.0million by 2030 due to a combination of the Council's estimated £1.5million contribution to the Child Abuse Redress Scheme being operated by the Scottish Government, and the impact of a previous decision by the Council to use the Fund to reduce annual contributions to the Fund by £100,000 per year until 2029/30.
- 7.3 Council Services currently contribute £450,000 per year to the Fund to meet any "self-insurance" costs. The report recommends future contributions of around £650,000. £100,000 of this potential £200,000 increase is funded by the already approved use of the Fund set out in 7.2. Officers believe that at present contributions & payments are in equilibrium and , given the significant financial pressures elsewhere plus the fact that the Fund balance is slightly higher than the recommended level, then the level of contributions be maintained at £450,000 and is reviewed at the next actuarial review.
- 7.4 The closure of the 2021/22 Annual Accounts is in its final stages and will be reported to the Audit Committee on 28 June prior to submission to Audit Scotland by the 30 June statutory deadline. The closure of the accounts is a major exercise for the team with holidays restricted over the period. The audit will commence in July with the Annual Report from Audit Scotland being presented to the full Council by the end of October.

8.0 IMPLICATIONS

8.1 Finance

There are no financial implications arising from this report.

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

There are no direct legal implications arising from this report.

8.3 Human Resources

There are no HR implications arising.

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.
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NO

9.0 CONSULTATIONS

9.1 None

10.0 BACKGROUND PAPERS

10.1 None

ICT & Digital Strategies June 2022 Update

Appendix 1

ICT Strategy Action Plan 2021 – 2024

Action Area 1	Action	Milestones	Success Criteria	Update	Responsibility
Asset Management Programme & Cloud Migration Strategy	Hardware Refresh Programme reviewed to reflect new ways of working	Sufficient Funding in place March 2022 - Complete	Sustainable refresh programme embedded	Budget uplift agreed as part of 2022/23 Budget setting process. COMPLETE	Chief Financial Officer/ICT Service Manager
		Staff have the appropriate equipment to work effectively and efficiently from the most appropriate location From 2023	Staff satisfaction surveys reflect confidence in IT Services. Line Managers are satisfied that staff have appropriate equipment	Standard specification for equipment agreed by CMT. Hybrid working pilot commenced May 2022.	ICT Service Manager
	Education Services – review services provided to schools to reflect new ways of teaching and delivery	Strategy approved and funding agreed March 2022 - Complete Students and Staff have the appropriate equipment to learn in a flexible and rewarding way. From 2023	Sustainable funding model approved Feedback from Education Services reflect satisfaction in service delivery	Extra funding proposed from 2022/25 Capital budget and Education Budget. Digital strategy approved at Education & Communities Committee 02/11/21 COMPLETE	ICT Service Manager
	Cloud Migration Strategy	Deliver Office 365 Licensing and implement initial Cloud Migration From August 2021	Cloud services including MS Teams deployed to staff by September 2022.	Contract Awarded August 2021. Project timeline updated and agreed First roll-out complete in ICT Server Team Working with partners to develop and implement Security and other policies.	ICT Service Manager

	Cloud Migration Strategy	Agree approach to deliver Telephony and other Communications Systems in the Cloud From March 2022	Contracts awarded for new Telephony approach	Supplier engagement and Options appraisal continuing. Report to CMT July 2022.	ICT Service Manager
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Action Area 2	Action	Milestones	Success Criteria	Update	Responsibility
Service Provision	Maintain Service Levels across Support Services	Meet agreed Service Level Targets for Incident and Service Requests. Ongoing through life of Strategy	Customer satisfaction with service provided	SLA Statistics reported to P&R COMPLETE	ICT Service Manager
	Core Systems	Engage with services to ensure that existing systems are being used effectively. Focussing on collaboration and communication tools including the Cisco telephony systems, Customer Management and EDRMS. March 2022	Services have access to the tools and functions required to provide effective efficient services to customers and staff.	Report to CMT February 2022 on medium term plans for Core Systems Replacement Priorities agreed with Services and Reported to CMT COMPLETE	ICT Service Manager

Action Area 3	Action	Milestones	Success Criteria	Update	Responsibility
Information Security	Network and System Security	<p>Maintain a Secure Network Infrastructure</p> <p>Support the Information Governance group in dealing with the individual data management responsibilities of each member of staff.</p> <p>Ongoing through life of Strategy</p>	<p>Minimise Cyber Security Incidents,</p> <p>Corporate approach to data handling and electronic document management.</p>	<p>P&R Report to be included as part of Security Accreditation Compliance programme. September 2022.</p>	<p>ICT Service Manager</p>
	Security Accreditation Compliance	<p>Use of industry partners to provide Security Assurance through the Penetration Test & IT Health check process.</p> <p>Ongoing through life of Strategy</p> <p>Maintain Cyber Essentials Plus and PSN Code of Connection compliance/accreditation</p> <p>Annual Compliance Process</p>	<p>Provision of report and implementation of recommendations</p> <p>Internal Audit Report</p> <p>PSN Compliance Certificate</p>	<p>PSN Accreditation in place for 2021/22</p> <p>Scheduled for 2022</p> <p>Schedule to be developed for accreditation and penetration testing/Cyber Security Audit for 2022/23</p>	<p>ICT Service Manager</p>

Action Area 4	Action	Milestones	Success Criteria	Update	Responsibility
Procurement Strategy	Use of National Frameworks to deliver value for money services	National frameworks the default approach for available systems and services Ongoing	Delivery of Value for Money Systems and Services	Two contracts awarded via Scottish Government Frameworks in August 2. Further contract placed via GCloud December 2021 Fully Adopted	ICT Service Manager
	Account Management	Meet with suppliers to review and ensure best value and most efficient levels of delivery and support of systems Ongoing	Appropriate level of supplier support and best value delivery	Supplier meetings ongoing Fully Adopted	ICT Service Manager
	Project Management	Use temporary increase in Project Management resources to deliver support to services in planning and deploying projects and services 2021/23	Business Cases are developed and projects are delivered on time and on budget	Candidate appointed August 2021 Complete	ICT Service Manager

Digital Strategy Action Plan 2021 – 2024 Update

Action Area 1	Action	Milestones	Success Criteria	Update	Responsibility
Provide Improved online Services	Work with suppliers to fully enable the ability of customers to book and pay for calendared and transactional services such as bulky uplifts.	Allow customers to book & pay for services online. Increase the range of services available via Web Self-Service Complete - October 2021	Delivery of extended range of services available.	First tranche of Online Forms are live. Integration with new payment engine pending. COMPLETE	ICT Service Manager with Heads of Service.
	Review and Develop additional services to be digitised or enhance existing online services to provide additional functionality	Additional Services available online March 2022	Delivery of extended range of services available. Over Strategy Period	DMTs to be visited to discuss opportunities for migrating services online Ongoing	ICT Service Manager with Heads of Service

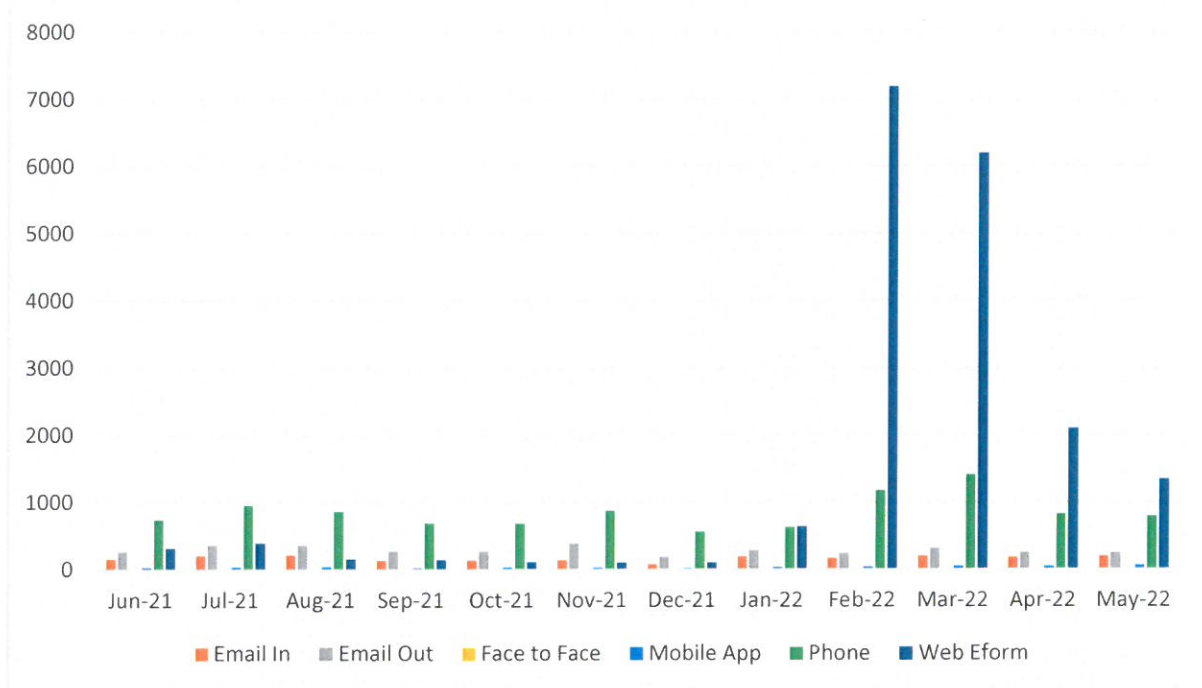
Action Area 2	Action	Milestones	Success Criteria/Target Date	Update	Responsibility
Channel Shift	Open new channels of communication including messaging and Social Media routes Increase convenience for customers.	The number of ways customers can interact with the council increases reflecting changes in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

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

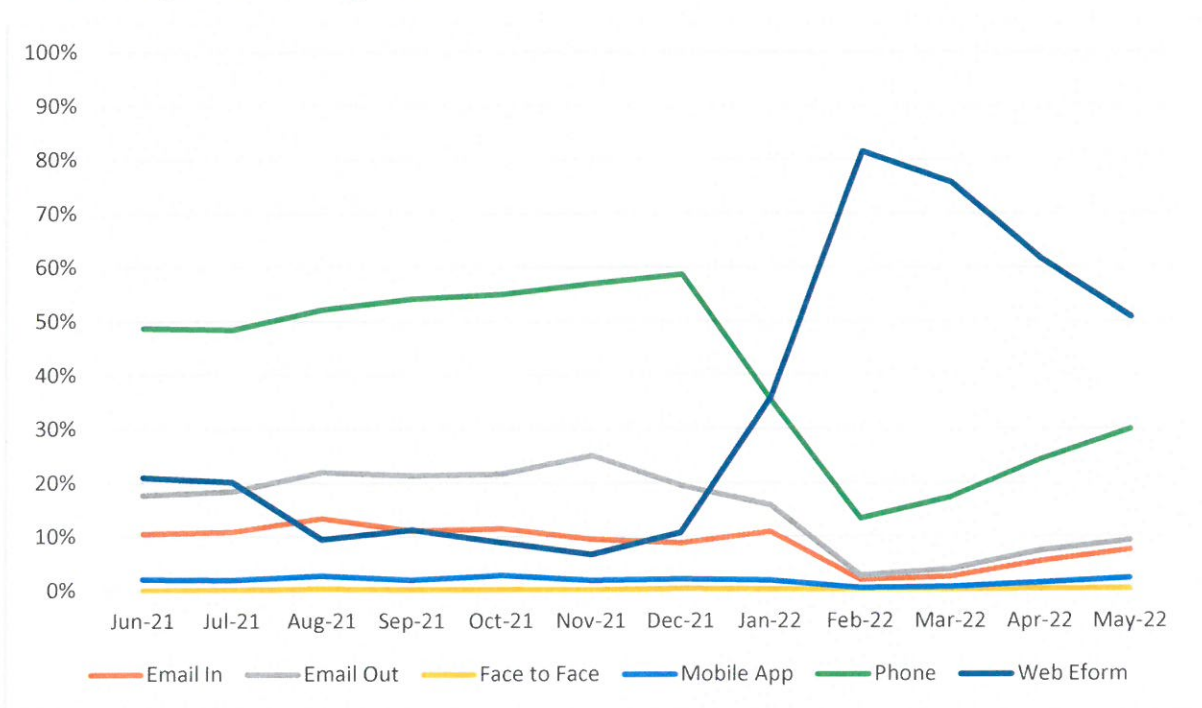
Action Area 4	Action	Milestones	Success Criteria	Update	Responsibility
Other Digital Strategies	Education Services Digital Strategy	<p>Coordinate with Education Services to ensure provision of Digital Services to schools meets the requirement of modern learning and teaching.</p> <p>Over Strategy Period</p>	Delivery of extended range of services in schools	<p>Digital Strategy agreed at Education and Communities Committee November 2021</p> <p>COMPLETE</p>	ICT Service Manager with Education Services
	Health & Social Care Partnership Digital Strategy	<p>Coordinate with HSCP to ensure provision and delivery of Digital Services to staff, patients and other service users that meet the needs of delivering digital Health and Social Care.</p> <p>Over Strategy Period</p>	Delivery of extended range of services for staff and service users	<p>Draft policy prepared for consultation.</p> <p>To be reviewed by HSCP.</p>	ICT Service Manager with HSCP

Service Statistics – 1st June 2022
Section 1 – Channel Shift

1.1 Total Number of Contacts by Channel

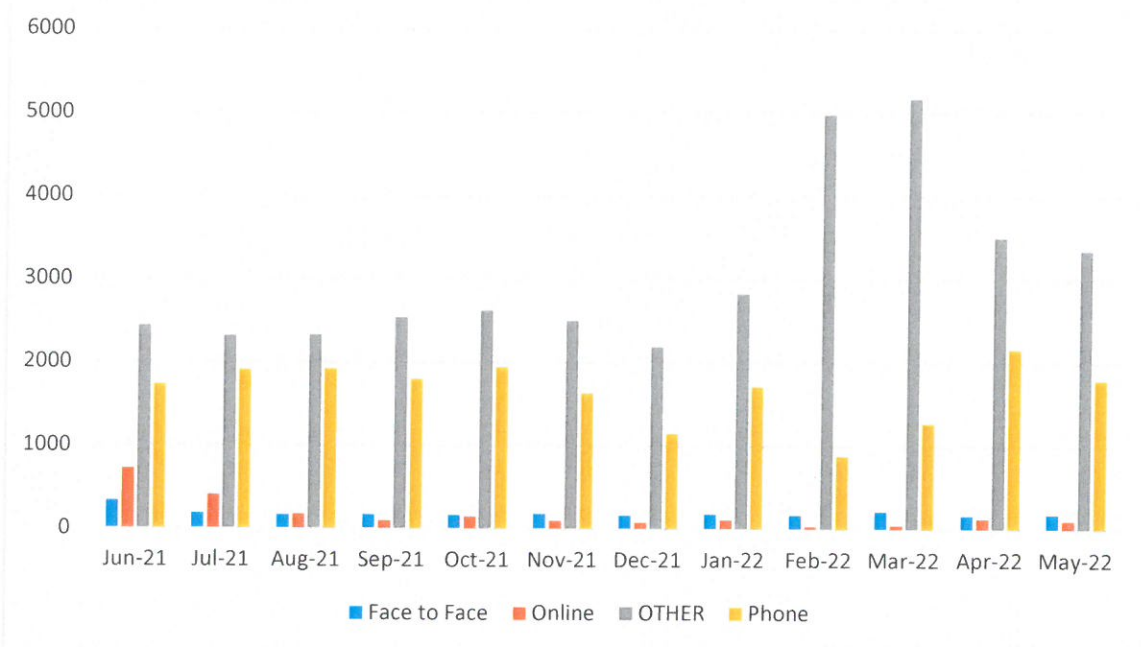


1.2 Percentage of Contacts by Channel – Trend

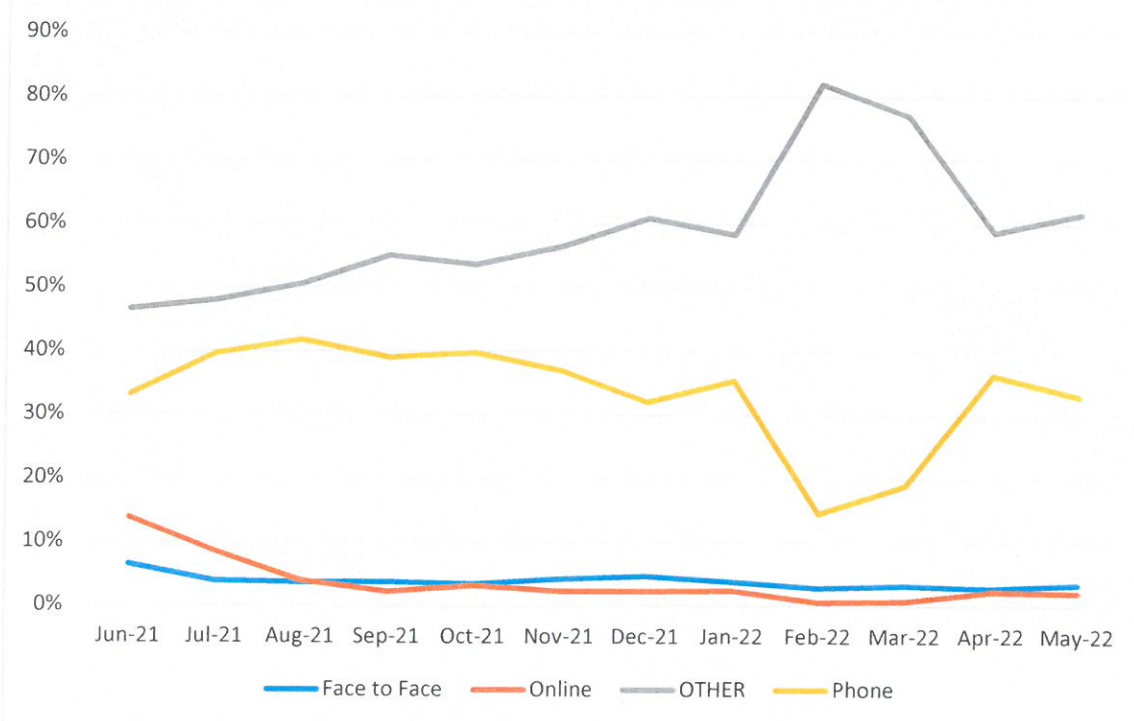


Service report data : Abandoned Vehicles, Bins and Bags, Dog Fouling, Graffiti, Grounds Maintenance, Illegal Dumping & Fly Tipping, Potholes, Refuse Collection & Litter, Roads and Footpaths, Stair, lighting, Street & Traffic Lights, Street Cleaning, Uplifts, Winter Planning, Winter Planning Grit Bin, Winter Planning Pavements

1.3 Total Number of Payments by Channel



1.4 Percentage of Payments by Channel – Trend

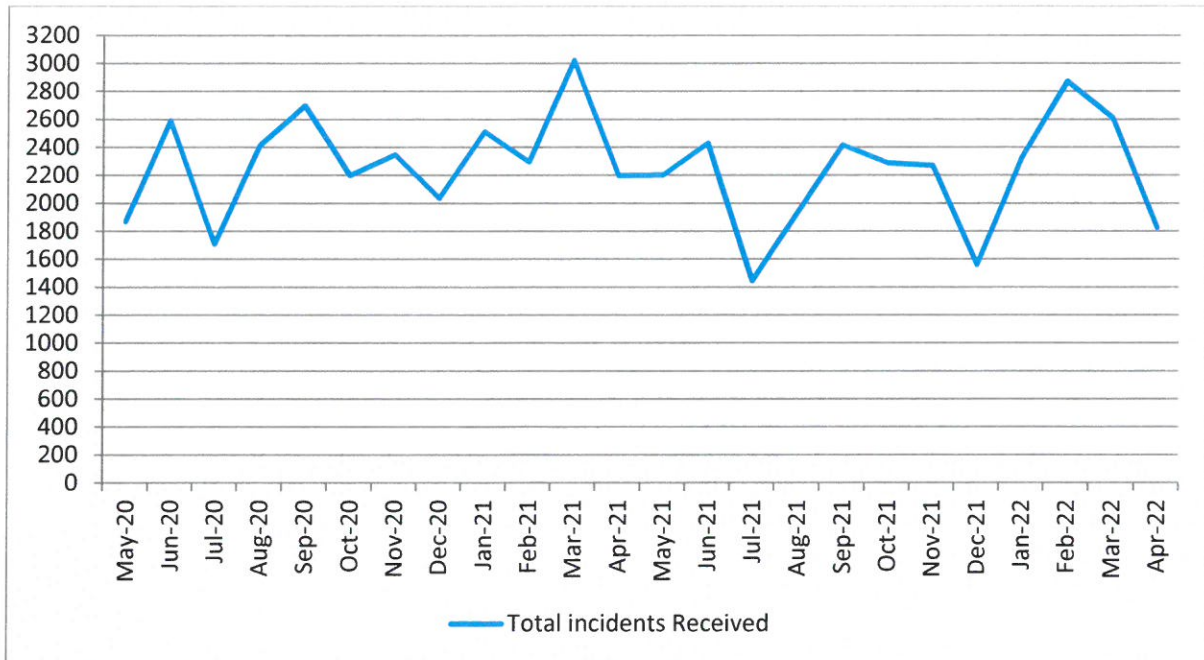


The Others Channel records monies that are posted direct via BACS, other transfer methods and cheques to the Council's Bank Account. This would include anything that customers pay via the bank account including Debtors Invoices, it will also include any Government or other grants that the Council may be awarded.

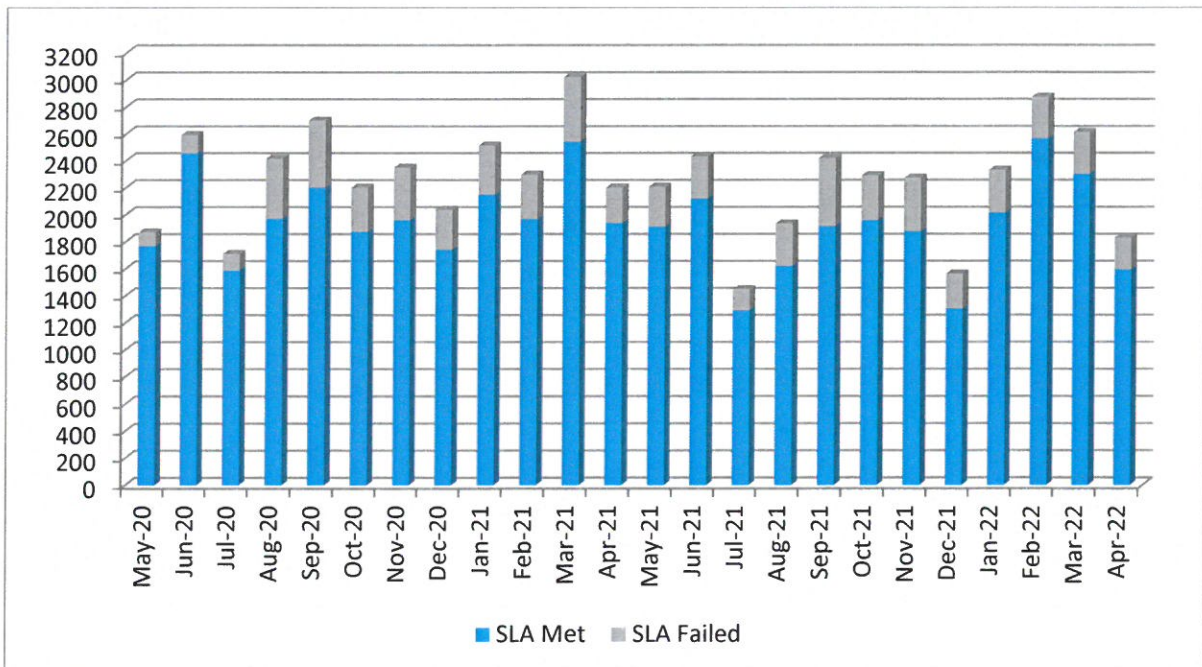
Section 2 - Servicedesk

2.1 Incidents

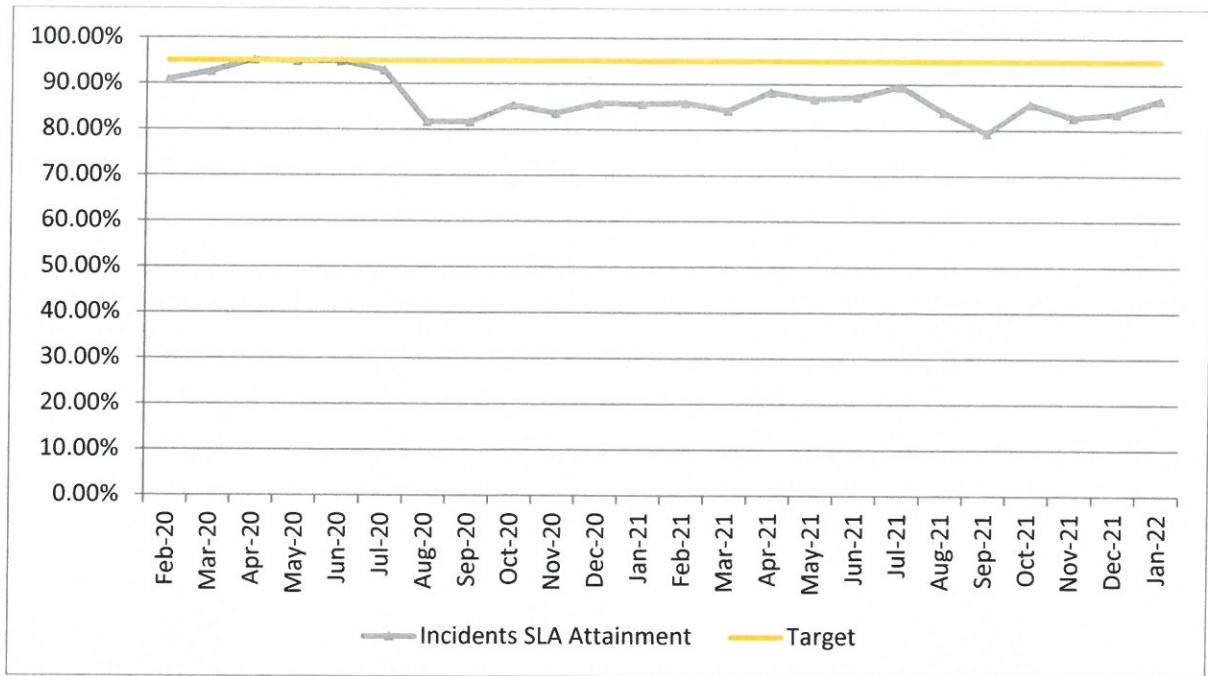
Incidents Received



2.1.1 - Incidents Met/Failed within SLA



2.1.2 - Monthly Service Level Attainment - Incidents



SLA Details

VIP Users

Priority	Target Resolution Time
Critical	3 hours
High	4 hours
Normal	7 hours
Low	21 hours
Long Term	No target

Standard Users

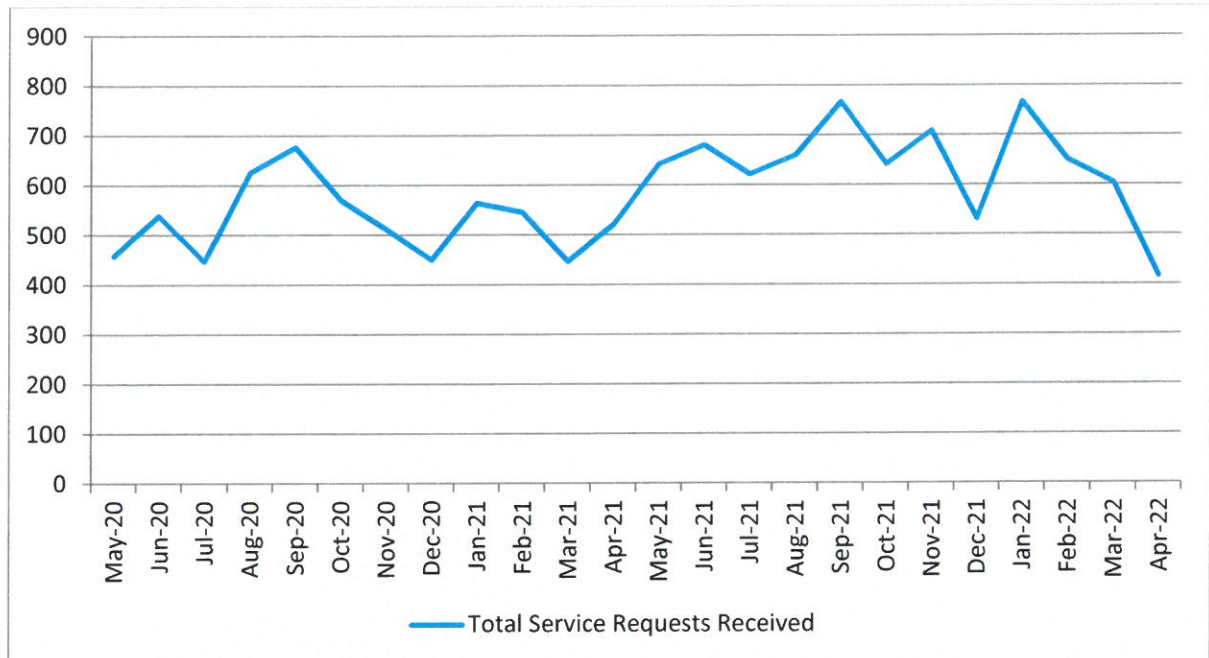
Priority	Target Resolution Time
Critical	4 hours
High	7 hours
Normal	21 hours
Low	35 hours
Long Term	No target

SLA Attainment is 95% of incidents resolved within Target Resolution Time (90% until July 2017)

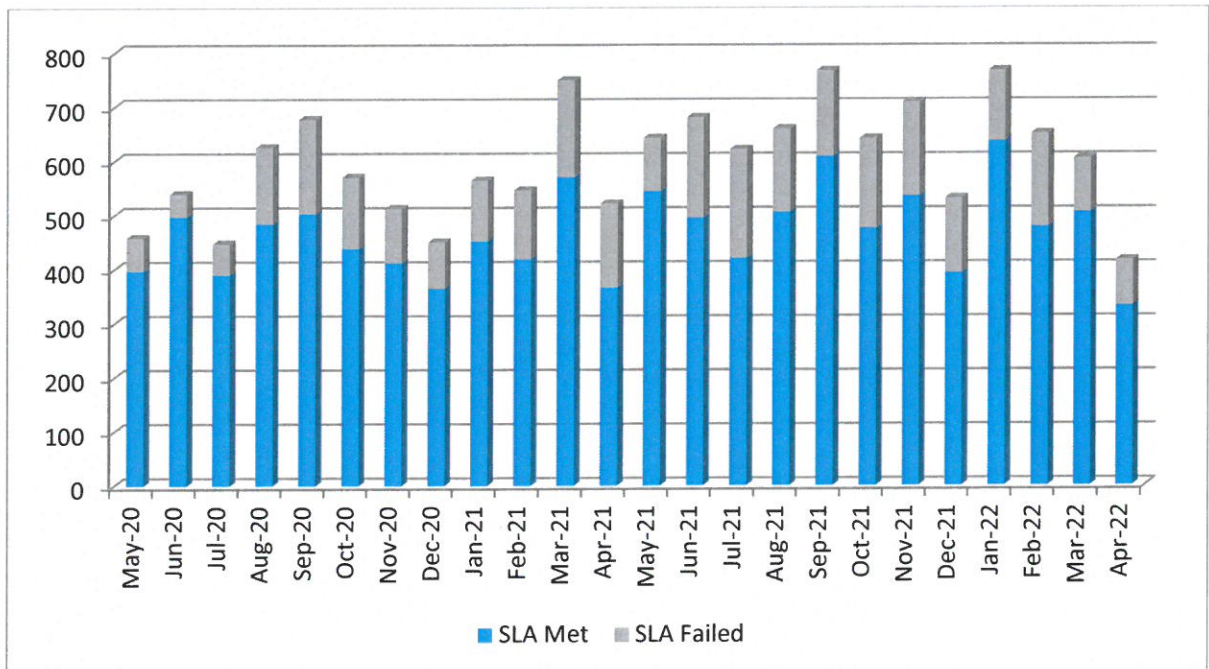
A typical Service request is unlocking a user account or password, software errors, PC faults, PDA, whiteboard and projector issues.

2.2 - Service Requests

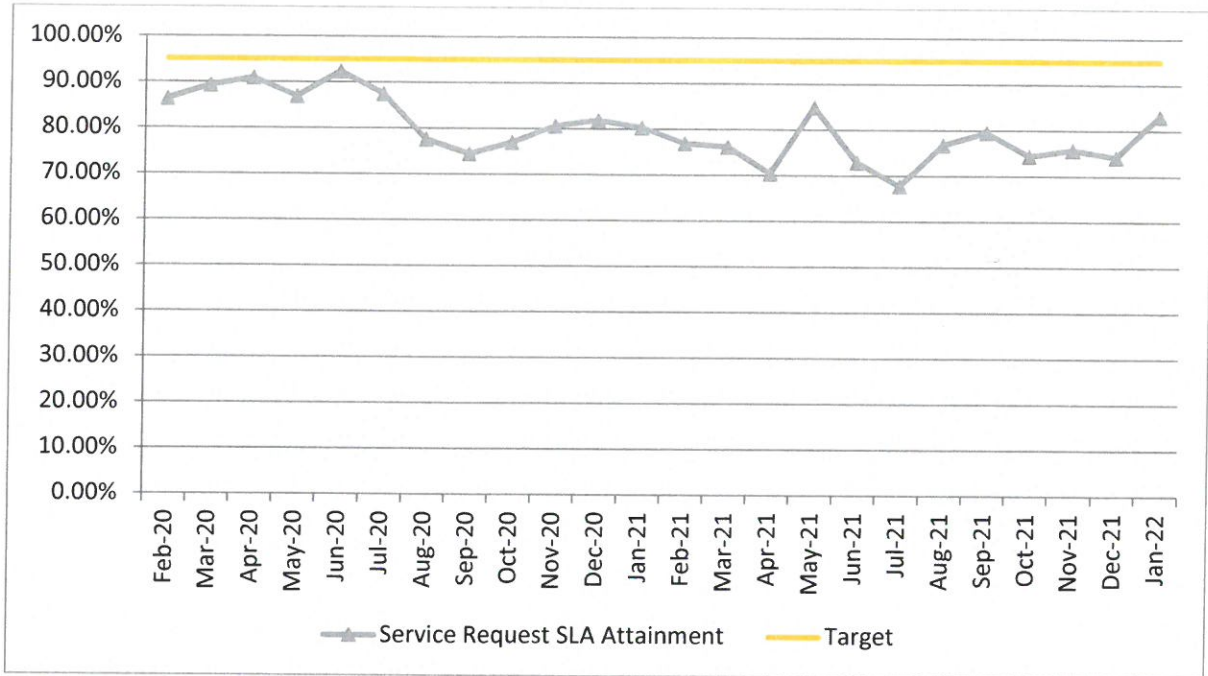
2.2.1 - Service Requests Received



2.2.2 - Service Requests Met/Failed within SLA



2.2.3 - Service Level Attainment – Service Requests



SLA Attainment is 95% of incidents resolved within Target Resolution Time (90% until July 2017)

A typical Service request is provision of a new user account, a new PC or Laptop, relocation of existing services.

Report To:	Policy and Resources Committee	Date:	21 June 2022
Report By:	Corporate Director, Education, Communities and Organisational Development and Interim Director, Finance & Corporate Governance	Report No:	PR/12/22/KM
Contact Officer:	Morna Rae	Contact No:	01475 712042
Subject:	Corporate Policy and Performance Update Report		

1.0 PURPOSE

1.1 The purpose of this report is to provide the Policy and Resources Committee with an update in relation to corporate policy and performance, specifically the Council’s Corporate Directorate Improvement Plans (CDIPs).

2.0 SUMMARY

2.1 This report provides the Committee with:

- An end of year performance report on the delivery of the improvement actions that are the responsibility of the Council’s Corporate Services, as detailed in their respective CDIPs (Appendix 1)
- Refreshed CDIP Improvement Plans 2022/23 for the Environment, Regeneration and Resources (ERR) Directorate (Appendix 2) and the Education, Communities and Organisational Development (ECOD) Directorate (Appendix 3).

2.2 The Corporate Services Performance Report, focuses on the CDIP improvement actions that are the responsibility of services within Finance and Corporate Governance and Organisational Development, Policy and Communications. This is the final progress report on the year 3 actions and a summary of progress at the end of 2021/22 is provided below:

	Blue – complete	Green – on track	Amber – slight slippage	Red – significant slippage
April 2022	8	5	1	-

More information and a commentary on performance can be found in Appendix 1.

2.3 The CDIPs are reviewed annually to ensure that the improvement actions remain relevant and reflect any emerging challenges or legislation. The 2022/23 refresh is complete and the ERR and ECOD plans have been submitted to their service Committee for approval. Due to the cross-cutting nature of the plans however, the approval of this Committee is sought for the corporate improvement actions that fall within its remit. These actions are listed in paragraph 6.2. As per the current reporting arrangements, a performance report on progress during 2022/23 will be brought to every second meeting of this Committee.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- a. Note the progress made in the delivery of the Policy and Resources CDIP improvement actions at the end of 2021/22 (Appendix 1);
- b. Approve the Corporate Services improvement actions for 2022/23, as detailed in the refreshed Environment, Regeneration and Resources CDIP (Appendix 2) and the Education, Communities and Organisational Development CDIP (Appendix 3).

Ruth Binks
Corporate Director
Education, Communities and
Organisational Development

Alan Puckrin
Interim Director
Finance and Corporate Governance

4.0 BACKGROUND

- 4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is regularly given to key stakeholders to allow them to evaluate and make informed judgements about performance and the delivery of strategic priorities.
- 4.2 CDIPs are an integral part of the council's Strategic Planning and Performance Management Framework. They are the principal vehicle for the delivery of the organisational priorities in the Corporate Plan 2018/22, as well as the wellbeing outcomes, which are: Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).

5.0 CORPORATE SERVICES – FINAL PROGRESS REPORT 2021/22

- 5.1 A progress report on the delivery of the CDIP improvement actions that are the responsibility of Council services that are corporate in nature, i.e. those services that sit within under the wider remit of Finance and Corporate Governance and Organisational Development, Policy and Communications, is considered at every second meeting of this Committee.
- 5.2 This is the final report on the year three improvement actions (2021/22). The status of the improvement actions as at April 2022 is summarised below:

	Blue – complete	Green – on track	Amber – slight slippage	Red – significant slippage
April 2022	8	5	1	-

- 5.3 Appendix 1 provides further information on each of the improvement actions, together with a commentary from the appropriate Service.

5.4 Improvement actions with a blue status – complete

8 improvement actions were complete by the end of the year, including:

Information Governance

The Freedom of Information policy and procedures have been updated to reflect current practice.

Review of long term empty homes levy

The Long Term Empty Property and Second Homes Council Tax Policy was approved by Policy and Resources Committee on 1 February 2022.

Corporate Equality Outcomes

The Corporate Equality Outcomes Improvement Plan 2021/25 has been approved.

Health and Safety Monitoring System

The system can be utilised for monitoring high priority actions, and statistical data can be drawn for all main areas and further reporting can be developed as required.

5.5 Improvement actions with a green status – on track

Progress with 5 improvement actions is on track, examples of which include:

Cloud Migration Strategy

The procurement exercise and the initial configuration is now complete. Test implementations and configuration is now underway.

Workforce Planning

The first phase of this workstream is concluded, with the remainder on track. Job vacancies, which have arisen as part of the Council's workforce refresh programme, have been advertised locally and shared with local employability partners, to allow for a wide reach of council vacancies to the Inverclyde population.

5.6 Improvement actions with an amber status – slight slippage

1 Improvement action has an amber status:

Non-domestic rates Policy- Unoccupied Premises

Extended Covid-19 restrictions, which created a delay in legislation, has resulted in slippage in this action. The target has been re-set to have the policy approved and letters issued by December 2022.

5.7 Improvement actions with a red status – significant slippage

No actions had a significant slippage status at the end of the year.

6.0 CDIP ANNUAL REFRESH 2022/23

- 6.1 The Council's CDIPs are subject to annual review to ensure that the improvement actions remain relevant and reflect any emerging challenges or legislation that will impact on the Directorate during the remaining term of the Plan.
- 6.2 The refreshed ERR and ECOD CDIP Improvement Plans 2022/23, which are attached as appendices 2 and 3, have been agreed by CMT and submitted for approval to the Environment and Regeneration Committee and the Education and Communities Committee. The Policy and Resources Committee is asked to consider and approve the Corporate Services elements of these plans. The relevant improvement actions are detailed below:

CDIP Ref:	Improvement Action
Finance and Corporate Governance	
ERR CA1	2022/26 Budget
ERR CA2	Channel Shift
ERR CA3	Information Governance
ERR FIN1	Non domestic rates policy – Unoccupied premises
ERR FIN2	Cloud Migration Strategy
Organisational Development, Policy and Communications	
ECOD CA4	Gaelic Language Plan 2022/27
ECOD CA5	People and OD Strategy
ECOD CA6	Workforce Planning / Refresh
ECOD CA7	Corporate Equalities Outcome Improvement Plan 2021/25
ECOD CA8	New Ways of Working project
ECOD CA9	Improvement Planning
ECOD CA10	Review of Strategic Planning and Performance Management Framework
ECOD CA11	Health and Safety
ECOD CD1	Tourism and Events
ECOD CD2	Communications Strategy

- 6.3 Each CDIP Improvement Plan is underpinned by a range of key performance indicators, comprising statutory performance indicators and local performance indicators and data for 2021/22 is provided where it is available.
- 6.4 As per the current reporting cycle, performance reports on the refreshed improvement actions relating to the Corporate Services elements of the CDIPs will be brought to every second meeting of this Committee.

7.0 IMPLICATIONS

7.1 Financial Implications - One off Costs

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

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

Human Resources

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

Legal

- 7.3 There are no direct legal implications arising from this report.

Equalities

- 7.4 The CDIPs set out their commitment to ensuring equality of opportunity in everything they do. There is a specific section in both plans about what the Directorate is doing in relation to equality and diversity.

- (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 Reputation: The provision of services that are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde supports the Council’s priority of retaining and enhancing the local population.

8.0 CONSULTATION

8.1 Updates on progress with the Corporate Services improvement actions included in the CDIPs have been provided by the nominated officer with lead responsibility for that action. Additionally, the refreshed CDIP improvement plans has been developed in full consultation with the Directorate Management Teams and approved by CMT.

9.0 LIST OF BACKGROUND PAPERS

9.1 None.

APPENDIX 1 – CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS 2021/22– FINAL PROGRESS REPORT

The information provided in this section shows the progress made in the delivery of the CDIP improvement actions in year three of the plan (2021/22)

Corporate Improvement Actions status at April 2022

These improvement actions have implications for the whole Council or more than one Directorate

Corporate Improvement Actions 2021/22						
	Where do we want to be?	How will we get there?	Status April 2021		Commentary April 2022	Corporate Plan priority
1	<p><u>2022/23 Budget</u></p> <p>Council to approve a balanced 2022/23 Revenue Budget and a 2022/25 Capital Programme which is within funding parameters.</p>	<p>Revenue Budget developed by March 2022.</p> <p>Calculate funding gap by December 2021.</p> <p>Identify sustainable funding for the 2022/25 Capital Programme</p> <p>Regular meetings of the MBWG and Joint Budget Group</p>	●	Blue - Complete	The Budget 2022/23 was approved on 24 February 2022.	OP9
2,	<p><u>Information Governance</u></p> <p>The Freedom of Information Policy was last formally reviewed in 2011 and, along with procedural guidance, requires to be reviewed and updated to reflect current practice and guidance from the Scottish Information Commissioner in order to improve the quality and response times of FOI responses. A training programme for officers is also needed.</p>	<p>Freedom of Information Policy and procedures are updated to reflect current practice.</p> <p>Information Management System to manage FOI requests is implemented.</p> <p>A corporate training programme is established.</p> <p>December 2021</p>	●	Blue-Complete	All actions associated with this workstream are now complete.	OP9

APPENDIX 1 – CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS 2021/22– FINAL PROGRESS REPORT

Corporate Improvement Actions 2021/22						
	Where do we want to be?	How will we get there?	Status April 2021		Commentary April 2022	Corporate Plan priority
3.	<p><u>Channel Shift</u> Move customers away from traditional channels of communication to digital channels such as self-serve and online services.</p>	<p>Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes. Projects to be identified by services as part of the 22/23 budget.</p>	●	Green- on track	<p>Updated tools available for implementation of online forms and routes to service, including improved accessibility standards, upgraded payment provision service.</p>	OP9
4.	<p><u>Measuring outcomes</u> Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes. Performance reporting is linked to measuring impact on outcomes at all levels. Enhanced performance management across the Council linked to the delivery of outcomes. The Council's Strategic Planning and Performance Management Framework is streamlined, simplified and more outcome focused.</p>	<p>Continue to work with experts and other performance management specialists, to identify processes to better measure impact on outcomes and learn from good practice elsewhere.</p>	●	Green – on track	<p>The Council and HSCP have purchased a new performance management system (Pentana) to support more robust performance management and reporting across the organisation. A review of the Local Outcome Improvement Plans (LOIP) across Scotland has been carried out and will inform the development of the new Inverclyde LOIP and associated outcomes going forward.</p>	OP1 OP4 OP5 OP6
5.	<p><u>Workforce Planning</u> Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and associated plans to address the key workforce</p>	<p>Build on the existing performance reporting arrangements.</p>	●	Green – on track	<p>The first phase is concluded with the remaining work on track. Service plans have been issued to the workforce planning group along with</p>	OP3 OP9 OP10

APPENDIX 1 – CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS 2021/22– FINAL PROGRESS REPORT

Corporate Improvement Actions 2021/22						
	Where do we want to be?	How will we get there?	Status April 2021		Commentary April 2022	Corporate Plan priority
	<p>challenges arising from Covid-19 recovery and into the longer term.</p> <p>Continue to ensure Service Workforce Plans are actioned and reviewed.</p> <p>Progress the implementation of the Workforce Refresh Scheme.</p>	<p>Identify desired outcomes with key milestones / timescales for all strategic plans.</p> <p>Review concluded March 2022. Proposals agreed August 2022</p>			<p>guidance, with updates to be returned by the end of April 2022. An analysis of returns will be carried out to determine if any themed identified actions require to be linked to wider corporate workforce planning.</p> <p>Job vacancies, which have arisen as part of the Council's workforce refresh programme, have been advertised locally and shared with local employability partners, to allow for a wide reach of council vacancies to the Inverclyde population. Additionally, entry level clerical posts have been restricted to Modern Apprentices (MAs) and recently MA's have secured posts through this process.</p>	
6.	<p><u>People and OD Strategy</u></p> <p>The People & Organisational Development (OD) Strategy Action Plan should meet workforce needs in light of the Covid--19 pandemic and associated recovery plans with a focus on supporting employee mental health and wellbeing.</p>	<p>OD Team to review Action Plan and link with OD, Policy & Communications representatives on Recovery Groups and with Workforce Development Group to determine any new or amended key priorities in terms of the strategy and employee wellbeing.</p> <p>Dec 2021</p>	●	Blue - complete	<p>An Employee Wellbeing Strategy and action plan was agreed as part of the Council's People and OD Strategy.</p>	<p>OP3 OP9 OP10</p>
7.	<p><u>Fairer Scotland Duty</u></p> <p>Ensure we are compliant with the Duty, by actively considering how we can reduce inequalities of outcome caused by socio-economic</p>	<p>Utilise the support available from the Improvement Service to develop and share best practice to ensure that services are full able</p>	●	Blue - complete	<p>Equality Impact Assessments have been prepared for the savings proposals being considered as part of the budget setting process 2022. The documents include a section on the Fairer Scotland Duty which</p>	<p>OP2 OP4 OP9</p>

APPENDIX 1 – CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS 2021/22– FINAL PROGRESS REPORT

Corporate Improvement Actions 2021/22						
	Where do we want to be?	How will we get there?	Status April 2021		Commentary April 2022	Corporate Plan priority
	disadvantage when making strategic decisions. Implementation of new guidance.	to embrace the Fairer Scotland Duty requirements New guidance is expected September 2021. Training and awareness raising for EM and appropriate officers.			provides information on how the budget saving proposals would impact on reducing inequalities of outcome. The final Guidance on the Duty was published by the Scottish Government on 4 October 2021. There are no material differences between the interim and final versions of the Guidance. Arrangements will be made regarding awareness-raising sessions on the finalised Guidance, facilitated by the Improvement Service.	
8.	<u>Corporate Equality Outcomes</u> Progress is made with the delivery of the Corporate Equality Outcomes Improvement Plan 2021/25	Devising of an Improvement Plan 2021/25 for submission to the Policy and Resources Committee on 16 November 2021	●	Blue - complete	The Corporate Equality Outcomes Improvement Plan 2021/25 has been approved. The Plan 2021/25 includes details of improvement actions which will support delivery of the five Corporate Equality Outcomes during the four year period 2021/25.	OP2 OP5 OP9

APPENDIX 1 – CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS 2021/22– FINAL PROGRESS REPORT

Cross-Directorate Improvement Actions status as at April 2022

These improvement actions are implemented by more than one Council Service

Cross-Directorate Improvement Actions 2021/22						
	Where do we want to be?	How will we get there?	Status April 2022		Commentary April 2022	Corporate Plan priority
1.	<p><u>Review of Long term empty homes levy</u></p> <p>A sustainable LTE Policy supported by Members and the Public</p>	<p>Consultation –summer 2022, review by Members September 22. Amended policy approved as part of the 2022/23 Budget</p>	●	Blue-Complete	<p>The Policy and Resources Committee approved the updated Long Term Empty Property and Second Homes Council Tax Policy at its meeting on 1 February 2022.</p>	<p>OP7 OP9</p>

APPENDIX 1 – CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS 2021/22– FINAL PROGRESS REPORT

Service Improvement Actions – status as at April 2022

These improvement actions are implemented by individual Council Services

FINANCE AND CORPORATE GOVERNANCE						
	Where do we want to be?	How will we get there?	Status April 2022		Commentary April 2022	Corporate Plan priority
1.	<p><u>Non-domestic rates Policy- Unoccupied Premises</u></p> <p>Policy set by the Council and communicated to Rate Payers</p>	<p>Policy Approved by March, 2022</p> <p>Letters issued April, 2022</p>	●	Amber – slight slippage	Extended Covid-19 restrictions delayed legislation and policy development. Target re-set to have a policy approved and letters issued by December, 2022.	OP9
2.	<p><u>Cloud Migration Strategy</u></p> <p>Office 365 implemented including roll out of MS Teams and implementation of new telephony approach.</p>	<p>Procure Office365 licences and roll out throughout 2021.</p>	●	Green- on track	Procurement Exercise completed. Initial configuration complete, test implementations and configuration underway.	OP9
3.	<p><u>Elections</u></p> <p>An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022.</p>	<p>Develop succession planning to ensure that an Election Team is in place to deliver the required actions and to support the new Returning Officer</p>	●	Blue- Complete	The actions associated with this workstream are now complete	OP9
ORGANISATIONAL DEVELOPMENT, POLICY AND COMMUNICATIONS						
4.	<p><u>Health and Safety Monitoring System</u></p> <p>To record and monitor key action points and control measures which require to be implemented at Service level and that implementation has taken place.</p>	<p>Develop and test the relevant modules in the Figtree system.</p> <p>Bring online the audit and assessment modules and pilot them in selected areas (Fire Risk</p>	●	Blue - complete	All modules have been tested. Initial work on piloting the modules for recording SFR audit reports was carried out. The system can be utilised for monitoring high priority actions, however it is less suitable for low priority items. Statistical data can be drawn for all main areas and further reporting can be developed as required.	OP9 OP10

APPENDIX 1 – CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS 2021/22– FINAL PROGRESS REPORT

FINANCE AND CORPORATE GOVERNANCE

	Where do we want to be?	How will we get there?	Status April 2022		Commentary April 2022	Corporate Plan priority
		<p>Assessment, Education and Environmental and Commercial Services.</p> <p>Develop the reporting function to bring additional statistical information to the Corporate Health and Safety Committee as required. March 2022</p>				
5.	<p><u>Population and tourism ‘place’ marketing</u></p> <p>There is a coordinated place marketing campaign, involving a range of partners, linked to the work of Tourism Inverclyde and the ‘discover Inverclyde’ brand to promote Inverclyde as a place to encourage more visitors, more businesses and more new residents</p>	<p>Launch of the new web resource ‘discover Inverclyde’ website, supported by a place marketing campaign throughout 2021/22 focused on promoting Inverclyde as a place to visit, live and work.</p>	●	Green – on track	<p>Funding agreement to support tourism, events (Meliora) and Glasgow city region tourism marketing as part of council recovery plans. Developing the Inverclyde brand is one of the Population Partnership’s revised strategic objectives, approved by the Inverclyde Alliance.</p> <p>Meliora Festival event planned for May /June 2022 bringing together a range of activities.</p>	OP1 OP10

APPENDIX 2
ENVIRONMENT, REGENERATION AND RESOURCES CDIP IMPROVEMENT PLAN 2022/23

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Improvement Plan Overview	
Public Protection and Recovery	Corporate Plan Priority
Strategic Housing Investment Plan (SHIP)	OP4, OP6, OP7
Local Housing Strategy	OP1, OP7
Finance	Corporate Plan Priority
2022/26 Budget	OP9
Non domestic rates policy – Unoccupied premises	OP9, OP10
Channel Shift	OP9
Cloud Migration Strategy	OP9
Property Services	Corporate Plan Priority
Transfer of former tied houses	OP9
Fee Income Target	OP9
Net Zero	OP7
Legal Services	Corporate Plan Priority
Information Governance	OP9
Regeneration	Corporate Plan Priority
City Deal	OP1, OP3, OP7
Town Centre Regeneration	OP1, OP3, OP7
Jobs Recovery Plan	OP1, OP3
Roads and Environmental Shared Services	Corporate Plan Priority

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Improvement Plan Overview	
Collaboration and shared strategic management of Roads & Transportation services	OP7, OP9, OP10
Sustainable Travel	OP6, OP7
All Services	Corporate Plan Priority
Clune Park	OP7

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
Corporate Improvement Actions							
CA1	2023/26 Budget	It is proposed to set a 2023/26 Budget but a significant funding gap projected.	Council to approve a 2023/26 Budget balanced for at least 2023/25 Revenue Budget and a 2023/26 Capital Programme which is within funding parameters.	Revenue Budget developed by March 2023. Calculate funding gap by December 2022. Identify sustainable funding for the 2023/26 Capital Programme Regular meetings of the MBWG and Joint Budget Group	Detailed approved plans setting out how the budget will be balanced. Regular reports to Policy & Resources Committee and Full Council	Interim Director Finance & Corporate Governance	Within existing resources
CA2	Channel Shift	Many transactions take place through traditional channels, which can be more costly. Learning from Covid will highlight opportunities to expand on line / remote service delivery. Core platforms upgraded to allow more on line service delivery options	Move customers away from traditional channels of communication to digital channels such as self-serve and online services.	Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes. Reporting line for customer services moved to ICT from 1.4.22 to strengthen links to Digital Strategy.	Monitoring of channel statistics. Reduced contact from customers through traditional methods such as face to face and telephone and a shift to using electronic forms, reporting and mobile applications	ICT and Customer Services Manager/ All Heads of Service	Within existing resources supported by Digital Access reserve
CA3	Information Governance	There is cross directorate activity around information governance overseen by Information	Refresh of IGSG	Refresh of Terms of Reference and membership by August 2022	Terms of Reference agreed. Refreshed group established.	Head of Legal & Democratic Services	Within existing resources, noting that work, including EDRMS

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
		Governance Steering Group (IGSG), with the CDIP improvement actions around FOI having been completed for 2021/22.	<p>A revised Records Management Plan (statutory requirement) for Council and Inverclyde Licensing Board has been developed</p> <p>Improved Council compliance with website accessibility</p> <p>EDRMS Business Case developed.</p>	<p>Revised Records Management Plan for Council and Inverclyde Licensing Board submitted to the Keeper of the Records of Scotland by August 2022;</p> <p>Guidance issued to staff and associated action plan implemented;</p> <p>EDRMS Business Case submitted to CMT for consideration, by October 2022.</p> <p>Create a further archives store in the in the west wing of the ground floor of the Watt Institution.</p>	<p>Revised Records Management Plan developed and submitted to the Keeper</p> <p>Action plan in place, staff aware of accessibility requirements</p> <p>EDRMS Business Case has been considered by CMT.</p> <p>Archives store created and functional.</p> <p>Sensitive records moved from Kingston to the Watt Institution.</p>		<p>business case, may identify need for additional ring-fenced funds, which will be subject to approval in the normal way.</p> <p>£30K to create an archives store at the Watt Institution.</p>
Cross Directorate Improvement Actions							
CD1	Clune Park	The Council has part ownership of a below tolerable estate and is unable to progress development plans.	Regeneration of Clune Park area.	Continue to pursue ownership and demolition of all properties. Finalise development plan.	Regular updates.	Interim Director, Regeneration & Environment	Allowance in Clune Park EMR and Capital Programme

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
Service Improvement Actions							
FINANCE							
FIN1	Non-domestic rates Policy-Unoccupied Premises	Responsibility to be delegated to Councils to set NDR Policy for Unoccupied properties from March,2023	Policy set by the Council and communicated to Rate Payers	Policy Approved by November, 2022 Communicate with rate payers January 2023.	Policy Approved	Interim Director, Finance & Corporate Governance	Within existing resources & Government Grant
FIN2	Cloud Migration Strategy	The majority of current systems are 'on premises'. Existing licences have expired and need renewed.	Office 365 implemented including roll out of MS Teams and implementation of new telephony approach.	Procure Office365 licences and roll out by August 2022. Telephony decision early 2023.	Project delivered successfully	ICT and Customer Services Manager	Existing resources plus earmarked reserve for one off
PROPERTY SERVICES							
PS1	Transfer of former tied houses	The service has responsibility for the management of a small number of houses retained as tied houses at the time of stock transfer to River Clyde Homes in 2007. The majority of tenancies were reviewed in 2010 and are now occupied under Scottish Secure Tenancies with the associated requirement	All housing subject to regulation via the Scottish Housing Regulator transferred to River Clyde Homes or another Registered Social Landlord.	Programme of survey and engagement with tenants on transfer undertaken in conjunction with Registered Social Landlord, Scottish Housing Regulator and Tenant Participation Advisory Service. April 2023	Completed property surveys with condition reports Tenant consultation and response on conditions of transfer.	Interim Head of Property Services	Within existing resources

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
		for the Council to abide by the legislation enforced by the Scottish Housing Regulator.					
PS2	Fee Income Target	Current resources are not aligned to medium projections of fee income and the workforce demographic means key employees will leave over the next few years	Resources which better match available workload and fee targets Increased opportunities for development and reduced use of agency/consultants	Succession planning monitoring and restructure approved by CMT. Proposals agreed March 2022, implementation by April 2023	Achievement of fee targets 2021/23	Interim Head of Property Services	May be some VER costs subject to VFM criteria being met
PS3	Net Zero	The Council adopted its Net Zero Strategy in October 2021. The Council has already reduced its carbon emissions by 39% from 19,104 tonnes in baseline year 2012/13 to 11,561 tonnes in 2019/20.	Net Zero emissions by 2045 and 72.5% reduction from 2012/13 baseline year by 2031.	Costed Action Plan to be developed and reported to Committee in third quarter 2022.	Annual checks on progress through Climate Change Group and as part of Public Bodies Duty Reporting.	Interim Director Environment and Regeneration	Within existing resources plus earmarked reserve for 2022/25 capital pressures, maximising external funding opportunities and bids to the 2023/24 Budget process.

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
ROADS AND ENVIRONMENTAL SHARED SERVICES							
R&E SS1	Collaboration and shared strategic management of Roads & Transportation services	Challenges continue to exist in the delivery of this model.	In a shared collaborative model sharing best practice and efficiencies in Service delivery.	Regular engagement between both local authorities and workshops with trade unions identifying and maximising opportunities Review and present in October 2022.	Demonstration of shared delivery benefits with shared knowledge and learning	Shared Head of Roads and Environmental Services	Within existing resources
R&E SS2	Sustainable Travel	Identification of key active travel and sustainable travel links	Development of external funding bids and delivery of identified sustainable transport projects	Through successful funding bids and delivery of projects. Review of on-going programme in April 2022, report to June Committee and further review in April 2023.	Submission of projects to capital plan and delivery of projects	Shared Head of Roads and Environmental Services	Within resources and external funding awards
PUBLIC PROTECTION AND RECOVERY							
PP&R1	SHIP	The Council has an approved Strategic Housing Investment Plan for the period 2019/22 – 2023/26.	RSLs are supported to increase new housing provision in the area.	Regular programme meetings with RSLs and Scottish Government Review March 2022, further review March 2023.	Increase in the number of good quality, affordable homes that meet the needs of our residents	Interim Director Environment and Regeneration	Funding of the SHIP programme is direct from Scottish Government to RSLs.
PP&R2	Local Housing Strategy	A new LHS for 2023-2028 is due to be developed.	The new LHS provides a vision for housing in accordance with Housing to 2040.	Initial discussions and strategy development to End of March 2022. Consultation on Strategy to October 2022.	The strategy meets the particular housing needs and circumstances of the Inverclyde community in all tenures.	Interim Director Environment and Regeneration	N/A

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
				Strategy approved by committee by January 2023.			
REGENERATION							
R1	City Deal	Positive momentum continues with all three City Deal projects	<p>Ocean Terminal complete by September 2022</p> <p>Inchgreen Final Business Case approved February 2022 with works commenced in quarter two 2022.</p> <p>Inverkip Final Business Case approved quarter one 2023.</p>	<p>Delivery of business cases for all projects.</p> <p>Staff resource.</p>	<p>Monitor progress towards the achievement of project milestones</p> <p>Reports on progress will be delivered to the City Deal Project Board and the Environment & Regeneration Committee.</p>	Regeneration Manager	Staff resources supplemented by consultant support
R2	Town Centre	The impact of COVID-19 has had a significant detrimental effect on our town centres	Town centres to return to pre-COVID-19 activity levels with a void rate similar to the west of Scotland average.	Work with the business community to encourage a return to the town centres by the general public over the next two years (2022/24)	Activity levels and voids will be our indicators which will be reported to committee	Interim Director Environment and Regeneration	Staff resource and Emr budget
R3	Jobs Recovery Plan	COVID-19 has the potential to have a significant impact on our unemployed statistic	Inverclyde's unemployment statistics to be equal to, or better than, our pre pandemic figures	Work with clients, the community and employers to retain and develop posts whilst deploying the Councils employability interventions over the next 24 months.	Monitoring of employment situation locally. Regular reports to Committee	Interim Director Environment and Regeneration	Existing core budgets and Emr's

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Key Performance Measures	Performance				Target 2021/22	Target 2022/23	Rank/national average (where available)
	2018/19	2019/20	2020/21	2021/22			
Council Tax – In year collection level	95.7%	95.4%	94.4%	95.5%	90.5%	95.0%	LGBF indicator – ranked 22 nd in Scotland in 2020/21. 2021/22 benchmarking data will be published in February 2023
Speed of processing changes in circumstances to Housing Benefit	3.74 days	2.55 days	1.95 days	2.17days	4 days	3 days	
Speed of Processing new claims for Council Tax Reduction	33 days	31.12 days	20.36 days	22.4days	34 days	25 days	
Percentage of invoices sampled that were paid within 30 days	95.86%	96.2%	96.84%	95.5%	95.0%	95.5%	LGBF indicator – ranked 7 th in Scotland in 2020/21. 2021/22 benchmarking data will be published in February 2023
ICT Service Delivery SLA Attainment		90.4%	85.17%	86%	90%	90%	
Category 1 Potholes – Make safe/repair within 24 hours of identification	100%	100%	100%	100%	90%	90%	
Category 2 Potholes – Make safe/repair within 7 days of identification	92.8%	100%	98.9%	93.9%	80%	80%	
Street Lighting Failed Dark Lamp	90.6%	92.3%	88.9%	96.4%	92%	92%	
Waste Recycling (households)	56%	54%	37.1%	Due Feb 23	50%	50%	LGBF indicator – ranked 22 nd in Scotland in 2020/21. 2021/22 benchmarking data will be published in February 2023

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Key Performance Measures	Performance				Target 2021/22	Target 2022/23	Rank/national average (where available)
	2018/19	2019/20	2020/21	2021/22			
Number of Business/Property Assists	27	16	14	16	16	16	-
Percentage of all planning applications decided in under 2 months	80%	84%	71.3%	66.1%	90%	90%	-
Percentage of householder planning applications decided in under 2 months	90%	92%	76.6%	68%	95%	90%	-
Percentage of building warrants assessed within 20 working days of registration	95%	94%	94%	92.2%	95%	95%	-

APPENDIX 3

EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP IMPROVEMENT PLAN 2022/23

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Improvement Plan Overview	
Education	Corporate Plan Priority
Children's Services - Care experienced young people	OP5, OP9
UNCRC Incorporation (Scotland) Bill	OP1, OP5, OP9
Gaelic Medium Education	OP1, OP9
Scottish Attainment Challenge	OP1, OP4, OP5, OP9, OP10
Early learning and childcare	OP4, OP5, OP9, OP10
Affordable Childcare	OP1, OP4, OP5
Digital Strategy	OP1, OP3, OP9
Senior Phase	OP1, OP3, OP9
National review of curriculum and qualifications	OP1, OP3, OP9
Children's Mental Health and Wellbeing	OP5, OP6
Culture, Communities and Educational Resources	Corporate Plan Priority
The Community Empowerment (Scotland) Act 2015	OP1 – OP9
Anti-poverty initiatives	OP4, OP6
Review of Assets	OP9
Participatory Budgeting	OP2, OP9
Community Safety Strategic Assessment and Action Plan	OP1, OP9
Active Inverclyde	OP1, OP6
Physical activity and sport pilot	OP1, OP6
Review of school meal provision	OP4, OP5, OP6
Organisational Development, Policy and Communications	Corporate Plan Priority
People and Organisational Development Strategy	OP9, OP10
Gaelic Language Plan	OP1, OP9
Improvement Planning	OP9, OP10
Corporate Equalities Outcomes Improvement Plan 2021/25	OP5, OP9
Workforce planning	OP1, OP3, OP9, OP10

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Improvement Plan Overview	
New Ways of Working project	OP9, OP10
Review of Strategic Planning and Performance Management Framework	OP9, OP10
Health and Safety	OP9, OP10
All Services	
Tourism and Events	OP1, OP9
Communications Strategy	OP1, OP9
Historic Links to Slavery	OP1,, OP8

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
Corporate Improvement Actions							
CA1	Children's Services - Care experienced young people	<p>This is a key priority within the Children's Services Plan. A virtual school, has been established, including a more coordinated governance model around the Children's Services Plan priority and the school itself to support its establishment.</p> <p>An Interim Head Teacher for the school has been appointed and is due to commence in post in May 2022.</p>	<p>Key outcomes for Care Experienced Young People continue to improve, maintaining being above the National Average as well as closing the gap with their peers.</p> <p>The Virtual school is fully established and having an impact on provision and practice for Care Experienced Young People in all establishments</p> <p>The links with The Promise team are fully evolved and there is clear evidence that establishments are developing policy and practice in line with this.</p>	<p>Establishment of the Virtual school including incorporation and development of the Corporate Parenting Team</p> <p>Develop governance groups around Care Experienced Young People Children's Services Plan priority including ongoing development of partnership with The Promise Team</p> <p>Ongoing ytt relating to Care Experienced Young People and their needs including a focus on trauma</p>	<p>Delivery of key outcomes linked to Children's Services Plan 2020 - 23</p> <p>The foundations of The Promise are embedded with via a dedicated I-Promise team, an I-Promise board and implementation of I-Promise across Inverclyde.</p> <p>Improved support for attainment, attendance and positive destinations for looked after children, particularly those looked after at home.</p> <p>Looked after children and young people will, wherever possible, continue to reside in their local community.</p> <p>Families can access early help and support and care experienced young people are fully supported throughout all</p>	Head of Education Virtual HT	Virtual HT salary

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
					transitions via a whole systems approach.		
CA2	UNCRC Incorporation (Scotland) Bill	A new pupil consultation group has been established with representation from every primary, secondary and ASN school. The Directorate Management Team meets with the group at least twice a term.	Further develop the group to establish a mechanism by which other council services can consult with young people where there is a need.	Support and maintain existing group Establish a clear mechanism for other services to access the group for the purposes of consultation	Develop processes via the UNCRC joint working group	Head of Education	
CA3	Gaelic Medium Education	Presently there is no secondary provision for Gaelic within the authority and no statutory obligation to provide this. Inverclyde Council provides transport for pupils attending the Gaelic school in Glasgow. Education Services are extremely keen for pupils to continue in Gaelic medium education locally beyond primary school.	Deliver Secondary Gaelic provision within Inverclyde	To review and consider all options via: - Establishment of an advisory group - Options Appraisal - Bring back further report of developments and proposals to the Education and Communities Committee during 2022-23	Group and Terms of Reference established Options appraisal carried out Proposals developed and presented to Education and Communities Committee	Head of Education / Education Officer with responsibility for Gaelic	TBC
CA4	Gaelic Language Plan 2022/27	The Gaelic Language Plan 2022/27 was approved at the meeting of the Policy and Resources Committee on 1 February 2022. The Equality Impact Assessment (EIA) on the Plan 2022/27 has been published on the Council's website. The Plan 2022/27	Progress is made during 2022/23 in the delivery of the 3 High Level Aims and the 22 Corporate Services Aims	By making appropriate progress with the delivery of the High Level Aims and the Corporate Services Aims	Monitoring and reporting of progress on a 6-monthly basis to the Corporate Equalities Group and via the submission of a monitoring report to the Education and	Various Service Managers from across the Council	Costs will be funded from existing Directorate budgets

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
		has been submitted to Bòrd na Gàidhlig for approval.			Communities Committee in June each year		
CA5	People and OD Strategy	<p>The Organisational Development Strategy 2020-2023 was formally approved by the Policy and Resources Committee on 4th February 2020.</p> <p>Progress in delivery of key actions is published on the Council's website.</p>	<p>Progress the themes and initiatives during 2022/23 and support the range of planned transformation and change management projects and to ensure the required skills are in place to deliver these and any required savings.</p>	<p>By making appropriate progress with the delivery of the actions which underpin the strategy.</p> <p>A further report providing a detailed update and action plan on the themes and initiatives in the year ahead will be brought to a meeting of the Corporate Management Team in the summer 2022</p>	<p>By monitoring and reporting progress on the delivery of the Action Plan 2022/23</p>	<p>OD &HR Service Manager</p>	<p>Costs contained within Directorate Budgets.</p>
CA6	Workforce planning / refresh	<p>The pandemic has had a significant impact on the Council's working practices. It was necessary to pause to fully understand the new circumstances.</p> <p>The Service Workforce Plan template was developed in conjunction with the Corporate Workforce Planning and Development Group and designed to complement the People and Organisational Development Strategy.</p>	<p>Services require to review and update their Service Workforce Plans for 2022/23 by end April 2022</p>	<p>By making appropriate progress with the delivery of the Service Workforce Plans. Review end September 2022</p>	<p>By monitoring and reporting progress on the delivery of the Services Updated Plans after 6 months to CMT</p> <p>Feedback from members of the Workforce Planning Development Group</p>	<p>OD &HR Service Manager & Workforce Planning Development Group</p>	<p>Any costs would be identified in Service Plans</p>

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
CA7	Corporate Equalities Outcomes Improvement Plan 2021/25	<p>The Corporate Equality Outcomes Improvement Plan 2021/25 was approved at the meeting of Policy and Resources Committee on 22 March 2022.</p> <p>The EIA on the Plan 2021/25 has been published on the Council's website.</p>	<p>During 2022/23, progress has been made with the delivery of the improvement actions outlined in the Plan 2021/25</p>	<p>By making appropriate progress with the delivery of the improvement actions which underpin each of the Corporate Equality Outcomes 2021/25</p>	<p>By monitoring and reporting progress on the delivery of the Plan 2021/25 on a 6-monthly basis to the Corporate Equalities Group and annually to the Policy and Resources Committee</p>	<p>Various Service Managers from across the Council</p>	<p>Funded from existing budgets, together with other funding sources including NHSGGC, the IS and the Scottish Government</p>
CA8	<p>New Ways of Working project</p> <p>a) Hybrid working b) Campus estate</p>	<p>A small multi-disciplinary team was created in January 2022 for an initial period of 18 months. The team is progressing with a review of the Greenock Campus offices, considering potential efficiencies in the use of office space linked to the implementation of hybrid working and greater use of ICT. This represents the first phase which if successful may lead to further phases.</p>	<p>The Council is viewed as an employer that continually transforms how we work, taking account of digitalisation, hybrid working and changes to property requirements, ensuring our workforce is equipped to respond to the increasing pressures and challenges that lie ahead.</p> <p>Achievement of the high level saving target set by the CMT of £60,000/ year by 2023/24.</p>	<p>Implementation of the Council's Hybrid Working Strategy, reviewing at key stages of the 12 month pilot period (3mth and 6mth review) – by May 2023</p> <p>Approved business case for Phase 1 – by May 2022</p> <p>Review of the Greenock Campus, identifying and having agreed, potential office space efficiencies – July 2022.</p> <p>Supporting the roll out of MS Teams and any other technology advances – ongoing.</p>	<p>Approval of the project business case.</p> <p>Feedback from established governance structure, i.e. project board, CMT, relevant Committee</p> <p>Feedback from pilot reviews, e.g. hybrid working.</p>	<p>Service Manager – People & Change Management</p>	<p>Up to £300,000 has been allocated from an existing earmarked reserve</p>

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
CA9	Improvement planning	<p>The Council and HSCP have purchased a new performance management system (Pentana) to support more robust performance management and reporting across both organisations.</p> <p>The Directorate uses a range of self-evaluation models as well as benchmarking and customer satisfaction data to inform planning however the improvement activity is not co-ordinated centrally within the Directorate.</p>	<p>Real time performance information drives performance management with reporting of performance against targets, key objectives and outcomes.</p> <p>There is a Directorate wide overview of planned self-evaluation and improvement activity in the short – medium term.</p>	<p>Full implementation of new system (May 2022)</p> <p>Uploading of initial plans and key performance data (June 2022)</p> <p>First phase of system training for relevant members of staff (August 2022)</p> <p>Establish a 3 year self - evaluation framework for the Directorate (August 2021)</p> <p>Progress in the delivery of self-evaluation improvement actions is monitored via Pentana.</p>	<p>Pentana is fully implemented and used to report performance on a range of plans and PIs. The system is actively used by officers and managers to manage performance.</p> <p>First phase of training complete. Staff feel confident in using the system.</p> <p>Framework established and any gaps in our self-evaluation processes are identified. Improvement actions for the Directorate are joined up where appropriate.</p>	Service Manager- Corporate Policy, performance and Partnership	Within existing resources
CA 10	Review of Strategic Planning and Performance Management Framework	The current Strategic Planning and Performance Management Framework which incorporates: Corporate Plan (2019-22); the LOIP (2017-22) and CDIPs (2019-22) have all been extended for one further year.	A new streamlined SPPMF and have agreed priorities for the LOIP/Council and service Plans, and new plan templates in place.	<p>Agreement from CMT and approved by P&R Committee as to adopting LOIP priorities for Inverclyde Council. (One Plan) September 2022</p> <p>A template for service planning is agreed by P&R Committee September 2022</p>	There will be an agreed SPPMF and associated strategic and service plans approved for the appropriate time frame, by Alliance Board in March 2023 and Policy and Resources Committee in March 2023.	Service Manager- Corporate Policy, performance and Partnership	Staff and partner time within existing resources

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
				Work with the Alliance Board to agree timeframes and strategic priorities for the next LOIP, including undertaking community engagement and consultation. October 2022			
CA 11	Health and Safety	A range of existing policies and procedures are in place to support health and safety activity and response across the Council. Policies and procedures require review in light of new ways of working and lessons learned from the pandemic.	Comprehensive review Health and Safety plan and policies in light of COVID-19 A new Health and Safety strategy and plan created which identifies areas of priority focus across the Council.	Scoping exercise with services to determine service priorities and risk areas in relation to health and safety. April/May 2022. Develop a 3 year Health and Safety Plan to be agreed by CMT July 2022	Plan agreed at CMT and Policy and Resources committee. Service targets in the health and safety plan to be monitored by the Corporate H&S Committee	Service Manager - Corporate Communications	No costs identified
CA 12	Participatory Budgeting (PB)	A PB model for Inverclyde has been developed and approved by Policy and Resources Committee in February 2020. The new model has been used to inform projects funded through the Council's Anti-Poverty Fund in 2020/21 and a pilot PB exercise on	Continue to implement Participatory Budgeting so that 1% target is met PB is fully embedded and valued as a way of planning service delivery that is based on community involvement.	Work with services to plan for appropriate PB exercises to be carried out in 2022/23. 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	Framework for the implementation of PB in place. More Council services will use PB as a tool for involving local communities in decision-making.	Head of Culture, Communities and Educational Resources	Met from existing budgets

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
		aspects of the roads asset management plan (RAMP).		authorities across Scotland. Continued awareness-raising and development sessions with Elected Members, Council services, 3rd sector organisations and communities.			
CA 13	Review of Assets - Inverclyde Leisure and Self-Managed Community Hubs	<p>The assets managed by Inverclyde Leisure currently consist of the Leisure estate; community facilities and town halls; Parks pitches and the athletics stadium.</p> <p>The estate is maintained on an ongoing basis and usage monitored. Due to the significant financial challenges ahead; the cost of ongoing maintenance; replacement of facilities and also the requirement to meet net zero criteria a review of the estate is needed</p>	A full review of the leisure estate and self- managed hubs has been undertaken taking into account usage, social value, financial operating of facilities and cost of ongoing maintenance and replacement. This review informs recommendations to elected members as part of future budget considerations.	<p>A working group will be set up to consider the usage, social impacts and all associated costs linked to the leisure estate managed by IL.</p> <p>February / April 2022</p> <p>A report will be collated with officer recommendations and this will feed into the budget process for 2023/24 onwards by end September 2022.</p>	<p>Report has been collated and submitted via appropriate governance channels.</p> <p>Officer recommendations are in place for consideration as part of the budget process.</p>	<p>Head of Culture, Communities and Educational Resources</p> <p>Services Manager - Community Learning and Development Community Safety and Sport</p>	Undertake review of assets managed by Inverclyde Leisure and Self-managed Community Hubs
CA 14	Anti-Poverty Initiatives	Structures are in place to implement and monitor the anti-poverty initiatives. All projects are being implemented and 6 monthly monitoring reports are presented to the Policy and Resources Committee.	<p>All projects are achieving the milestones as set out in the project plans.</p> <p>Outcomes from the projects are visible and reported to elected members.</p>	All projects / initiatives will be concluded by November 2023, with some concluding earlier.	Regular meetings of the implementation group and the strategic overview group take place, with appropriate monitoring reports submitted to the CMT and Policy and Resources Committee	Head of Culture, Communities and Educational Resources	£1.08m for the life of the fund.

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
CA 15	Community Safety Strategic Assessment and Action Plan	A Strategic Assessment has highlighted the key issues for the Inverclyde Council Community Safety Partnership to address in order to reduce crime and anti-social behaviour (ASB) in the area.	Develop and implement a 3 year action plan, so that the responses to the recommendations in the Strategic Assessment are monitored and measured closely.	Evaluation of the outcomes achieved, including the views of residents, obtained through regular engagement during the three-year period. Annual reports on progress to the Inverclyde Alliance and the Police and Fire Scrutiny Committee.	Regular monitoring by the Community Safety Strategic Group.	Head of Culture, Communities and Educational Resources Services Manager - Community Learning and Development Community Safety and Sport	Being met from existing resources.
CA 16	The Community Empowerment (S) Act	A cross-service asset transfer management group has been established, chaired by the Head of Culture, Communities and Educational Resources. There is a significant web presence to guide applicants through the process of asset transfer. The service will provide a single-point of contact for groups to access support and guidance on applications.	There is a clear mechanism in place to support groups who wish to pursue asset transfers. Regular reports are provided to the Education and Communities Committee on the progress of each application. Groups feel supported by the Council in their asset management applications and are clear on next steps.	An action plan was agreed by the Policy and Resources Committee in March 2022 which sets out the ongoing areas for improvement.	Quarterly monitoring reports to the Education and Communities Committee.	Head of Culture, Communities and Educational Resources Services Manager - Community Learning and Development Community Safety and Sport	Met from existing resources.

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref No:	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
Cross Directorate Improvement Actions							
CD1	Tourism and events	Funding agreement to support tourism, events (Meliora) and Glasgow city region tourism marketing as part of council recovery plans	Tourism development in the area has a higher profile, Inverclyde place marketing co-ordinated around the 'discover Inverclyde' call to action, Meliora events delivered successfully and Inverclyde plays its part in city region tourism activity and marketing.	Over the next two years, increase in the number of places where the 'discover Inverclyde' call to action is promoted; more venues promoting through the discover Inverclyde assets and linking with Visit Scotland including the national accreditation scheme. Either a city region marketing campaign delivered in 2022/23 or a local campaign delivered. Meliora events delivered in May and June 2022.	More businesses and venues will be using the 'discover Inverclyde' call to action and promoting through the discover Inverclyde assets. More businesses will be using the Visit Scotland accreditation scheme. A city region marketing campaign (or local marketing campaign) will be delivered in 2022/23 Meliora events have been delivered in May and June 2022.	Service Manager - Corporate Communications	Tourism recovery funding - £220K Tourism recover Outdoor festival (Meliora) £350K
CD2	Communication Strategy	The existing Communications Strategy in place was agreed by the Policy and Resources Committee on 21 March 2017	A refreshed Communications Strategy with a wider scope agreed by Council or Policy and Resources Committee.	Scoping exercise and engagement with services March/April 2022 Creating of draft communications strategy to CMT May/June 2022 and, subject to agreement, to Council or Policy and Resources Committee in 2022 (date to be confirmed)	A Communications Strategy with a wider scope than the existing one is agreed at the council's policy and resources Committee or Council in 2022.	Service Manager - Corporate Communications	No costs identified at the moment and subject to scoping exercise.
CD3	Historic links to slavery	Historical links to slavery working group formed and met throughout 2021. A final report and recommendations (a reparatory plan) was	The working group now needs to become an advisory group overseeing the work of 5 subgroups working on the Gourock coat of arms; a	Subgroups to be set up to carry out the work and report in to main advisory group on progress.	Gourock coat of arms will have been dealt with in an appropriate way on a case by case basis;	Head of Culture, Communities and	£40K from Ear Marked Reserves for Repopulation set aside.

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

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		approved by Education and communities Committee in Jan 2022.	<p>heritage trail; further research; a steering group to celebrate Black History Month; and an inclusive curriculum.</p> <p>Implement the recommendations from the report on Inverclyde's Historic Links to Slavery</p>		<p>A heritage trail along with an abolitionist plaque and exhibition will be available and promoted as part of discover Inverclyde;</p> <p>Further research on the subject will have taken place and made available to residents and visitors; A festival of events and activities programmed for Black History Month in Oct 2022.</p> <p>Education practitioners participate in professional learning; resource produced and shared with schools; staff supported to use resources; materials in use.</p>	Educational Resources	

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Service Improvement Actions							
EDUCATION SERVICES							
ED1	Scottish Attainment Challenge (SAC) refresh Plan	The Scottish Attainment Challenge Refresh Plan Year 1 Draft has been approved by Education & Communities Committee – awaiting Framework	Scottish Attainment Challenge Refresh Year 1 Plan complete with agreed National/Local Aims submitted to Scottish Government – June 2022. Implementation of plan, April 2022 – June 2023	June 2022	Plan in final draft agreed by Education & Communities committee and submitted to Scottish Government	Attainment Challenge Project Lead	
	Data	An increased use of data to set targets and inform next steps and improvement	Sustainable model of data collection and interrogation supported by quality Career Long Professional Learning (SEEMiS/Data Officer)	April 2022 – June 2023	Bi annual reporting Framework – Targets achieved by June 2023	Attainment Challenge Project Lead	
	Recovery Curriculum	A recovery curriculum is in place to ensure that the needs of all learners are met and that there are opportunities to fill learning gaps due to COVID-19	Continue to review and embed the range of interventions focused on closing the poverty-related attainment gap. Gap reduced to pre-Covid-19 Levels	June 2023	Data Drops X 3 Recovery Associate interventions Education Officer discussions with HTs	SEEMiS Officer Data Officer Attainment Challenge Project Lead EOs	
	Family Learning	Parents are enabled to better support their children in Literacy, Numeracy and Health and Wellbeing	Continue to support and establish family learning programmes and to support parents	June 2023	Data Drops X 3 Recovery Associates X 4 Education Officer discussions with HTs	Attainment Challenge Project Lead Education Officers Recovery Associates X 4	
					Parents feel more supported	Attainment Challenge Project Lead	

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Ref No	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there? (Including timescale)	How will we know we are getting there?	Who is responsible	How much will it cost?
	Quality First Learning & Teaching	Coaching Modelling Officers / Career Long Professional Learning targeted to support improvements in Quality First Learning & Teaching	Quality First Learning & Teaching Toolkit created with support available to improve processes of Learning, Teaching & Assessment	December 2022	Toolkit developed and supporting improvements in processes	Attainment Challenge Project Lead, Coaching Modelling Officers, Attainment Adviser	
ED2	Early Years 1140 hours	<p>The expansion programme for 3 and 4 year olds is complete.</p> <p>Next phase of expansion programme is:</p> <ul style="list-style-type: none"> An increase in the cohort of 2 year olds eligible for funded childcare. A new entitlement for funded childcare for 1 year olds. 	<p>A robust plan is in place to implement the next phase of the expansion programme for children aged 0 – 2 years.</p> <p>High quality provision for children aged 0 -2 years is in place in local authority and Private, voluntary or independent settings.</p>	<p>A local plan will be developed from Scottish Government legislation and guidance.</p> <p>The strategic working group will be re-established to develop and implement the local plan.</p> <p>This phase will be implemented during the course of the current parliament.</p>	<p>A clear timeline and staging posts will be developed from the guidance when it is issued.</p> <p>The required number of places for children aged 0 – 2 years are available.</p> <p>The strategic group will monitor progress.</p> <p>Regular updates will be provided to Scottish Government.</p>	Education Manager	It is expected that this phase will be fully funded (capital and revenue) by Scottish Government.

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref No	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there? (Including timescale)	How will we know we are getting there?	Who is responsible	How much will it cost?
ED3	Affordable Childcare - School Aged Childcare	<p>There is limited school aged childcare across Inverclyde.</p> <p>Inverclyde Council participated in the Scottish Government's pilot of Affordable Childcare.</p>	<p>A robust plan is in place to implement Scottish Government's Strategic Framework for School Aged Childcare.</p> <p>Affordable, school aged childcare is in place across all localities in Inverclyde.</p>	<p>A local plan will be developed from Scottish Government legislation and guidance.</p> <p>A strategic work group (Community Learning & Development, Education, Finance, Human Resources, and Property Services) will be established to develop and implement the local plan.</p> <p>It is anticipated that the first phase will be implemented during the course of the current parliament.</p>	<p>A clear timeline and staging posts will be developed from the guidance when it is issued.</p> <p>There is an increase in the availability of affordable, school aged childcare across all localities in Inverclyde.</p> <p>The strategic group will monitor progress.</p> <p>Regular updates will be provided to Scottish Government.</p>	Education Manager	It is expected that this phase will be fully funded (capital and revenue) by Scottish Government
ED4	Digital strategy	<p>A Digital Learning Strategy has been approved and Education Services continues to move forward with infrastructure and hardware upgrades.</p> <p>New style ActivPanels will have been installed in all schools by April and ongoing refresh scheduled.</p> <p>The ICT service has agreed on a review of school Wi-Fi</p>	<p>All schools making use of new style ActivPanels alongside ongoing training/support to enable practitioners in using boards to enhance Teaching and Learning.</p> <p>School Wi-Fi is easier to access via networked</p>	<p>Delivery of ongoing training and support for ActivPanels.</p> <p>Staff/pupil consultation on Bring Your Own Devices needs (June 22) followed by Digital Education Officer working with Information Technology to design new Bring Your Own Devices process. (Oct 22)</p>	<p>Staff training engagement numbers.</p> <ul style="list-style-type: none"> • Completion of Bring Your Own Devices consultation. • Progression of planning process • Implementation of new Bring Your Own Devices access process. 	<p>Digital Education Officer</p> <p>Information Technology Service</p>	<p>ActivPanels: £700,000 to replace existing whiteboards £1.15 million for refresh of ActivPanels over a 7 year period.</p>

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref No	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there? (Including timescale)	How will we know we are getting there?	Who is responsible	How much will it cost?
		<p>accessibility as well as an approach to upgrading / refreshing teacher and pupil devices to bridge the gap between the current situation and the Scottish Government's commitment to providing all pupils with a device. Guidance is awaited from the Scottish Government around how/when this will take place.</p> <p>Pilot of St Columba's Remote Learning classroom is now nearing conclusion.</p>	<p>devices as well as staff/pupil personal devices via Bring Your Own Devices. Schools provided with devices and/or device upgrades to meet their needs until the national 1:1 device initiative takes effect.</p> <p>Provision of a broadly available Remote Learning solution to enable the remote delivery of multiple Senior Phase courses.</p>	<p>Digital Education Officer to consult Heads of Establishments on their upgrade and/or device requirements followed by commencement of upgrade/refresh programme. (Time TBC)</p> <p>Review of Remote Learning trial and planning of 22/23 approach by May.</p>	<ul style="list-style-type: none"> Provision of input from schools re upgrade/refresh needs. Commencement of upgrade/refresh programme. <p>Decision made on and completion of planning for Remote Classroom approach for 22/23.</p>		<p>Bring Your Own Devices: TBC</p> <p>Refresh/Upgrades : £350k p/a</p> <p>Remote Classroom: TBC</p>
ED5	Senior phase	<p>A review of the senior phase in partnership with the Association of Directors of Education Scotland (ADES) and Education Scotland has been carried out, highlighting areas of strength and for improvement. A Senior Phase Action plan will now be updated in light of the review report.</p>	<p>A refreshed offer in the Senior Phase, which offers greater flexibility for schools to plan appropriate pathways to post school destinations.</p>	<ul style="list-style-type: none"> Working groups established to explore key themes. Training for school staff on curriculum design. Looking outwards at other local authority offer. Working more closely with partners to allow a broader and more flexible offer. 	<p>Changes to curriculum offer in the Senior Phase – showing a greater range of choice.</p> <p>Continued high levels of young people entering a positive destination – but with a view to seeing this increase the participation measure on sustained positive destination.</p>	<p>Head of Education and Education Officer (Senior Phase)</p>	

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref No	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there? (Including timescale)	How will we know we are getting there?	Who is responsible	How much will it cost?
				<ul style="list-style-type: none"> Pupil, parent and employers voices. 			
ED6	National review of curriculum and qualifications	The Scottish Government commissioned a number of review reports on Scottish Education: Organisation for Economic Cooperation and Development on Curriculum for Excellence and Assessment and Qualifications, Ken Muir's education reform consultation. These reports have all now been published and plans to implement recommendations are now in place.	<p>Fully engage in discussions with the Scottish Government on the review of the curriculum and qualifications.</p> <p>Provide staff, young people and parents with the opportunity to be part of these discussions.</p>	<p>Officers will participate in national working groups and ensure the necessary actions that need to be taken locally are implemented.</p> <p>Professional learning opportunities will be organised to allow staff to develop their knowledge of curriculum design, pedagogy</p>	<p>All stakeholders will be aware of the developments that are taking place in education.</p> <p>All stakeholders will feel that they have had the opportunity to share their views on the future of education.</p> <p>Staff feel more confident in their ability design and deliver a curriculum that best meets their learners.</p>	Head of Education and Education Officer (Senior Phase)	
ED7	Children's mental health and wellbeing	<p>A review of the Getting it right for every child Pathway has been ongoing, through the Children's Service Plan (20-23).</p> <p>Trauma informed training, created by Kibble School/Inverclyde Educational Psychology Service and Lomond View</p>	<p>The Getting it right for every child Pathway will have clearer guidance for practitioners regarding processes of Wellbeing Assessment and Planning at both single and multi-agency levels.</p> <p>A systematic implementation of trauma informed practice training and ongoing support will be available across all agencies to ensure that</p>	<p>By the end of the current Children's Service Plan planning cycle in 2023.</p> <p>The newly Trauma Informed Implementer will work with staff from the Health and Social Care Partnership, Educational Psychology and the</p>	<p>Revised guidance on multi-agency and single agency assessment and planning will have been created and rolled out to staff.</p> <p>All staff, identified across the local authority as part of the implementation plan, will have been training at an appropriate level. There will be clear</p>	<p>Priority Lead 1 Chief Social Work Officer</p> <p>Trauma Informed Implementer (to be appointed)</p>	<p>No cost attached.</p> <p>£50,000 (from Scottish Government)</p>

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref No	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there? (Including timescale)	How will we know we are getting there?	Who is responsible	How much will it cost?
		<p>Academy is being rolled out across agencies.</p> <p>A Community Mental Health Strategy has been in place in Inverclyde since 2020.</p>	<p>Inverclyde is a trauma informed organisation.</p> <p>Further roll out of the Community Mental Health Strategy to ensure that there is:</p> <ul style="list-style-type: none"> • A single point of access for service users. • An increase in community resources, through the 3rd sector, to meet needs. • A clear agenda to use the voices of service users to further develop the strategy. 	<p>Scottish Attainment Challenge to further develop multi-level training and coaching processes. This will roll out across 2022-23.</p> <p>The governance around the project will ensure that the comprehensive plan created, and approved by the Scottish Government will be implemented. An interim report on the project will be submitted to the Scottish Government in July 2022 and a final one in January 2023.</p>	<p>evidence that this training is being used and is impactful.</p> <p>Ongoing 6 and 12 monthly reports to the Scottish Government evidencing actions and impact.</p>	<p>Priority Lead 2 Laurence Reilly (Principal Educational Psychologist)</p>	<p>£192,000 grant from the Scottish Government and the use of £48,000 underspend from the 21-22 budget.</p>
CULTURE, COMMUNITIES AND EDUCATIONAL RESOURCES							
CC&ER1	Active Inverclyde	<p>A strategy document has been developed and approved by Inverclyde Alliance with four key outcomes.</p> <p>Strategic Steering Group has been established and the Action Plan is now in development with involvement from partners including Sport Scotland, HSCP and Inverclyde</p>	<p>Levels of participation in physical activity and sport in Inverclyde increases and health outcomes are improved.</p> <p>Active Inverclyde is used by all partner organisations to provide direction on improving physical activity and sport in Inverclyde.</p>	<p>A high level action plan is agreed by all partners by summer 2022.</p> <p>Launch event(s) on the strategy are planned and delivered as part of activities in late summer 2022</p>	<p>Regular monitoring reports to Inverclyde Alliance, and Education and Communities</p>	<p>Head of Culture, Communities and Educational Resources</p> <p>Service Manager - Community Learning and Development, Community</p>	<p>To be contained within current revenue budgets.</p>

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref No	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there? (Including timescale)	How will we know we are getting there?	Who is responsible	How much will it cost?
		Leisure, CVS Inverclyde; and Sport Inverclyde.	Six monthly reporting by the Strategic Steering group is provided to Inverclyde Alliance.			Safety and Sport / Team Leader Youth and Sport / Active Inverclyde Strategic Steering Group	
CC&ER2	Physical activity and sport pilot	<p>Barriers to participation in physical activity and sport for young mothers and vulnerable females have been identified. A target locality has been identified as East and Central.</p> <p>An action plan has been developed and agreed with sportscotland.</p> <p>Staff are now working with agencies to identify participants.</p>	<p>Implement the pilot programme of physical activity and sport for young mothers and vulnerable females in Greenock and East and Central.</p> <p>Levels of participation in physical activity improve for those involved in the project.</p> <p>Project action plan agreed and implemented</p>	<p>Launch event(s) Consultation and Engagement Plan developed</p> <p>June 2022</p>	<p>Ongoing evaluation of the programme through participant feedback</p> <p>Improved levels of participation amongst target group.</p> <p>Health outcomes are improved.</p>	<p>Service Manager - Community Learning and Development Community Safety and Sport</p> <p>Active Inverclyde Strategic Steering Group (sub-group)</p>	<p>To be contained within current revenue budgets, and additional funding from sportscotland and to be identified</p>
CC&ER3	Review of school meal provision	<p>The uptake of school meals has declined, particularly in secondary schools.</p> <p>Local and national consultations have been undertaken, together with discussions at Clyde Conversations, to ascertain</p>	<p>To provide a nutritional, substantial meal that is value for money for pupils.</p> <p>Reduce the food waste in kitchens and queues/waiting time for pupils to be served</p> <p>Consider the pre-ordering of food to guarantee choice.</p>	<p>Complete the evaluation of provision with young people - End of school year 2021/22</p> <p>Identify the barriers to young people attending and evaluate possible initiatives to enhance the user</p>	<p>Reduction in food waste</p> <p>Pupils report increased satisfaction with experience</p> <p>Increase in uptake of school meals – especially in the secondary sector.</p>	<p>Head of Culture, Communities and Educational Resources</p>	<p>If digital solutions for pre-ordering are needed then there will be potential</p>

APPENDIX 3: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref No	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there? (Including timescale)	How will we know we are getting there?	Who is responsible	How much will it cost?
		<p>aspects that the young people would like to see improved and would increase uptake.</p> <p>Good practice visits have been conducted in school kitchens.</p>	Increased uptake of free school meals	experience from August 2022 onwards in pilot schools.			'spend to save'

APPENDIX 3: Education, Communities and Organisational Development Key Performance Indicators 2022/23

Key performance measures	Performance				Target 2021/22	Target 2022/23	Commentary
	2018/19	2019/20	2020/21	2021/22			
The percentage of performance appraisals completed in the year and the individual development plans agreed	97%	92%	92%		90%	90%	20/21 performance appraisals return date was extended to March 2022 and covers an 18 month period from Oct 20).
Equal opportunities: % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers) (CORP 3b) sources: LGBF Annual Return	58.67%	59.9%	62.4%	Service collating data	52.5%	N change	2021/22 benchmarking data will not be available until January 2023. In 2020/21, Inverclyde had the 4 th highest % of females in top 5% of earners.
Libraries - total number of visits source: Libraries and Museums Records; Inverclyde Performs	671,212	682,714	529,804	540,418	450,000	541,000	Visits to libraries includes physical visits, eResources, website, Facebook and twitter
Number of visits to/usages of council-funded or part funded museums source: Libraries and Museums Records; Inverclyde Performs	57,076	42,277	48,146	84,854	25,000	50,000	Visits to the museum also includes online visits as above
Number of adult learners achieving core skills qualifications (KPI 17) source: CLD	261	314	64	Service collating data	80	To be advised	
Number of adult learners improving their literacies (KPI 18) source: CLD	750	421	148	Service collating data	300	To be advised	
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing and talking and listening) <i>West Partnership Critical Indicator</i>	75.7%	Not available	67.9%*	Due August 2022	75%	75%	There was no collation of data in 2019/20

APPENDIX 3: Education, Communities and Organisational Development Key Performance Indicators 2022/23

Key performance measures	Performance				Target 2021/22	Target 2022/23	Commentary
	2018/19	2019/20	2020/21	2021/22			
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in numeracy <i>West Partnership Critical Indicator</i>	82.2%	Not available	74.5%	Due Aug 2022	82%	82%	There was no collation of data in 2019/20
% of S3 pupils achieving third level or better in literacy (based on reading, writing and talking and listening) <i>West Partnership Critical Indicator</i>	91.2%	Not available	Not available	Due Dec 2022	91%	91%	Nationally, there was no collation of data in 2019/20 and 2020/21
% of S3 pupils achieving third level or better in numeracy <i>West Partnership Critical Indicator</i>	91.9%	Not available	Not available	Due Dec 2022	89%	89%	Nationally, there was no collation of data in 2019/20 and 2020/21
% of S3 pupils achieving fourth level or better in literacy (based on reading, writing and talking and listening) <i>West Partnership Critical Indicator</i>	38%	Not available	Not available	Due Dec 2022	45%	45%	Nationally, there was no collation of data in 2019/20 and 2020/21
% of S3 pupils achieving fourth level or better in numeracy <i>West Partnership Critical Indicator</i>	50.3	Not available	Not available	Due Dec 2022	45%	45%	Nationally, there was no collation of data in 2019/20 and 2020/21
% of leavers achieving 1 or more awards at SCQF Level 6 or better <i>West Partnership Critical Indicator</i>	72.1%	74%	75.2%	Due August 2022	70%	70%	West Partnership 2019/20 70.4% National 2019/20 68.2%
% of leavers achieving 5 or more awards at SCQF Level 6 or better <i>West Partnership Critical Indicator</i>	36.9%	38.3%	37.7%	Due August 2022	36%	36%	West Partnership 2019/20 42.1% National 2019/20 40.2%
% of leavers achieving SCQF Level 5 or better in literacy <i>West Partnership Critical Indicator</i>	86.2%	87.2%	89.2%	Due Dec 2022	86%	86%	West Partnership 2019/20 83.1% National 2019/20 81.8%
% of leavers achieving SCQF Level 5 or better in numeracy <i>West Partnership Critical Indicator</i>	72.7%	75.5%	75.6%	Due Dec 2022	76%	76%	West Partnership 2019/20 70.8% National 2019/20 71%

APPENDIX 3: Education, Communities and Organisational Development Key Performance Indicators 2022/23

Key performance measures	Performance				Target 2021/22	Target 2022/23	Commentary
	2018/19	2019/20	2020/21	2021/22			
% Attendance rates: <ul style="list-style-type: none"> primary schools secondary schools additional support needs schools source: SEEMIS	94.2%	92.3%	94.2%	Due Aug 2022	90%	95%	National 2018/19 94.5%
	89.8%	89.4%	89.9%		85%	92%	National 2018/19 90.7%
	91.5%	89.2%	91.4%		80%	92%	National 2018/19 90.1%
Exclusion rate per 1,000 pupils: <ul style="list-style-type: none"> primary secondary additional support needs looked after children – primary looked after children – secondary looked after children – ASN source: Insight 				Due Aug 2022			
	3.2	0.4	1.1				
	40.0	34.6	27.5				
	93.0	37.2	15.5				
	27	0	0				
	277.2	270.8	89.9				
	166.7	266.7	0				

Report To:	Policy & Resources Committee	Date:	21 June 2022
Report By:	Interim Director of Finance & Corporate Governance	Report No:	FIN/34/22/AP/LA
Contact Officer:	Alan Puckrin	Contact No:	01475 712223
Subject:	Refresh of the Delivering Differently Programme		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on the current position of the Council's Delivering Differently Programme and to seek approval for the addition of new projects and associated actions.

2.0 SUMMARY

- 2.1 The Council approved the creation of a Delivering Differently Programme in 2017. The Delivering Differently Programme represented the key change projects being undertaken by the Council which would generate specific reports going to relevant Committees and an annual update to the Policy & Resources Committee.
- 2.2 Significant progress has been made in reducing the number of projects over the last 2 years and the latest approved Programme is attached as Appendix 1 where it can be seen that there are further projects which are effectively complete.
- 2.3 The Corporate Management Team have developed further projects which it would be proposed to add to the Programme. Appendix 2 summarises the proposed new Delivering Differently Programme. These are a combination of cost avoidance, savings, pressures and changes to the way the Council operates. A pro forma is attached for all of the proposed and existing projects to give some context for Members, these are attached in Appendix 3.
- 2.4 The majority of the Delivering Differently Programme contains areas where working with the Trades Unions is required and this is carried out a summary level with the JBG and at a project level with identified TU contacts.
- 2.5 It should be noted at this point in time the Delivering Differently Programme includes a number of projects being progressed by the HSCP. There is a requirement to review the Council/IJB interaction as part of the overall Council Budget process however it is proposed to leave the HSCP projects on the Programme pending the outcome of the budget process review.
- 2.6 Previously the Committee has granted approval for the Chief Executive to carry out voluntary severance trawls where it was believed that this would inform the recommendations in any project, This was always on the understanding that any decisions regarding the release of employees would be taken by the relevant Committee. That approval is sought again for the expanded Programme.
- 2.7 Once the Programme is approved all projects will be included in the refreshed CDIPs with updates on specific projects going to the relevant Committee whilst the annual update of the Programme will be presented as normal to the November Policy & Resources Committee.

2.8 Finally, whilst the Delivering Differently programme contains a number of significant projects which will generate proposals to either help reduce cost pressures or deliver savings the programme is not expected to make a major contribution to addressing the overall estimated 2023/25 funding gap. Therefore either further projects will need to be identified alongside a large number of savings proposals. This will be covered in more detail as part of a 2023/26 Budget Strategy paper to Committee in August.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note the position of the current Delivering Differently Programme and after reviewing the pro forma in Appendix 3 confirm the refreshed Programme contained in Appendix 2.
- 3.2 It is recommended that the Committee agree to retain HSCP projects within the Delivering Differently Programme at this point in time pending a review of the Council/IJB Budget process due to be completed over summer 2022.
- 3.3 It is recommended that the Committee agree to delegate authority to the Chief Executive to under-take voluntary severance trawls where it was believed that this would inform the recommendations in any project, on the understanding that any decisions regarding the release of employees would be taken by the relevant Committee.
- 3.4 It is recommended that the Committee notes that a report setting out the proposed 2023/26 Budget Strategy will be presented to the next meeting of the Committee.

Alan Puckrin
Interim Director of Finance & Corporate Governance

4.0 BACKGROUND

- 4.1 The Policy & Resources Committee approved the creation of a Delivery Differently Programme in 2017. The Delivery Differently Programme represented the Councils key change projects which would be subject of individual reports to the relevant Strategic Committees and an annual report to the Policy & Resources Committee.
- 4.2 The Delivery Differently Programme is also the subject of review and discussion of the Trades Unions at the Joint Budget Group given that many of the projects have impacts on employees.
- 4.3 Good progress has been made in the last 2 years in completing projects and the CMT are proposing the addition of a number of projects to the Programme in light on the significant estimated funding gap and funding pressures faced by the Council over the period 2023/26.

5.0 PROPOSALS

- 5.1 Appendix 1 shows the current position of the Delivery Differently Programme last reported to Members in November 2021. From this it can be seen that there are further projects which should now be dropped from the Delivery Differently Programme because they are effectively complete. This reduces the number of projects down to 9 compared to 25 in December 2019.
- 5.2 Appendix 2 contains a summary list and Appendix 3 the associated pro forma for all those projects it would be proposed to add to the Delivery Differently Programme. The new projects are generated by either requests from Committee, requests from the MBWG as part of the 2022/23 Budget or suggested reviews by CMT.
- 5.3 The majority of the Delivering Differently Programme contains areas where working with the Trades Unions is required and this is carried out a summary level with the JBG and at a project level with identified TU contacts. In addition the relevant service areas have been made aware of the potential reviews and will be kept abreast of developments as projects proceed.
- 5.4 For the 2022/23 Budget it was agreed to remove detailed consideration of pressures and savings in relation to Social Care from the Council Budget process and that a review of the effectiveness of this change in process would be carried out in the summer of 2022. This has the potential to impact on whether HSCP projects should be included in the Delivery Differently Programme but at this point in time it is proposed to retain HSCP projects in the programme pending completion of the review.
- 5.5 Once the Programme is approved all projects will be included in the refreshed CDIPs with updates on specific projects going to the relevant Committee whilst the annual update of the Programme will be presented as normal to the November Policy & Resources Committee.

6.0 IMPLICATIONS

6.1 Finance

Many of the projects in the Delivery Differently Programme have a potential financial implication either as a cost pressure, saving or in terms of cost avoidance. No targets are included at this point in time but clearly will be a key element of both the scoping of the review and also the proposals contained in reports back to the relevant Committee.

The Programme is not expected to make a major contribution to addressing the overall estimated 2023/25 funding gap. Therefore further projects will need to be identified alongside a large number of savings proposals. This will be covered in more detail as part of a 2023/26 Budget Strategy paper to Committee in August.

Financial Implications:

One off Costs

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

Annually Recurring Costs/ (Savings)

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

6.2 Legal

There are no Legal implications arising from this report.

6.3 Human Resources

Many of the projects contained in the proposed Delivery Differently Programme will have impacts on employees and as such it is key that engagement takes place at an individual project level via the designated Trades Union representative and also at a programme level with the Joint Budget Group.

Previously the Committee has granted approval for the Chief Executive to carry out voluntary severance trawls where it was believed that this would inform the recommendations in any project. This was always on the understanding that any decisions regarding the release of employees would be taken by the relevant Committee. That approval is sought again for the expanded Programme.

6.4 Equalities

Equalities

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

Relevant assessments will be carried out where appropriate as individual projects develop.

	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.
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X	NO
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(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

6.5 Repopulation

A number of projects have the potential to have an impact on the Councils repopulation agenda and this will be picked up in any reports back to the relevant Committees.

7.0 CONSULTATION

7.1 The Trades Unions via the Joint Budget Group have reviewed the pro forma in Appendix 3 whilst the potential projects have been discussed within the relevant service areas.

8.0 BACKGROUND PAPERS

8.1 None.

Delivering Differently - May, 2022

Appendix 1

Proposal		Directorate	Position May, 2022	Key Milestones	Pressure/ Saving/ Cost Avoidance/ Other	Employee impacts?	TU Contact
1/	New Ways of Working	Corporate	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 9th December to agree terms of reference and schedule of meetings. Project proposals being developed and reported to CMT May/June, 2022.	Project approval - Dec 2021 Council. Project commencement Jan 2022. Update reported to P&R later in 2022.	Saving	Yes	Robin Taggart
2/	1140 hours delivery - Workforce and Buildings COMPLETE	ECOD	1140 delivered on target date of August 2020. Agreed to smooth new funding formula for 1140 for 2022/23 onwards using prior year's underspends. Building projects linked to full implementation completed in full by early Nov 2021.	Revised 2022/23 funding announced - Late 2021	Other	Yes	Robin Taggart & Suzanne McCall
3/	Participatory Budgeting	ECOD	An update on progress on participatory budgeting was provided to the P&R Committee on 16 November 2021. It was agreed to proceed in 2022 with appropriate elements of the Roads Asset Management Plan (RAMP) subject to approval at E&R Committee. 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. A further report was submitted to the P&R Committee in February 2022. Service committees will now agree spend to apportion to PB and be provided with updates. P and R will be provided with an overview of the position on PB. It is anticipated that a report on the RAMP will be taken back to E&R and the September service committees will consider spend prior to a P and R update.	P&R June committee. Sept 2022 Service Committees	Other	No	Calum McLellan
4/	Revisions to DMR process COMPLETE	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. Working groups have progressed and agreement now reached on approaches to the Scheme of Delegation going forward which secures further empowerment for schools. Proposals approved March E&C Committee	E&C Committee - March 2022.	Other	No	Robin Taggart & Paula McEwen

5/	Inverclyde Leisure post Covid Funding Review	ECOD	The Council has set aside extra funding of £800k in 2022/23 to meet the IL projected income shortfall. This requires to be addressed in time for the 2023/24 Budget and will require a fundamental strategic review of the Leisure estate and Strategy in partnership with IL. Work has started on this review during January/February 2022	September 2022 - completion of work and options considered	Cost Avoidance/ Saving	Yes- IL	Robin Taggart
6/	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 a review is carried out in 2022/23. Currently no saving as Council sharing the costs for a Grounds Manager. Agreed with West Dunbartonshire Council to review progress post May 2022 elections. East Dunbartonshire withdrew from the Joint Committee , September,2021.	Review arrangements September 2022	Cost Avoidance/Saving	Yes	Stuart Graham/Robin Taggart
7/	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. Proposals approved by CMT.	CMT Report - February 2022. Implement by April 2023	Cost Avoidance	Yes	Robin Taggart
8/	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.	ICT to migrate by Jan 2022 and all services by Sept 2022. Telephony proposal to CMT Summer 2022	Other	No	Robin Taggart
9/	Learning Disabilities Service Review- New Build REMOVE AS MONITORED VIA CAPITAL PROGRAMME	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.	Other	No	Robin Taggart
10/	Social Transport Review COMPLETE	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.	Saving agreed as part of the 2022/23 Budget	Saving	No	Brian Gallagher & Willie Bell
11/	Home Care Review	HSCP	Programme Board established. Commissioning work continues as planned .Impact of Scottish Government winter planning monies currently being considered.	Project Board meeting six weekly. CMT paper outlining progress to go to CMT with interim report Sept 22 and final report January 23.	Pressure/ Cost Avoidance	Yes	Robin Taggart

12/	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. The tender process has just completed and we hope to make the award in time for a June commencement date. We will then proceed with the system implementation which we estimate will take 18 months to fully implement.	Update report due to IJB in August 2022 and full implementation date of late 2023. Mini comp and evaluation carried out. Legal Services in process of notifying standstill period with view to awarding and project start 1st June.	Saving/ Other	Yes	Robin Taggart
13/	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.	Longer term proposals by May 2023	Pressure/ Cost Avoidance	Yes	Veronica Rasmussen, Stuart Graham

Proposed Delivering Differently Programme

Appendix 2

	Area to be reviewed	Objective	Saving/Cost Avoidance/ Pressure	Lead Officer(s)	Employee Impacts?	Timeline
1	IJB Budget process	To review the process to determine the 2022/23 Council contribution to the IJB & agree the future process	N/A	A Puckrin/ C Given/A Stevenson	No	August, 2022
2	Participatory Budgeting Existing	To embed a participatory budget process within the Council to achieve the 1% minimum budget allocation requirement	N/A	R Binks	No	2022/23 Plans September, 2022
3	Shared Services with West Dunbartonshire Existing	To review the appetite for /benefit of continuing with current arrangements and/or investigating future arrangements.	Saving/ Cost Avoidance	L Long/S Jamieson	Yes	October,2022
4	Roads Technical Services Restructure	As the RAMP reduces then the level of fee income will reduce and there needs to be a review of the level of technical support	Cost Avoidance	S Jamieson	Yes	December, 2022
5	Trade Waste	To determine whether the Council provision is cost effective or whether an alternative model is needed.	Cost Avoidance	S Jamieson	Yes	October, 2022
6	IL Delivery Model Existing	In light of the drop off in income post Covid and the need for significant savings, a review of the estate and services delivered is required	Cost Avoidance/ Saving	R Binks	Yes (IL)	September, 2022

	Area to be reviewed	Objective	Saving/Cost Avoidance/ Pressure	Lead Officer(s)	Employee Impacts?	Timeline
7	New Ways of Working Existing	To reduce the office footprint and generate savings in light of the implementation of hybrid working	Saving	R Binks/S McNab	Yes	Initial Decisions- June P&R Pilot Review – July 2023
8	Secondary School Catering	Secondary School catering income has reduced considerably and as such a review is needed to increase uptake and/or reduce the cost base.	Cost Avoidance	R Binks	Yes	January 2023
9	Revised Property Services Structure Existing	To offset the expected reduction in fee income the CMT approved a new structure in February, 2022. This requires a VER trawl in order for the new structure to be in place by April, 2023	Cost Avoidance	S Jamieson	Yes	March, 2023
10	Attainment Challenge Funding Reduction	Funding for SAC will reduce by 80% by 2025. This will require a reduction of several dozen posts which will require close working with HR and TUs	Cost Avoidance	R Binks	Yes	August, 2023-2024
11	Community Wardens	The scope of service delivered requires to be reviewed per MBWG request as part of the 2022/23 Budget	Saving	S Jamieson	Yes	September, 2022
12	Family Support Services	Identified by MBWG as an area for review as part of the 2022/23 Budget (Homelink/ Family Support/SAC)	Saving	R Binks/ A Stevenson	Yes	Jan 2023

	Area to be reviewed	Objective	Saving/Cost Avoidance/ Pressure	Lead Officer(s)	Employee Impacts?	Timeline
13	Home Care Review Existing	HSCP have been reviewing the Care at Home service which could have significant financial implications	Pressure (for IJB)	A Stevenson	Yes	September, 2022
14	Homelessness Existing	Longer term approach to the delivery of the Homelessness Service to be developed and agreed	Pressure (for the IJB)	A Stevenson	Yes	May 2023
15	New Social Work Information System Existing	Procurement & implementation of a replacement for SWIFT	One off cost & potential saving	A Stevenson	Yes	Update report due to IJB in August 2022 and full implementation date of late 2023
16	EDRMS	To meet Information Governance requirements and support hybrid working within a modern Council, a comprehensive and corporate approach to EDRM is needed	Pressure/ Cost Avoidance	I Strachan	No	Business Plan October, 2022
17	Migration to Office 365/ Cloud Existing	Migration to the Cloud/O365 in line with the ICT Strategy. Will include move to the use of MS Teams	Cost Avoidance	A Puckrin	No	Full roll-out Aug/Sept, 2022
18	Library provision	In light of the overall financial position of the Council and potential new ways of service delivery, a comprehensive review of the library service is needed	Saving	R Binks	Yes	October 2022

	Area to be reviewed	Objective	Saving/Cost Avoidance/ Pressure	Lead Officer(s)	Employee Impacts?	Timeline
19	Employability Services	Given the estimated funding gap and the increase in ring fenced funding from the Scottish Government , a review of funding sources and delivery models is required	Saving	S Jamieson	Yes	October, 2022

1.Scoping Paper

Review Title:	Council Contribution to the IJB Budget
Directorate:	Corporate
Service:	Finance /IJB
Target (Saving/ Pressure Reduction):	Not Applicable
Review Detail:	<p>It was agreed by the P&R Committee that for 2022/23 the IJB would become more self -sufficient with the Council not funding service pressures or determining savings.</p> <p>It was agreed this approach would be reviewed as part of the start of the 2023/24 Budget process.</p> <p>The review will be undertaken by the Council and IJB Section 95 Officers and reported thereafter to the CMT/ JBG/ MBWG and then P&R Committee and IJB</p> <p>There will be no direct impact on employees.</p>
Options being considered:	There is a continuum of options from reverting to prior practice of detailed Council/Member involvement in pressures/savings to leaving the IJB to take all decisions relating to the 2023/24 Budget with the Council meeting the requirements set by the Scottish Government only.
Authorisation:	
Head of Service:	N/A
Director:	Alan Puckrin
Finance Manager:	Angela Edmiston
Date:	7.4.22

2. Scoping Paper

Review Title:	Participatory Budgeting
Directorate:	ECOD
Service:	Culture, Communities and Educational Resources
Target (Saving/ Pressure Reduction):	None
Review Detail:	N/A
Options being considered:	<p>Continuation of mainstreaming of participatory budgeting to work towards achieving the 1% framework agreement between COSLA and Scottish Government.</p> <p>Activity so far includes:</p> <ul style="list-style-type: none">• Aspects of Roads Asset Management Plan;• Budget consultation;• Grants for communities in relation to Meliora festival; and• Anti-poverty interventions. <p>Pipeline activity includes:</p> <ul style="list-style-type: none">• Discretionary grant awards through HSCP;• Green space;• Budget consultation; and• Affordable childcare <p>Services to confirm other PB activity ahead of Sep 2022 P&R.</p>
Authorisation:	
Head of Service:	Tony McEwan
Director:	Ruth Binks
Finance Manager:	Mary McCabe
Date:	20 May 2022

3. Scoping Paper

Review Title:	Shared Services with West Dunbartonshire
Directorate:	ERR
Service:	Various
Target (Saving/ Pressure Reduction):	Saving/Cost avoidance (Depending on outcome)
Review Detail:	<p>The Council has sought to develop a shared services model with West Dunbartonshire Council and East Dunbartonshire Council over a number of years. To date the focus has been on Roads, Grounds, Waste and Audit Services.</p> <p>Late last year East Dunbartonshire indicated their desire to withdraw from shared service activity and there has been limited success in agreements with West Dunbartonshire delivering only on sharing staff to service manager level.</p> <p>Unfortunately whilst Inverclyde Council has been a willing partner there has been limited success in achieving cost efficiencies, workforce resilience or indeed the management savings previously identified. The review will consider the merits in continuing to pursue a shared service agenda.</p>
Options being considered:	The options are to continue with a shared service agenda in its limited form, to expand it or indeed stop it all together.
Authorisation:	
Head of Service:	Gail MacFarlane
Director:	Stuart Jamieson
Finance Manager:	Matt Thomson
Date:	19/04/2022

4. Scoping Paper

Review Title:	Roads Technical Services
Directorate:	ERR
Service:	Roads
Target (Saving/ Pressure Reduction):	Cost Avoidance
Review Detail:	<p>The Council has made significant investment over a protracted period in the Roads Asset Management Plan and with this investment a number of technical staff have been employed or existing staff have been regraded for increased responsibility to deal with this increased workload.</p> <p>A number of savings have been taken in recent budget rounds against the RAMP budget and this review is required to ensure that the technical service is sized to reflect the changes in budget.</p> <p>To date there has been limited consultation with Trade Unions. Greater clarity on internal & external funding levels in the medium term will be needed in order to complete this review.</p>
Options being considered:	Ensure that the roads technical service is sized to meet the demands placed upon it as part of the reduction in the RAMP budget and ensure that external funding opportunities are reflected in this sizing.
Authorisation:	
Head of Service:	Gail MacFarlane
Director:	Stuart Jamieson
Finance Manager:	Matt Thomson
Date:	24.4.22

5. Scoping Paper

Review Title:	Trade Waste
Directorate:	ERR
Service:	Environmental Services
Target (Saving/ Pressure Reduction):	Cost Avoidance
Review Detail:	The Council currently provides a trade waste service to the business and charity sector within Inverclyde.
Options being considered:	The review will consider whether it is feasible for the Council to deliver a service on a cost recovery basis.
Authorisation:	
Head of Service:	Gail MacFarlane
Director:	Stuart Jamieson
Finance Manager:	Matt Thomson
Date:	19/04/2022

6. Scoping Paper

Review Title:	IL Delivery Model
Directorate:	ECOD
Service:	Culture Communities and Educational Resources
Target (Saving/ Pressure Reduction):	Cost avoidance/saving
Review Detail:	The assets managed by Inverclyde Leisure currently consist of the Leisure estate; community facilities and town halls; Parks pitches and the athletics stadium. The estate is maintained on an ongoing basis and usage monitored. Given the significant financial challenges ahead, the cost of ongoing maintenance and replacement of facilities and also the requirement to meet net zero criteria a review of the estate is needed. ILs ability to return to pre-Covid levels of income on an on-going basis will also be considered.
Options being considered:	A full review of the leisure estate will be undertaken taking into account usage, social value, financial operating of facilities and cost of ongoing maintenance and replacement. This review will inform recommendations to elected members as part of future budget considerations.
Authorisation:	
Head of Service:	Tony McEwan
Director:	Ruth Binks
Finance Manager:	Mary McCabe
Date:	8.4.22

7. Scoping Paper

Review Title:	New Ways of Working
Directorate:	Education, Communities, Organisational Development
Service:	Cross cutting – Phase 1 (Greenock Campus)
Target (Saving/ Pressure Reduction):	Saving A high level saving target of £60,000 by 2023/2024 has been approved by the Council.
Review Detail:	<p>The project aims to develop and implement new modern ways of working within the Council, taking account of property and technological requirements as well as enhancing opportunities to work remotely. The project has an initial timescale of 18 months (Phase 1) to progress potential efficiencies in the use of office space linked to the implementation of hybrid working and greater use of ICT. Phase 1 will concentrate on the Greenock Campus.</p> <p>The majority of the Council’s operational office space is contained within the Greenock Campus which comprises of the main Municipal Buildings, Drummer’s Close, Wallace Place and the James Watt building. The Greenock Campus has a headcount of approximately 500 employees. The project aims to explore whether an opportunity exists to propose the closure of a building within the Greenock Campus.</p> <p>The project will be undertaken by a small multi-disciplinary team for an initial 18 month period. Our trade union colleagues will be involved in the project.</p>
Options being considered:	Identify potential efficiencies in the use of office space within the Greenock Campus.
Authorisation:	
Head of Service:	Steven McNab
Director:	Ruth Binks
Finance Manager:	Mary McCabe
Date:	8 April 2022

8. Scoping Paper

Review Title:	Secondary School Catering
Directorate:	ECOD
Service:	Culture Communities and Educational resources
Target (Saving/ Pressure Reduction):	Cost avoidance/improvement in service
Review Detail:	<p>The uptake of school meals has declined, especially in the secondary schools. Whilst the demand has decreased this has not been reflected in a commensurate reduction in costs.</p> <p>Local and national surveys have been undertaken to ascertain aspects that the young people would like to see improved and would increase demand.</p>
Options being considered:	<p>What are the options to meet your target / what you want to achieve?</p> <p>Work is being undertaken to try to increase uptake and also to identify any associated costs. An option to be considered could be pre-ordering to help with pupil expectations/experience and also to reduce costs.</p> <p>If work to increase uptake does not bring fruition – then a complete service redesign is required including staffing numbers and provision.</p>
Authorisation:	
Head of Service:	Tony McEwan
Director:	Ruth Binks
Finance Manager:	Mary McCabe
Date:	8.4.22

9. Scoping Paper

Review Title:	Revised Property Services Structure
Directorate:	ERR
Service:	Property Services
Target (Saving/ Pressure Reduction):	Cost Avoidance
Review Detail:	<p>The technical services team is funded through income achieved in the delivery of the Councils capital and revenue projects. The team is made up from number of professions, a shrinking capital programme and staff retention have all resulted in difficulties.</p> <p>A new structure was approved by the CMT in February 2022 which requires to be implemented through appropriate consultation plus a VER Trawl.</p>
Options being considered:	Through re-organisation and simplification achieve positive engagement for an appropriately sized workforce.
Authorisation:	
Head of Service:	Eddie Montgomery
Director:	Stuart Jamieson
Finance Manager:	Matt Thomson
Date:	20.4.22

10. Scoping Paper

Review Title:	Attainment Challenge Funding reduction
Directorate:	ECOD
Service:	Education
Target (Saving/ Pressure Reduction):	Cost avoidance/reduction in service
Review Detail:	The Attainment Challenge fund will reduce by £718k each year and ultimately by 80% by 2025. The service needs to identify how this will be phased out, including the return of staff to substantive posts, the continuation of projects, alternative delivery and the cessation of projects.
Options being considered:	<p>A governance structure has been set up to identify a plan going forward and the phasing of returning teachers and support staff to the workplace over the 4 year period. This work dovetails with other initiatives e.g. the increase of teacher non class contact time and whole family support which will facilitate the transition period.</p> <p>The plan also takes into account working with the third sector and any contracts in place.</p> <p>Stretch aims for reducing the gap will be agreed with the Scottish Government and the guidance for the revised Scottish Attainment Challenge was issued in April 2022</p> <p>A comprehensive plan is now in place stating – what will be delivered over the 4 years and the transition timeline. The first outline plan has been to Committee and will be submitted to the Scottish Government in June.</p>
Authorisation:	
Head of Service:	Michael Roach
Director:	Ruth Binks
Finance Manager:	Mary McCabe
Date:	8.4.22

11. Scoping Paper

Review Title:	Community Wardens
Directorate:	ERR
Service:	Public Protection
Target (Saving/ Pressure Reduction):	Saving
Review Detail:	The community warden's team deliver a number of services within the Council both in terms of Social Protection as well as providing assistance to a number of other services within the Council. The review will consider the activities of the social protection team along with opportunities to work with partners and technology. Engagement will continue to take place with union colleagues.
Options being considered:	Various options will be provided for Members to consider in the context of the medium term funding gap.
Authorisation:	
Head of Service:	
Director:	Stuart Jamieson
Finance Manager:	Matt Thomson
Date:	19/04/2022

12. Scoping Paper

Review Title:	Family support services
Directorate:	ECOD/HSCP
Service:	Education/Children & Families
Target (Saving/ Pressure Reduction):	Saving
Review Detail:	<p>A budget saving for home-link workers in schools and family support workers in early years was put forward as part of the 2022/23 budget process. The rationale for this was that whole family support can be delivered in different ways. The MBWG requested that family support services be subject to a service review given the different ways of delivering the service and the issues the Homelink service has had in recent years.</p> <p>The review will take into account Home link workers, Family support workers for early years and family support delivered by Barnardo's through the SAC (although this will be subject to change)</p> <p>There is funding coming through for whole family wellbeing support and this gives an opportunity to look at the service afresh and take forward a joined up holistic service between schools and social work to best meet the needs of the whole family. This money is non-recurring (3 years only) and is aimed at transformational change.</p>
Options being considered:	<p>The full extent of the Whole family wellbeing support fund is not yet known but it makes sense to tie any review of provision in with this funding source.</p> <p>SAC, early years, Homelink workers and commissioned Barnardo's services will be considered for this review.</p> <p>The review will link into the Children's Services Plan and the holistic systems across Education and HSCP to support young people.</p>

Authorisation:**Head of Service: Michael Roach****Director: Ruth Binks****Finance Manager: Mary McCabe****Date: 8.4.22**

13. Scoping Paper

Review Title:	Homecare Review
Directorate:	Inverclyde HSCP
Service:	Care & Support at Home
Target (Saving/ Pressure Reduction):	Review of Care & Support at Home Service of both Internal & External Commissioned services and Reablement to ensure best use of available resources and maximise development opportunities
Review Detail:	<p>The Care at Home service currently delivers service to approx. 1250 adult service users across Inverclyde. The service has approx. 500 home support staff and approx. 60, business support, supervisor, assessors, senior and management staff.</p> <p>The purpose of this review is to provide a clear vision for future services that is sustainable to meet future demands within resources available and ensure the service meets the standards required from Care Inspectorate and SSSC.</p> <p>The review will look at our in-house reablement and, mainstream service, external service provision, look at staffing levels and grades and any improvements that can be achieved with the use of technology.</p> <p>A Care at Home review group has been established with membership across our internal services, external partners, 3rd sector and trade union colleagues. We have 3 sub- groups looking individually at Best Value, Workforce planning and Quality and Performance.</p>
Options being considered:	<p>Consider the impact of the increasing complexity of individual service user needs, demographic pressure and pressure from unscheduled care.</p> <p>Consider impact of information management including swift and monitoring systems (New Swift and Electronic Monitoring System).</p> <p>Consolidate reporting mechanisms and establish targets.</p> <p>To review resources and consider any projected pressure.</p> <p>Consider further developments reflecting the promoting independence agenda.</p> <p>Look at integrated working including Allied Health professionals, and all service user groups.</p> <p>Consider opportunities for further development of Inter disciplinary working and integration between commissioned and HSCP services.</p>

	<p>Benchmarking against other LA / HSCP's.</p> <p>Consider development of technology enabled Care.</p> <p>Acknowledge the implications of community based work and consider improved communication strategies.</p> <p>Ensure workforce planning and wellbeing including measures to consult with staff.</p>
Authorisation:	
Head of Service:	Alan Best
Director:	Allen Stevenson
Finance Manager:	Marie Keirs
Date:	20th April 2022

14. Scoping Paper

Review Title:	Homelessness Service Redesign
Directorate:	HSCP
Service:	Homelessness
Target (Saving/ Pressure Reduction):	Pressure
Review Detail:	<p>A Change Programme has been set up with a Programme Board and various sub groups to modernise homeless service following on from Arneil Johnstone report and CI report outlining current hostel model is not fit for purpose.</p> <p>The work will set out to review all aspects of current service delivery and processes in relation to temporary furnished accommodation within the hostel and local community to ensure service standards are met and we are delivering best value.</p> <p>For this interim period, additional targeted housing will be delivered to those with the most complex needs, repeatedly presenting as homeless or entrenched in homelessness without an offer of a permanent tenancy.</p> <p>This work will determine options and make recommendations for a future service model.</p>
Options being considered:	<p>Identify future type of housing models for those with most complex needs unable to sustain a tenancy</p> <p>Identify future support needs to ensure tenancy sustainment</p> <p>Identify future hostel accommodation as a replacement to Inverclyde Centre</p> <p>Identify future temporary furnished accommodation within community</p> <p>Identify future staffing needs to deliver on recommendations.</p>
Authorisation:	
Head of Service:	Anne Malarkey
Director:	Allen Stevenson
Finance Manager:	Marie Keirs
Date:	26 May 2022

15. Scoping Paper

Review Title:	New Social Work Information System
Directorate:	HSCP
Service:	Finance, Planning and Resources
Target (Saving/ Pressure Reduction):	Pressure Reduction
Review Detail:	<p>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.</p> <p>The tender process has just completed and an award has just been made to OLM. We will now proceed with the system implementation which we estimate will take 18 months to fully implement. Due to the project costs being significantly less than anticipated we will now hand back £400k to the Council's Capital Budget and consider other options for the prudential borrowing. Implementation backfill costs are now being progressed.</p>
Options being considered:	3 Options were considered but it was decided that we should process with the option that was cloud based and had the most up to date functionality.
Authorisation:	
Head of Service:	Craig Given
Director:	Allen Stevenson
Finance Manager:	Marie Keirs
Date:	26/05/22

16. Scoping Paper

Review Title:	Electronic Document Records Management System
Directorate:	Finance & Corporate Governance
Service:	Legal & Democratic Services
Target (Saving/ Pressure Reduction):	Pressure
Review Detail:	<p>There has been a need for some time for the Council to consider the introduction of an Electronic Document Records Management System (EDRMS). The need for such a system is now growing increasingly acute, through a combination of further regulatory reform (including GDPR, but also FOI) together with the impact of Covid and a move towards hybrid working.</p> <p>Whilst this proposal is being led by Legal & Democratic Services within Finance & Corporate Governance, this is a cross-Directorate initiative needed to support all services areas.</p> <p>The generation of a business case will be overseen by the Information Governance Steering Group, and as such supported by relevance officers from across the Council, including ICT, HR and Procurement. A provisional target of October 2022 has been set for a draft business case to be prepared.</p> <p>Until the business case has been prepared it is not possible to assess the likely financial and operational impact of the proposal, including on staff. It is expected, however, that the financial and other resources associated with this will be substantial, and as such it makes sense for this to be included as part of the 2023/24 budget process.</p>
Options being considered:	The business case will include a full options appraisal.
Authorisation:	
Head of Service:	Iain Strachan
Director:	Alan Puckrin
Finance Manager:	Angela Edmiston
Date:	11 April 2022

17. Scoping Paper

Review Title:	Migration to Office 365
Directorate:	ERR
Service:	Finance
Target (Saving/ Pressure Reduction):	Cost Avoidance
Review Detail:	The versions of MS Office used in the Council are “end of support” and existing licences need renewal. The Council will use this opportunity to migrate to Microsoft 365 and use the benefits that cloud based computing bring to provide New Ways of Working, enhancements to remote and mobile working. Migration from WebEx to MS Teams, and the use of Apps developed for the M365 environment. This will deliver a key aspect of the ICT and Digital Strategies
Options being considered:	Planned migration from “on premise” Office 2013 to cloud based Office 365. Migrate from Webex to Ms Teams and use in-built automation/implementation tools to streamline deployment process for PCs and Mobile Devices.
Authorisation:	
Head of Service:	Alan Puckrin
Director:	Alan Puckrin
Finance Manager:	Angela Edmiston
Date:	20.5.22

18. Service Review Scoping Paper

Service Review Title:	Library provision
Directorate:	ECOD
Service:	Culture Communities and Educational Resources
Target (Saving/ Pressure Reduction):	Saving
Review Detail:	The review will look at all aspects of library provision offered by the Council, including public and school libraries, and will aim to achieve joined-up thinking in how library services are provided, removing duplication of effort, and achieving efficiencies/economies of scale where possible.
Options being considered:	What are the options to meet your target / what you want to achieve? <ul style="list-style-type: none">• Amalgamated public and school library services• Shared library management system• Library staffing review• Library building review
Authorisation:	
Head of Service:	Tony McEwan
Director:	Ruth Binks
Finance Manager:	Mary McCabe
Date:	8.4.22

19. Scoping Paper

Review Title:	Review of Employability Services
Directorate:	ERR
Service:	Regeneration & Planning
Target (Saving/ Pressure Reduction):	Saving
Review Detail:	To review the employability commitment by Inverclyde Council to local residents in light of Scottish and Westminster Government allocations
Options being considered:	Officers will consider a number of scalable options to ensure appropriate deployment of resources.
Authorisation:	
Head of Service:	
Director:	Stuart Jamieson
Finance Manager:	Matt Thomson
Date:	27.4.22

Report To:	Policy and Resources Committee	Date:	21 June 2022
Report By:	Corporate Director, Education, Communities and Organisational Development	Report No:	PR/13/22/MR
Contact Officer:	Morna Rae	Contact No:	01475 712042
Subject:	Accounts Commission Report on Local Government in Scotland Overview 2022		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Policy and Resources Committee with (i) an update in relation to the Accounts Commission report Local Government in Scotland Overview 2022, (ii) information on how Inverclyde Council is currently tackling the issues raised and (iii) an opportunity to consider any additional actions required.

2.0 SUMMARY

- 2.1 This report provides the Committee with:

- An overview of key messages in the national report,
- A copy of the full Accounts Commission Local Government in Scotland Overview 2022 report (Appendix 1), and
- A summary of how Inverclyde Council is currently addressing the issues raised.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:

- a. Notes the contents of the Local Government in Scotland Overview 2022 report (Appendix 1);
- b. Notes the work already underway or planned to respond to the issues raised; and
- c. Considers any additional action required.

Ruth Binks
Corporate Director
Education, Communities and Organisational Development

4.0 BACKGROUND

4.1 In August 2020 the Accounts Commission published its approach to reflecting Covid-19 in future local government overview reporting. Their first report in this series considered the initial response phase of the pandemic from March 2020 to February 2021. Their latest report was issued on 25th May and focuses on the second year of the pandemic from March 2021 to February 2022.

4.2 The report assesses:

- the ongoing impact of Covid-19 and councils' progress towards recovery and renewal,
- how councils are positioned to address long-term priorities including climate change, inequality and public service reform, and
- how effectively council leadership is managing recovery and renewal.

5.0 KEY MESSAGES

5.1 There are six key messages in the report:

1. Councils have had a very difficult year

Alongside the ongoing response to the pandemic, councils have faced challenges in recovering services, dealing with increased demand and backlogs, and meeting community needs and expectations. This has taken place against a backdrop of long standing pressures such as increased demand from an ageing population and rising poverty.

2. The challenging context means collaborative leadership is more important than ever

Councils are operating in a difficult and uncertain strategic context and face longer-term financial pressures, a lack of certainty and flexibility over long-term funding, and the prospect of major service reforms. This challenging context needs local government leaders skilled in effective strategic thinking, decision-making and collaborative working, and able to learn lessons from new ways of working. Collaborative leadership is more important than ever as councils work with partners, communities, and citizens to support recovery and improve outcomes

3. Pressure on the local government workforce continues

Councils are continuing to experience high absence levels. Impacts on staff wellbeing and skills shortages, particularly in front-line workers, have also been noted. A resilient workforce is critical to the ongoing response to Covid-19 and the recovery of services. Workforce plans will need to be updated, considering lessons learned from new ways of working. Wellbeing support for the workforce must also continue.

4. The impact of the pandemic and service disruption have been felt most strongly by those already experiencing inequality

Councils have worked hard and adapted to maintain service delivery but not all services are back at pre-pandemic levels so those most in need of support are still being affected. Councils must evaluate these impacts so that recovery and renewal supports those most affected and addresses inequalities. Recovery and renewal should also reflect the wider ambitions of the public service reform agenda.

5. The early response showed what could be achieved by working closely with communities and the voluntary sector

This momentum may be lost if communities and the voluntary sector are not involved in shaping recovery. Flexible governance and decision-making structures will be needed, as will opportunities for more local participation

6. Improvements are needed in data availability, tools and skills to support performance monitoring, strategic decision-making and planning service improvements

Data has been important in guiding the response to the pandemic but there are key areas where a lack of data could hamper recovery, such as unmet needs, service demands and backlogs. Data is a key tool in tackling inequality but there are gaps in equality data, particularly at a local level

6.0 ACCOUNTS COMMISSION RECOMMENDATIONS AND INVERCLYDE COUNCIL APPROACH

6.1 The Accounts Commission recommendations are listed under two headings, Organising the Council and Meeting Local Needs. The tables below note the recommendations and the corresponding work underway or planned in Inverclyde.

6.2 Organising the Council

Accounts Commission Recommendation	Inverclyde Council Approach
Councils together with their partners and communities should revise their strategic plans, including Local Outcomes Improvement Plans to realign priorities and provide a roadmap for recovery and renewal. They should also consider how this contributes to the national recovery strategy set out by the Scottish Government.	<p>A new corporate plan and Local Outcomes Improvement Plan from 2023 will be developed.</p> <p>The approach undertaken to do this will be collaborative, working with Inverclyde Alliance partners and communities. It will focus on addressing inequalities and recovery and renewal.</p>
Elected members and senior managers need to work together to drive change, make decisions and deliver recovery and renewal.	There are strong working relationships between Elected Members and officers, and clear governance arrangements are in place to deliver on this as outlined in the Standing Orders and Scheme of Administration.
Councils should consider the leadership skills needed for now and in future. This includes clear succession planning.	Under the People and OD Strategy 2020-23 the Succession Planning Programme will be reviewed, supporting employees to build skills and experience to sustain services in future and maximising technology to support the programme.
Councils' governance arrangements should ensure that their elected members have sufficient information to support the scrutiny and decision-making needed for recovery and renewal.	<p>The recent Elected Members induction programme highlighted the importance of effective scrutiny.</p> <p>The Council's key governance documents, including the Standing Orders and Scheme of Administration, were last reviewed and adopted by the Council on 17 February 2022. A report to June Council is planned with officer recommendations on proposals to improve the efficiency and effectiveness of the Council's decision-making arrangements and reflect the various decisions taken at this meeting of the May Council.</p>
Councils need to clearly set out how they are evaluating new service models and learning lessons from the response to Covid-19.	<p>Covid 19 Recovery Plans have been agreed by Inverclyde Council and Inverclyde Alliance with regular progress updates being provided.</p> <p>The Delivering Differently programme and change plans include new ways of working.</p>

	<p>Services are holding debriefs to capture further learning and service development. Input from Elected Members will be incorporated via a development session.</p>
<p>Councils should have a clear plan for developing the use of data in their councils, this includes data skills, data standards and data tools.</p>	<p>The move to Pentana as a performance management system will support streamlined processes and improved reporting of data. There will be improved accountability with real time information and consistency of approaches.</p> <p>The remit of the newly established Inverclyde Data Analysts Network includes supporting the consistency of the production and presentation of data, evidence and analysis including advising on appropriate metrics and data definitions across the Council and HSCP.</p>
<p>Councils must ensure that financial plans and overarching recovery strategies and actions are clearly aligned, including funding to deliver on their duty to address inequalities.</p>	<p>In March 2021 the Council set aside £4m through its budget process to fund Covid recovery initiatives, along with a range of national and core funding to fund some of the initiatives outlined in the recovery plan. The use of this funding against the progress of the Covid 19 Partnership Recovery Plan has been analysed.</p> <p>A new Delivering Differently programme has been developed.</p> <p>Earlier this year when setting the 2022/23 Revenue Budget and 2022/25 Capital Programme Elected Members considered how this would best support the delivery of the corporate plan.</p> <p>A Saving Strategy will be presented to the Policy and Resources Committee for consideration.</p>
<p>Councils must have clear plans for management of reserves</p>	<p>At the February 2022 Council meeting Elected Members considered a review of the existing Reserves and agreed recommended use of the Free Reserves.</p>
<p>Councils should update their workforce plans to build on lessons learned, address skills gaps and build a resilient workforce for the future. This will include monitoring the wellbeing of the workforce, and the effectiveness of health and wellbeing initiatives.</p>	<p>The People and OD Strategy 2020-23 focuses on identifying current and future workforce challenges and solutions.</p> <p>Workforce wellbeing has been supported through the creation of a toolkit for managers to support stress, and establishing a Mental Health & Wellbeing Hub. This year we aim to retain the Healthy Working Lives Gold Award.</p>

6.3 Meeting Local Needs

Accounts Commission Recommendation	Inverclyde Council Approach
<p>While some progress has been made in improving the use of data in decision-making, councils need to have a clear sense of where increased demand and service backlogs exist so that they can identify areas of high risk and direct resources accordingly. This information also needs to be more transparent and publicly available.</p>	<p>The updated Strategic Needs Assessment will help inform where the Council and Inverclyde Alliance should best direct resources.</p> <p>The move to Pentana as a performance management system will support streamlined processes and improved reporting of data. There will be increased accountability with real time information and consistency of approaches.</p>
<p>A key priority for councils' recovery and renewal is assessing the impact of the pandemic and service disruption on the most vulnerable and learning from this to inform how they support those most affected and address inequalities. This will need better local data to improve understanding.</p>	<p>The Covid 19 Partnership Recovery Plan was agreed in October 2020, and has evolved since that date. This has included engaging with communities learning from their experience, and understanding the commercial and economic pressures across Inverclyde through engaging with our business partners and wider business community.</p> <p>Our locality Communication and Engagement Groups have a key role to play in influencing our new corporate plan and Local Outcomes Improvement Plan.</p> <p>The updated Strategic Needs Assessment will help inform where the Council and Inverclyde Alliance should best direct resources.</p>
<p>Where councils plan to continue with the changes made to services during the pandemic, they need to conduct impact assessments and consult the community. With the expansion of digital services, councils need to assess and mitigate the impacts of digital exclusion.</p>	<p>Inverclyde Council's Digital Strategy 2021 - 2024 was approved in May 2021. This provides an update on the technologies available to the Council and outlines how we can improve the quality and flexibility of service delivery to the users of Council services.</p>
<p>Councils need to ensure that partnership working forged in the pandemic with their communities, partners and the voluntary sector remains in place. They also need to learn what made it work and harness this to transform future engagement. The momentum and energy from communities may be lost if public bodies don't capitalise on what has been achieved.</p>	<p>The strong relationships with communities will continue in our approach to community empowerment including more effective locality planning.</p> <p>We will develop the Inverclyde Alliance to increase the voice and role of partners including the third sector.</p> <p>This will influence the development of our new corporate plan and Local Outcomes Improvement Plan.</p>

6.4 While the Council is already taking positive action against each of the recommendations by the Accounts Commission members may wish to discuss any additional work required.

7.0 IMPLICATIONS

7.1 Financial Implications - One off Costs

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

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

7.2 Human Resources: There are no direct human resources implications arising from this report.

7.3 Legal: There are no direct legal implications arising from this report.

7.4 Equalities: There are no direct equalities implications arising from this report.

(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: The provision of services that are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde supports the Council’s priority of retaining and enhancing the local population.

8.0 CONSULTATION

8.1 No consultation has been required.

9.0 LIST OF BACKGROUND PAPERS

9.1 None.

Overview 2022



Who we are

The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website:

www.audit-scotland.gov.uk/about-us/accounts-commission

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Key messages



1. Councils have had a very difficult year

Alongside the ongoing response to the pandemic, councils have faced challenges in recovering services, dealing with increased demand and backlogs, and meeting community needs and expectations. This has taken place against a backdrop of long-standing pressures such as increased demand from an ageing population and rising poverty.



2. The challenging context means collaborative leadership is more important than ever

Councils are operating in a difficult and uncertain strategic context and face longer-term financial pressures, a lack of certainty and flexibility over long-term funding, and the prospect of major service reforms. This challenging context needs local government leaders skilled in effective strategic thinking, decision-making and collaborative working, and able to learn lessons from new ways of working. Collaborative leadership is more important than ever as councils work with partners, communities, and citizens to support recovery and improve outcomes.



3. Pressure on the local government workforce continues

Councils are continuing to experience high absence levels. Impacts on staff wellbeing and skills shortages, particularly in front-line workers, have also been noted. A resilient workforce is critical to the ongoing response to Covid-19 and the recovery of services. Workforce plans will need to be updated, considering lessons learned from new ways of working. Wellbeing support for the workforce must also continue.



4. The impact of the pandemic and service disruption have been felt most strongly by those already experiencing inequality

Councils have worked hard and adapted to maintain service delivery but not all services are back at pre-pandemic levels so those most in need of support are still being affected. Councils must evaluate these impacts so that recovery and renewal supports those most affected and addresses inequalities. Recovery and renewal should also reflect the wider ambitions of the public service reform agenda.



5. The early response showed what could be achieved by working closely with communities and the voluntary sector

This momentum may be lost if communities and the voluntary sector are not involved in shaping recovery. Flexible governance and decision-making structures will be needed, as will opportunities for more local participation.



6. Improvements are needed in data availability, tools and skills to support performance monitoring, strategic decision-making and planning service improvements

Data has been important in guiding the response to the pandemic but there are key areas where a lack of data could hamper recovery, such as unmet needs, service demands and backlogs. Data is a key tool in tackling inequality but there are gaps in equality data, particularly at a local level.

Key facts



32

Councils



5.5 million

People served by councils



213,000

Workforce

Local government workforce FTE Q4 2021. 2.4 per cent increase since Q4 2020



£13.8 billion

Budget

Net expenditure budget for 2021/22



1.3 million

Covid-19 cases

Cases between Mar 2021 and Feb 2022



£0.5 billion

Lost income

Estimated loss of income from customers and clients in 2020/21



Inequality

24 years less

Healthy life expectancy in most deprived areas compared to less deprived areas

24.3 per cent

Children living in poverty in 2019/20 (most recent year available)



Financial hardship

8.8 per cent

Rent arrears as a per cent of rent due at Dec 2021. Up from 7.3 per cent in 2019/20 (pre-pandemic)

132,435

Claimant count Feb 2022. Still above pre-pandemic levels



Support

30 per cent

Increase in Discretionary Housing Payment budget since 2019/20 (pre-pandemic)

£600 million

Value of business support grants administered 2021/22

56,205

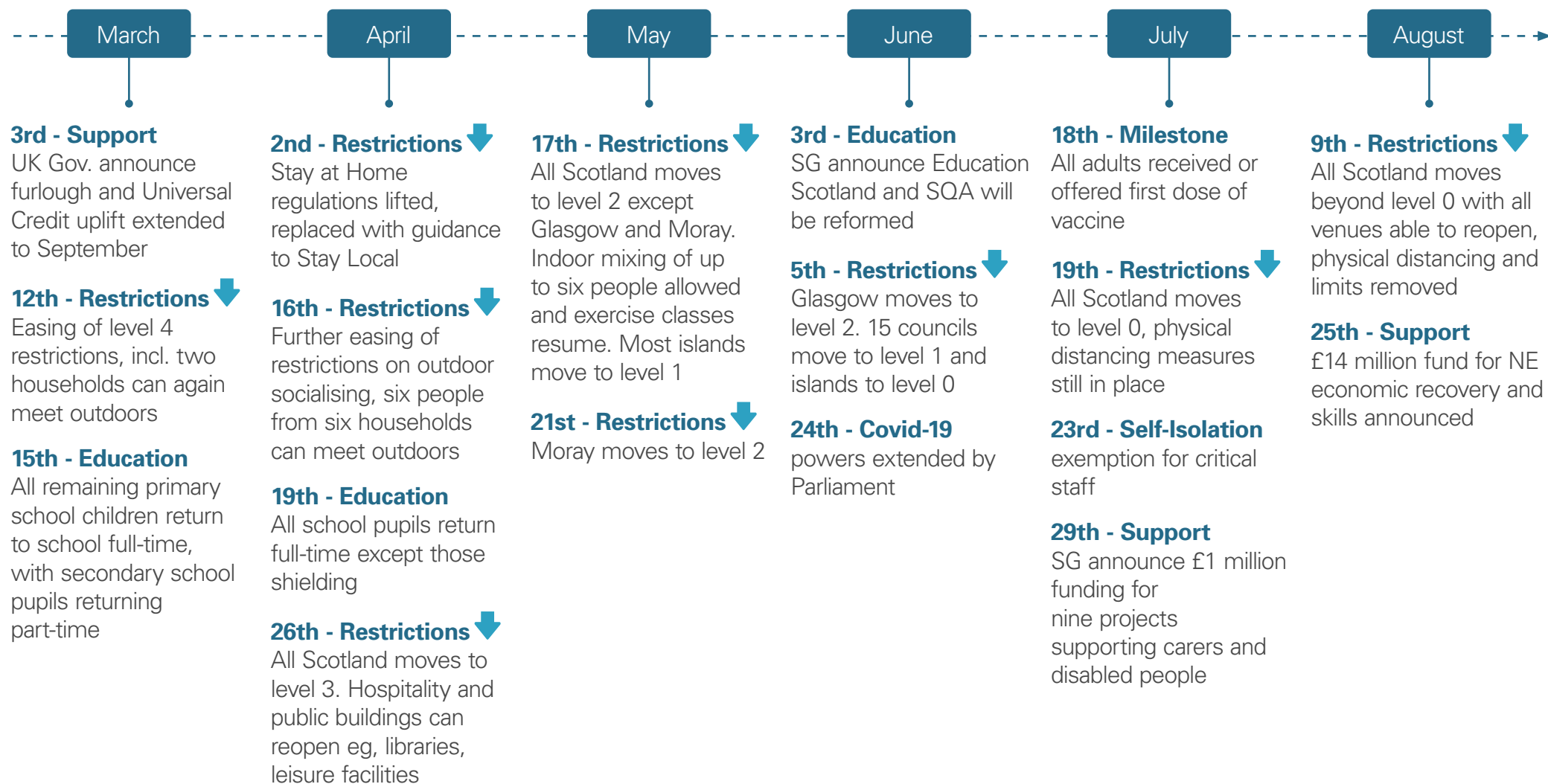
Self-isolation grants awarded at end Nov 2021 (started 12 Oct 2020)

491,016

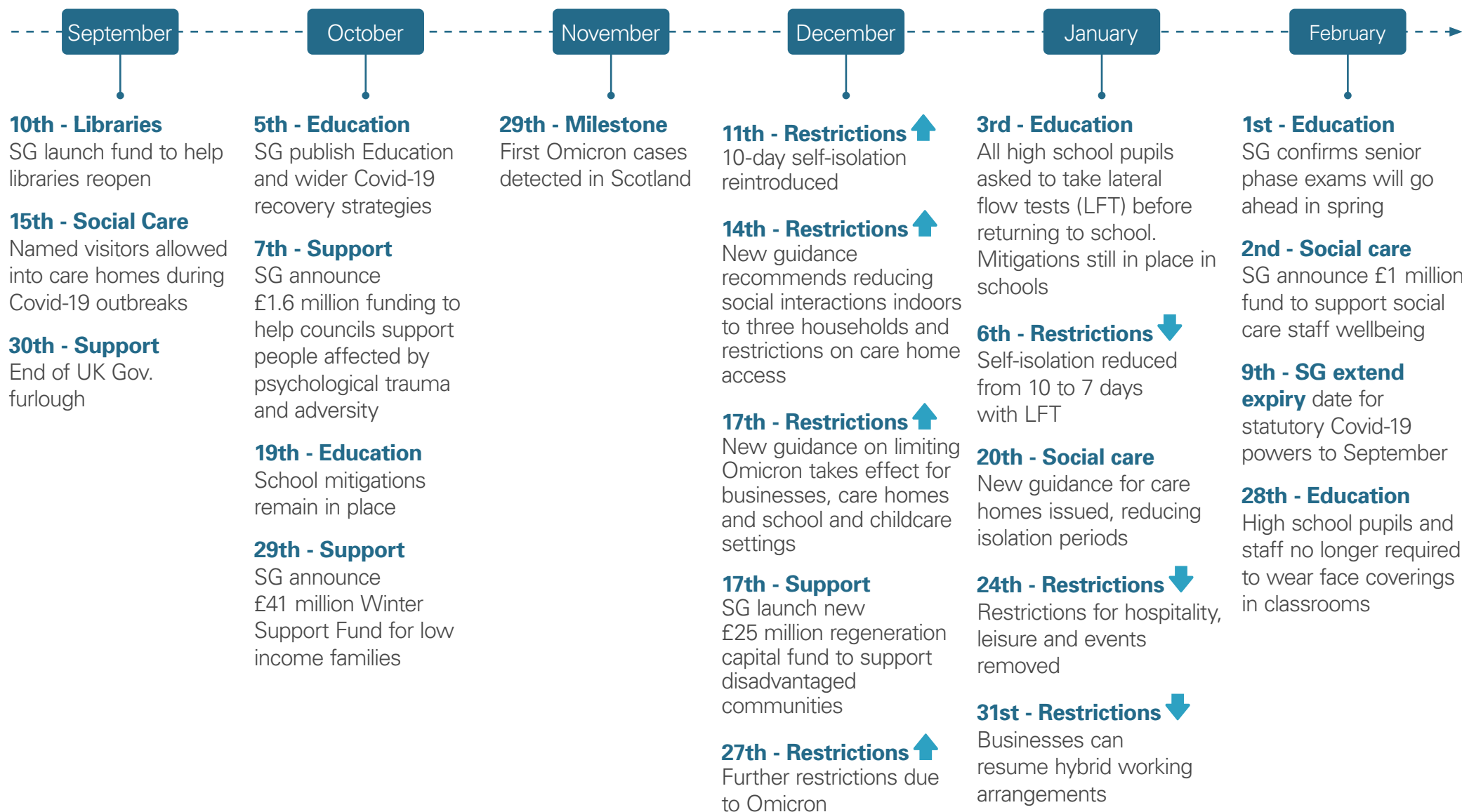
Number of Helpline calls and texts (includes Test and Protect), Mar 2021 to Feb 2022

Timeline

Covid-19 restrictions and key events between March 2021 and February 2022



Timeline continued



Source: SPICE (Scottish Parliament Information Centre), Scottish Parliament

Background

Reporting on the impact of Covid-19 on local government

Our strategic approach to covering Covid-19 in local government overview reporting

1. In August 2020, we set out a strategic medium-term approach to reflect Covid-19 in future local government overview reporting.
2. The first report in the series, [Local government in Scotland: Overview 2021](#), considered the initial response phase of the pandemic from March 2020 to February 2021. This included:
 - the initial emergency response and the impact on council services, how councils and their workforce were working in new ways, and how collaboration with communities and partners had been vital
 - the continued financial challenges councils face, and how councils were starting to plan for recovery and learn lessons from responding to the pandemic.
3. Future reporting will cover further progress towards recovery and renewal and examine the longer-term impact of the pandemic.
4. An in-depth financial overview of the sector complements each local government overview. This year's report, [Financial overview 2020/21](#), was published in March.

This report:

- is the second in the series of reports that reflects the evolving and long-term nature of the impact of the Covid-19 pandemic
- considers the second year of the pandemic from March 2021 to February 2022, with data and information correct as at the end of February 2022. We attempted to use this timeframe for all data but where it was not possible the most recent available was used instead
- builds on last year's overview report and assesses:
 - the ongoing impact of Covid-19 and councils' progress towards recovery and renewal
 - how councils are positioned to address long-term priorities including climate change, inequality and public service reform
 - how effectively council leadership is managing recovery and renewal
- includes exhibits and case studies throughout to illustrate issues and practice across councils
- The findings of this report are drawn from the range of local and national audit work carried out during the year as well as specific research and analysis of available data and intelligence.

Progress towards recovery and renewal

Councils have had a difficult year. Alongside continuing to respond to Covid-19 they have been planning and recovering services and renewal in an increasingly complex and uncertain environment.

5. As we began scoping this year's overview, we hoped that the second year of the pandemic would be about recovery and returning to normal. That has not been the case. Covid-19 has continued to have a significant impact on all aspects of daily life.

6. Councils too have had a difficult year. They have moved on from the immediate emergency response of year 1, but they have had to continue to respond to Covid-19 – managing restrictions and mitigation measures, providing support to communities, and operating differently – while also recovering services and planning renewal in a complex and uncertain environment. The [timeline \(pages 8 and 9\)](#) shows the complexity as councils moved in and out of restrictions throughout the year and different programmes of support were introduced.

7. Recovery and renewal are not about returning to the pre-pandemic status quo. The process of recovery and renewal includes directing resources to help ensure that services can restart and are reshaped to meet the new needs of the local area, to address the harm caused by the pandemic, to support economic recovery, to empower communities, to address inequalities, and to tackle key priorities including climate change, growing poverty, and the long-standing need for public service reform.

8. We have structured this report around three main themes on which progress towards recovery and renewal depends. Leaders need to consider how well their council is:

Responding to the external environment:

climate change, reform, financial pressures, Brexit, demographic change



Organising the council:

leadership, resources, workforce



Meeting local needs:

inequality



Shaped by engaging with communities and collaboration



Responding to the external environment

As councils continue to plan their recovery from Covid-19 and renewal they need to tackle key priorities including climate change, poverty, and the long-standing need for public service reform.

Councils have to respond to a large and complex programme of reform and the impacts of departure from the EU

Social care reform

9. The Accounts Commission together with the Auditor General for Scotland recently reported on the huge challenges that face the social care sector in Scotland in their [Social care briefing](#). Increasing demand, severe workforce pressures and limited progress in service improvement and reform are affecting the sustainability of services. Action is needed now to address these issues.

10. Scottish Government proposals for a new National Care Service are still at an early stage but will have a substantial impact on local authorities' responsibilities. Such a significant programme of reform brings challenges and risks. Reform in other areas of the public sector has shown that expected benefits are not always clearly defined, and even when they are, they are not always delivered.¹ Focusing on such a major transformation will also risk a diversion from tackling the immediate challenges within the social care sector. For local government there is uncertainty about the destination of the policy, and concern over a loss to local empowerment and funding for councils.

Brexit

11. The UK's departure from the European Union is exacerbating the challenges councils face. The Trade and Customs Agreement (TCA) between the United Kingdom and the European Union has imposed new tariff and non-tariff barriers in stages from 1 January 2021. This represents a further supply shock to the United Kingdom's economy in addition to Covid-19 and the rise in global energy prices. Councils are facing higher prices and shortages of key resources, for example construction materials and labour shortages particularly in the construction and care sectors. There is also uncertainty around the loss of EU structural funds and their replacement. There is a reported lack of understanding about how the Shared Prosperity Fund, due to launch in 2022, will work for councils, and what its relationship will be to the Community Renewal Fund and the Levelling-Up Fund.²

12. It is difficult to untangle the combined impacts of Brexit and Covid-19. Councils remain uncertain about the long-term effect of EU departure and are continuing to monitor impacts on the labour market including staff shortages, access to funding, and on business.

Climate change

13. Councils recognise that climate change is an urgent issue. They have committed to taking action to achieve net zero, but clearer plans are needed to achieve it.



Climate change – policy spotlight

Around two-thirds of councils have formally declared a climate emergency, and COSLA's Blueprint for Local Government states that climate change is a 'greater threat than COVID'.³ However, there is no universally shared understanding of what declaring a climate emergency means in practice and there is variation in policy and practice across councils. The Scottish Government has recently published guidance on public sector leadership on the global climate emergency to help public bodies in leading climate action.⁴

Councils' ambitions for how and when they will achieve net zero or other emissions reductions targets are varied, but all are either on or before the Scottish Government's national target year of 2045. Council recovery plans have climate change as a theme with commitments such as providing active travel routes in communities, installing electric car charging infrastructure, and pushing forward plans for low-emission zones.

Source: Audit Scotland

We, together with the Auditor General, set out our joint approach to auditing climate change in October 2021 in [Auditing climate change: An update \(audit-scotland.gov.uk\)](https://www.audit-scotland.gov.uk/publications/auditing-climate-change-an-update). It reported that while public bodies, including councils, have declared a climate emergency, there are questions around definitions of net zero and the robustness of plans. It also highlighted the importance for bodies in tackling adaptation and resilience to reduce the impact of climate change that has already taken place, the need for investment to achieve net zero, the critical role for the public, and the need for strong partnership working and public sector leadership.

Addressing the climate emergency and setting actions to achieve net zero will need to be a key element of councils' recovery and renewal from the pandemic. We will be reporting on the approach that councils are taking to meet their climate change ambitions in late summer 2022.

The impact of the pandemic sits against a backdrop of long-standing and growing demographic pressures and a growing cost of living crisis that will affect demand for council services

14. The overall population is projected to fall over the next 25 years.⁵ The trend is towards an ageing population and the proportion of those aged over 65 will increase. The latest data shows that overall life expectancy has fallen as has healthy life expectancy. Deprivation has a big impact on both.^{6 7}

15. Poverty rates have been rising in recent years, with the highest rates among children. The proportion of children living in poverty (after housing costs) has increased from 21.6 to 24.3 per cent since 2013/14, including a 1 percentage point increase in the most recent year in which data is available.⁸ This trend is seen across all 32 councils but in recent years poverty rates have increased at a faster rate in councils with lower levels of deprivation.

16. Increasing financial hardship is expected as the cost of living rises rapidly, with the greatest effects felt by those already experiencing poverty. Energy Action Scotland estimate that in 12 council areas over 40 per cent of households will live in fuel poverty after April's energy price rises. Eileanan Siar is forecast to be the worst affected area with an estimated 57 per cent of households living in fuel poverty.⁹

Challenges for councils

17. Planning to respond to these longer-term issues is difficult. Funding levels continue to be uncertain because of short-term funding cycles, ring-fenced funding and uncertainty over how long Covid-19 funds will remain in place.

18. It will be challenging for councils to find the capacity and resources to respond to, influence and shape this programme to their own contexts particularly while continuing to respond to Covid-19 and deal with service backlogs and increased demand and harms arising from the pandemic. This uncertain and challenging context needs effective strategic thinking, decision-making and collaborative working from local government leaders. It also needs a resilient workforce, and a culture that promotes collaboration, innovation and wellbeing.

19. Councils can learn from how they responded to the pandemic – through strong partnership working, engaging with communities and focusing on vulnerabilities.



Organising the council: leading recovery and renewal

Leaders in local government face a challenging context. As they plan for recovery and renewal it will be important that they collaborate with their partners and communities. This will need skilled leadership, learning lessons from the pandemic and working to make the best use of resources to improve outcomes.

Councils prepared recovery plans in response to the pandemic, and leaders are now starting to plan and set out their vision and strategy as their councils navigate the uncertainties and challenges they face

20. Local government leaders are operating in a complex, uncertain and volatile environment, and external pressures make it difficult to plan and deliver councils' recovery from the pandemic. These include:

- uncertainty about the course the pandemic will take and its impact on operations, pivoting between response and recovery
- the impact of major public service reforms, including the proposed National Care Service
- a lack of longer-term financial settlement and limited flexibility because of ring-fenced funding.

21. Councils have prepared recovery plans that vary in their approach from high-level strategic statements to more detailed short-term operational plans. They have been a helpful tool for managing the early recovery phase and reinforcing the need for councils to remain flexible in a changing and volatile environment. We expect that councils will continue to refresh and refine their plans to set out more clearly how they will address inequalities, mitigate the harm caused by the pandemic, improve outcomes and monitor progress.

22. Recovery plans include a focus on partnership working, but leaders have an opportunity to collaborate more widely with their communities in planning for the future. This could lead to more sustainable, community-focused renewal and innovative ways of delivering services in communities.

By **leaders** we mean elected members, chief executives and the senior management team.



Case study 1

City of Edinburgh Council



In response to the pandemic, the council quickly developed and implemented their Adaptation and Renewal Plan.

It realised that pre-pandemic working practices could not continue and might never return. It created the Now, Near, Far & Beyond programme linked to national guidance but with the ability to respond to any changes. The plan was regularly updated and aligned with the agreed City Vision 2050. Updates included a Covid-19 dashboard containing a range of public health, Covid-19 response and economic data, as well as details of decisions made at committee meetings. These were made available online to the public, via the council website, providing transparency of the council's decision-making and governance process.

Source: Audit Scotland using information from City of Edinburgh Council

23. Some councils have integrated their recovery plans into refreshed strategic plans, including Local Outcomes Improvement Plans, recognising the impact of the pandemic, lessons learned from the response, and the need to realign priorities. This can help councils move from response to renewal and set a roadmap for the future. Common themes in recovery plans that are being reflected in wider strategic plans include:

- New ways of working – digital technology, the workforce
- Addressing growing inequalities
- School education recovery
- Focus on health and wellbeing both in the community and workforce
- Economic recovery
- Climate emergency.

24. The Scottish Government published a national recovery plan in October 2021.¹⁰ While most councils' recovery plans were published before this, councils will have an opportunity to consider the priorities set out in the national recovery plan as they refresh their own plans. There is also an opportunity to consider the wider public service reform agenda and how to incorporate the principles of people, prevention, performance, and partnership into their plans.¹¹

Current recovery plans emphasise the negative effect that Covid-19 has had on inequalities but are not clear on how planned recovery actions will improve outcomes for those most affected

25. As outlined in [paragraph 77](#), there is a lack of data on the scale of service backlogs and increased demand, and evidence of the harm caused is still emerging.

26. Councils have struggled in the past to bring about the level of change that is needed to deliver public service reform, sustainable local government, and better outcomes. Transformation programmes have been disrupted by Covid-19 at the same time as new operating models and service delivery approaches have been presented.

27. There is a risk that councils are unable to deliver the level of recovery and transformation needed with their existing resources and will have to make difficult decisions about prioritising services.

There are good examples of councils showing leadership in tackling long-standing structural issues through new place-based initiatives such as community wealth building

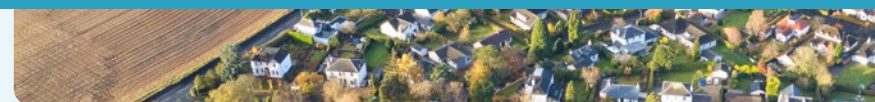
28. Following successes in England, North Ayrshire was the first council in Scotland to create a community wealth building strategy, in which the council, other public bodies and key organisations work with communities to support local economic development and tackle poverty.¹² Community wealth building has now been adopted by a number of councils and is part of the programme for government.

Collaborative leadership skills have been important during the response phase and need to be maintained to meet the complex challenges ahead

29. Collaborative leadership enabled the response to the pandemic as councils worked with partners, communities and across departments. [Exhibit 1. \(page 18\)](#) outlines key leadership principles that have been important in the response phase and could further support recovery and renewal. Recent Best Value Assurance Reports have shown that not all councils have the collaborative leadership needed to drive change, and so it is particularly important that they develop the leadership skills needed in this complex and uncertain environment.

Case study 2

Renfrewshire Council



Renfrewshire Council worked with partners to carry out a community impact assessment to gather information on how the pandemic has affected people in Renfrewshire.

This included analysis of all available data, a programme of community meetings and surveys, and engagement with local partnerships on key issues affecting local communities. The findings were used to develop a social renewal plan which sets out the work the council will do with other public sector and voluntary sector partners to tackle inequality and poverty and to support families and communities in the wake of the pandemic.

Source: Audit Scotland using information from Renfrewshire Council

Exhibit 1.

Principles of leadership that enabled the response to Covid-19



Communicative – being available, engaging, honest and open. The pandemic created uncertainty that demanded more frequent communication with staff, partners, and communities. This provides assurance, uncovers issues, and enables decision-making. The shift to remote and hybrid working also demands more frequent communication.



Collaborative – working with and empowering others. This was critical to the pandemic response and harnessing the resources of the community and partners. Complex problems need a ‘whole systems approach’ that works across organisational and functional boundaries and aligns objectives and outcomes.



Emotionally intelligent – showing empathy, understanding and dealing with the ‘whole person’. The impacts on the health and wellbeing of the workforce and communities demands greater emotional intelligence from leaders.



Data driven – using data and information to plan, make decisions, direct resources and monitor progress, as well as to learn from looking back. Data has been a vital tool, and leaders’ ability to use data will be important as we move into the future.



Agile and flexible – making decisions and working quickly to respond to emerging issues. Having a clear vision and purpose is important, but also being agile and flexible in an uncertain environment.



Culture focused – being open and honest, inspiring trust and respect, and having empathy are all important, as are encouraging learning, improvement, innovation and collaboration. Leaders need to focus on creating the right organisational culture.



Enables community empowerment – supports communities to take more control, builds effective relationships with communities, and shows strong public sector leadership on community empowerment. These can help improve outcomes and reduce inequalities.

Source: Audit Scotland

Changes and turnover in senior officer and political leadership present a risk to councils' capacity to maintain momentum and drive forward recovery

30. Turnover of senior officers has been high recently with half of all council chief executives coming into post within the past four years as well as other changes to senior leadership teams in some councils over the past year. Some councils are experiencing difficulties in filling vacant senior management positions. The pandemic is reported to have led to a surge in resignations, as senior leaders and management consider their work/life balance and overall position, potentially leading to further change in the sector. The local council elections may also bring in a new cohort of elected members and changes in political leadership in councils.

31. This turnover in officials and elected members could bring new ideas and energy to the challenges of recovery, but it could also risk a loss of momentum, organisational knowledge and capacity and disrupt decision-making. At this time, it is important that councils establish stability in their leadership to provide strong support and guide recovery and renewal. Effective succession planning arrangements are needed so that the skills required at a senior level are developed in new and emerging leaders.



Our [‘Questions for elected members’](#) checklist has been developed to help elected members in their scrutiny and decision-making roles and in working with council executives. The Improvement Service has also worked with councils to prepare induction materials that will be available for the new cohort of elected members which will help them take up their role in leading and scrutinising recovery.

As governance structures are re-established, better information is needed on service recovery to support scrutiny and inform decision-making

32. Councils put in place emergency governance arrangements in the initial months of the pandemic. They have since re-established their full committee structures, albeit via online, virtual and hybrid meetings.

33. Public accessibility and therefore participation has changed following the shift to online and virtual meetings. All councils provide public access via either live streaming or a recording of council and committee meetings, and most councils offer both. As restrictions continue to be lifted, councils should review how their approach can best meet the needs of their citizens and make sure that no one is excluded.

34. Councils have taken a range of approaches to the governance of recovery and renewal, with some having recovery boards and other structures that can involve both elected members and senior managers.

35. It is not clear whether sufficient information on the status of, and changes in, council services is available to support scrutiny and inform decision-making. It is difficult to find update papers that clearly set out councils' progress on recovery and renewal, what demand and backlogs exist, and what changes to services are planned. Greater transparency is needed to provide assurance that proper scrutiny is in place.

Councils recognise that they have an opportunity to learn lessons from the new ways of working and approaches to service delivery that have been put in place in response to the pandemic

36. Leaders need to do more to learn the lessons from the pandemic response and use this to drive longer-term recovery and renewal. Key lessons learned include the benefits of:

- collaborative working with partners and communities to respond and reshape services
- having access to and making better use of data to understand needs and plan services
- the rapid use of digital technology in service redesign
- focusing on vulnerability and inequality, including taking a ‘whole systems’ and holistic approach
- new ways of working for staff
- focusing on physical and mental wellbeing – for communities and the workforce
- promoting shared values and a caring culture (kindness)
- the opportunity to reconfigure the estate
- adopting place-based approaches.

37. The Improvement Service is supporting councils by updating the Public Service Improvement Framework (PSIF) to capture learning from the Covid-19 response.¹³ It has developed several checklists and self-assessment tools that councils are starting to use.

38. South Lanarkshire Council pioneered the new PSIF checklists, resulting in its ‘New Ways of Working’ plan, which includes technology, maintaining the new networks and new volunteers, ‘agile’ working, and maintaining its work with partner organisations on information sharing.

Data has been important in guiding the response to the pandemic. But improvements are needed in data availability, tools and skills to support performance monitoring, strategic decision-making and planning service improvements

39. Council performance reporting has been affected by the pandemic and, while councils continue to report regularly, there have been delays and inconsistencies. Comparing performance over time is difficult given the disruption to council services during the pandemic.

40. The Local Government Benchmarking Framework (LGBF) 2020/21 shows increasing variation in performance across councils and a level of complexity that needs careful interpretation but offers councils a rich source of intelligence to evaluate how local factors (ie, different local restrictions, patterns of demand and need, and local response and solutions) affected their performance.¹⁴

41. Early in the pandemic the Improvement Service developed a Covid-19 data dashboard to provide councils with up-to-date council- and Scotland-level data across 22 measures. This helps councils to monitor key aspects of their Covid-19 response and supports more immediate data-driven decision-making. Alongside the Local Government Digital Office, the Improvement Service is working to create a local government data portal.

42. Research by the Urban Big Data Centre found that since the beginning of the pandemic councils have experienced a rapid increase in demand for 'on the ground' information to understand their local communities.¹⁵ But this is hampered by challenges including access to data, a lack of joined-up data, issues with data quality and a lack of analysts to generate intelligence from it.

43. The pandemic has introduced additional complexity into existing data sets, with data gaps and disruption of data collection, as well as the impact of service disruptions on data trends, making it more challenging to interpret the data. We know that councils were reporting data skills shortages before the pandemic.¹⁶ It will be important for leaders to collectively drive improvements in data, in terms of not only data quality and timeliness but also building data skills within councils. This will support councils to put a performance monitoring framework in place that allows them to make strategic decisions and to plan improvements, recovery, and renewal.



Organising the council: managing resources

Councils' finances have been significantly affected by Covid-19. The long-term funding position remains uncertain, with significant challenges ahead as councils continue to manage and respond to the impact of the pandemic on their services, finances, and communities.

Covid-19 significantly impacted on many aspects of councils' finances in 2020/21

44. Our report [Local government in Scotland: Financial overview 2020/21](#) is the first to capture the full year effect of Covid-19 on councils' finances and explains how the pandemic and the associated lockdowns have created significant financial challenges and uncertainty.

45. Councils experienced significant additional costs, loss of income and unrealised savings as a result of the pandemic. For example, councils experienced a drop in the income generated from customer and client receipts of approximately £0.5 billion in 2020/21, from the disruption of key income streams such as cultural and community activities, car parking, school meals and trade waste disposal.

46. In 2020/21, the Scottish Government increased funding to councils by £1.5 billion to support them to deal with the impacts of the pandemic.

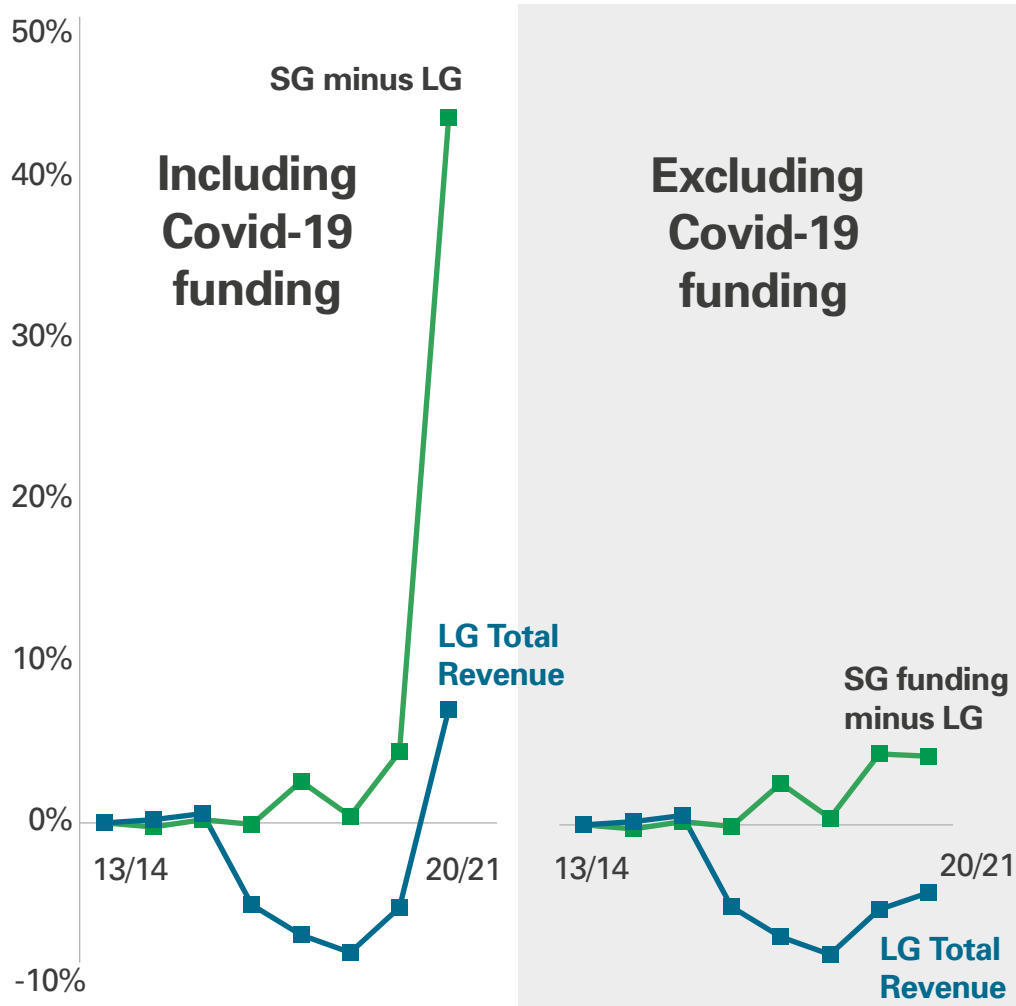
47. All councils reported surpluses in 2020/21, largely because of the additional funding received. Total usable reserves across Scotland increased significantly, from £2.6 billion in 2019/20 to £3.8 billion in 2020/21. However, this has artificially inflated the position. Councils are unlikely to have flexibility in how large elements of reserves can be used.

Funding to local government has been reduced in real terms since 2013/14. The rest of the Scottish Government budget has seen an increase in funding over the same period

48. Funding from the Scottish Government to local government increased by 7.0 per cent in real terms between 2013/14 and 2020/21. However, this was because of significant additional Covid-19 funding. When this additional funding is excluded, councils' underlying cumulative funding has fallen by 4.2 per cent in real terms since 2013/14. This is in contrast to an increase of 4.3 per cent in Scottish Government funding of other areas of the budget over the same period [Exhibit 2. \(page 23\)](#).

Exhibit 2.

A comparison of real-terms changes in revenue funding in local government and other Scottish Government areas (including and excluding Covid-19 funding)



Source: Finance Circular 5/2021 and Scottish Government budget documents

The ongoing absence of a multi-year financial settlement creates uncertainty for councils at a time when effective and robust financial management is crucial

49. The Scottish Government continues to fund councils on an annual basis. This makes it challenging for councils to plan and budget effectively for the medium and longer term, and work with partners to develop long-term plans to deliver better outcomes and address inequalities.

50. Managing reserves and having in place robust medium- and longer-term financial plans will continue to be key to maintaining financial sustainability.

51. The Scottish Government has indicated that a longer-term funding settlement for councils may be possible, however multi-year allocations were not included in the 2022/23 budget.

52. The Scottish Government and COSLA are currently developing a fiscal framework to determine future funding of local government. Work on the Local Governance Review also continues. These may result in additional spending powers for local government, giving communities and places greater control over the decisions that affect them most.¹⁷

Councils now need to review longer-term financial plans as Covid-19 uncertainty diminishes. They should ensure that financial plans are clearly linked to overarching recovery strategies

53. Auditors have reported greater uncertainty in current financial planning arrangements at councils because of Covid-19. Analysis of a sample of 22 councils found 15 with a long-term plan in place. However, many of these now need to be updated to reflect current circumstances.

54. As the uncertainty created by Covid-19 diminishes, councils should update their longer-term financial plans and take account of their overarching recovery strategies to ensure a cohesive approach to recovery and renewal of services, finances and communities.

As Covid-19 funding ends, councils will need to adapt and make difficult decisions to maintain financial sustainability

55. COSLA expect that councils will need to restart change programmes that have stalled, deliver savings and bring forward proposals to reduce costs. Transformation programmes will be important for councils in helping identify resources for priority areas.

56. Responding to the programme of reform outlined in [paragraph 10](#) further exacerbates this challenge. In addition, councils' financial outlook challenges are heightened by increasing inflation – data from the Office for National Statistics shows that this has risen to a level higher than has been seen for many years.¹⁸

While COSLA and the Scottish Government continue to discuss the extent of ring-fencing in the local government budget, it is clear that spending on priority areas have increased while other areas of the local government budget have faced spending cuts

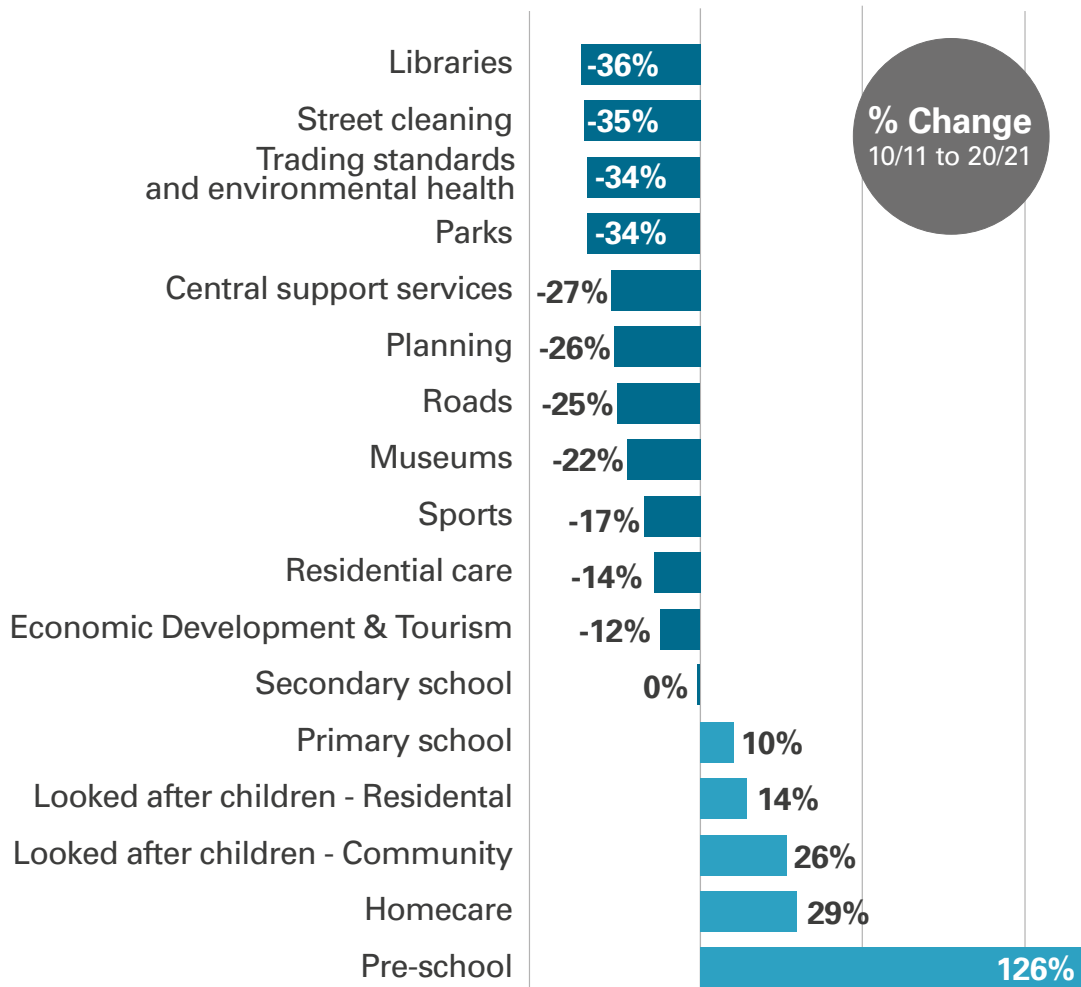
57. There is a significant difference between the view of COSLA and that of the Scottish Government on the extent of ring-fencing in local authority budgets.

58. While ring-fenced funding helps support delivery of key Scottish Government policies, such as expanding early learning and childcare services, it can constrain a proportion of the total funding and resources available to councils and removes local discretion over how these funds can be used.

59. [Exhibit 3. \(page 25\)](#) shows the change in revenue expenditure over the longer term 2010/11 to 2020/21 for protected and unprotected service areas. These longer-term spending reductions on areas including environmental services, culture and leisure, and corporate services, have placed these services under pressure as councils respond and recover from Covid-19.

Exhibit 3.

Percentage change in expenditure (real terms) by service from 2010/11 to 2020/21



Source: LGBF 2020/21 data, using Audit Scotland Covid-19 adjusted methodology for calculating real terms (page 7, [Local government in Scotland: Financial overview 2020/21](#) for further detail)

Covid-19 has impacted on capital projects and volatility in capital funding allocations could affect councils' recovery and investment plans

60. Auditors reported that Covid-19 had a significant impact on the delivery of capital projects in 2020/21. Capital project costs increased owing to increases in the cost of raw materials, supply chain delays and inflation associated with delayed contracts. CIPFA Local Government Directors of Finance Section notes that these cost increases have not been matched by an increase in the capital grant received.

61. At the same time most councils, 26 in total, reported reduced capital expenditure in 2020/21, with Covid-19 restrictions disrupting construction activity in many instances.

62. Capital investment is likely to play a key role in councils' recovery from Covid-19 and in particular address the impact of climate change. The local government estate, comprising buildings and vehicles, will need some modernising to deliver councils' carbon reduction targets and wider investment needed to mitigate and adapt to the impacts of climate change. Funding will need to be in place to support this.

63. Our [Local government in Scotland: Financial overview 2020/21](#) report notes that the local government capital settlement in 2021/22 decreased from £0.8 billion in 2020/21 to £0.6 billion, and capital funding received in recent years has been very volatile. Lack of longer-term funding settlements will again impact on councils' investment plans.

Organising the council: managing the workforce

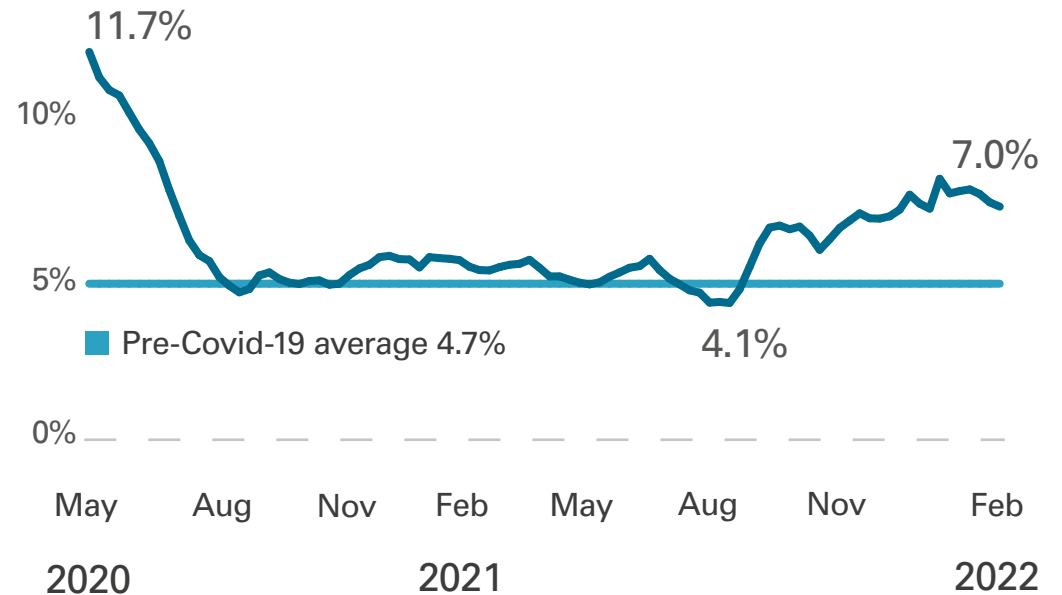
Pressure on the local government workforce continues, with high absence levels, impacts on wellbeing, particularly for front-line workers, and skills shortages in key areas. A resilient workforce is critical to the ongoing response to Covid-19 and the recovery of services. Councils will need to update workforce plans, learn lessons from new ways of working put in place, and provide wellbeing support for their staff.

The second year of the pandemic continues to have a negative impact on the workforce and staff wellbeing

64. Council services are facing high demand, high staff absence levels from new waves of the pandemic and staff burnout from the prolonged response and recovery phase. These impacts have been felt across the workforce but particularly so in front-line community-facing roles. [Exhibit 4. and Exhibit 5. \(page 27\)](#) show that teaching and education staff absence levels peaked in December 2021 and wider staff absences also rose in the last quarter of 2021.

Exhibit 4.

Average percentage of council staff absent during the pandemic

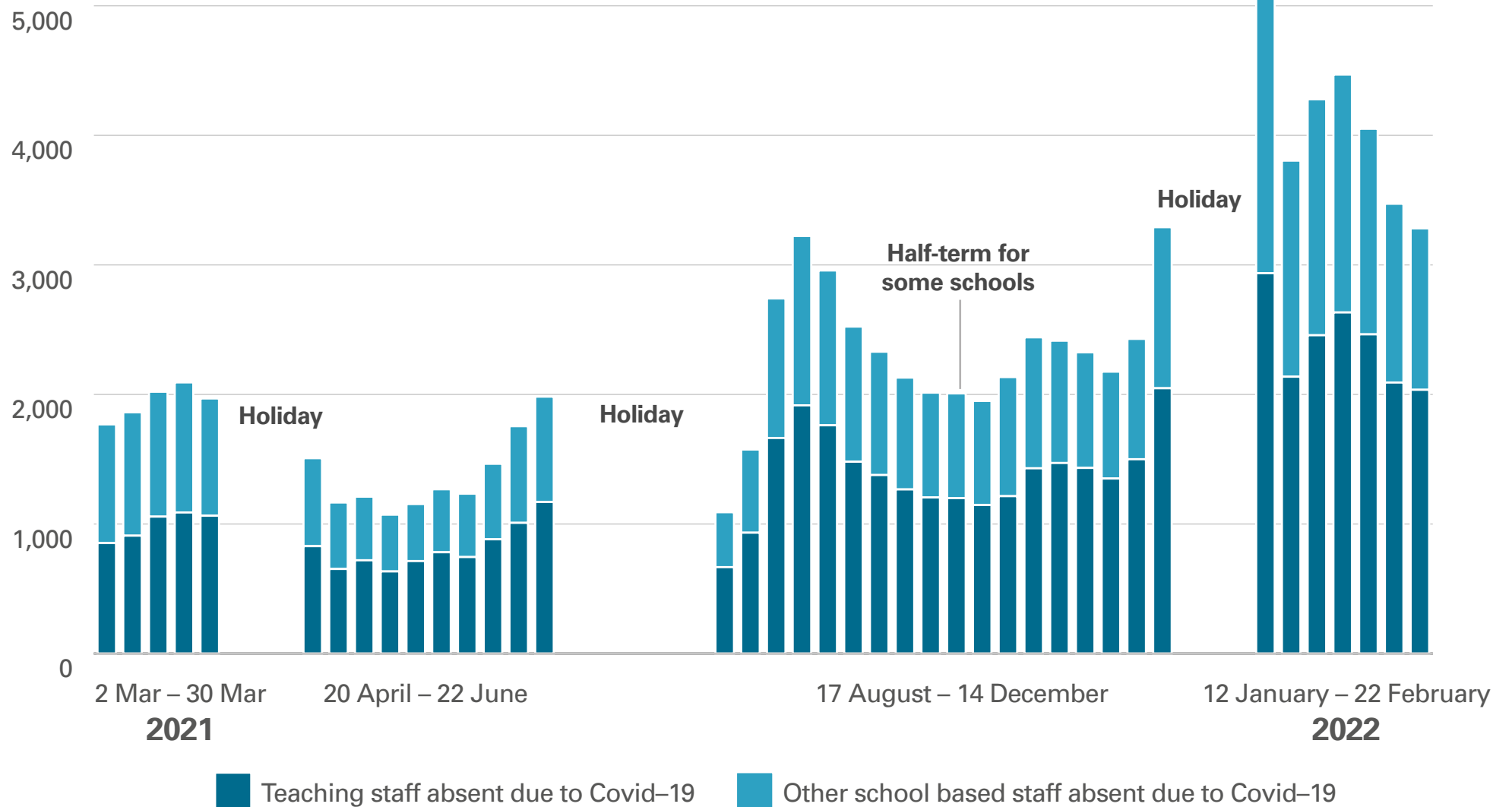


Note: Pre-Covid-19 average is based on 2018/19 data.

Source: Improvement Service

Exhibit 5.

Number of school staff absent March 2021 to February 2022



Source: Scottish Government Education Analytical Services

65. Staff wellbeing, both physical and mental, has been a prominent theme within recovery plans. Councils are making efforts to understand these issues through staff surveys and other methods, provide confidential support services, and incorporate training for stress and mental health into council training programmes ([Exhibit 6.](#))

Exhibit 6.

Examples of council wellbeing initiatives



Dundee City Council launched a new wellbeing support service and also gives staff access to the intranet on their own devices.



Clackmannanshire Council integrated training on stress and mental health into its corporate training calendar to increase awareness.



Argyll and Bute Council launched 'Wellbeing Wednesday'.

Source: Audit Scotland using information from councils

Councils are facing skills shortages and recruitment difficulties in key areas

66. Covid-19, combined with Brexit, is exacerbating skills shortages, many of which were pre-existing ([Exhibit 7., page 29](#)). Covid-19 has had a particular impact on facilities management services because of the increased need for cleaners and a tighter labour market. HGV (Heavy Goods Vehicle) driver shortages have been affected by Brexit, as councils are unable to compete with private sector wages.

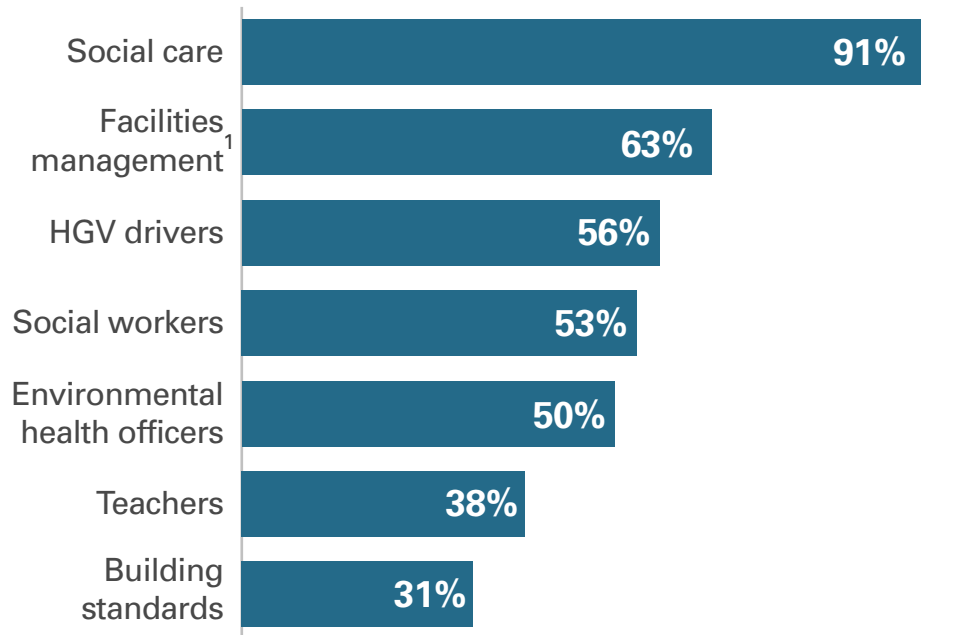
67. Social care faces the greatest skills shortages. Our [Social Care briefing](#) highlighted the considerable vacancy and recruitment problems facing the sector, with poor terms and conditions contributing to these issues. See [Exhibit 9. \(page 35\)](#) for further details.

68. Councils are changing their recruitment strategies in the face of these shortages, with more marketing, use of social media and local employability initiatives. The Scottish Government established a Fair Work in Social Care Group, in partnership with COSLA, which includes representation from local government, private sector provider groups, third sector, and trade unions. Since summer 2020 the group has been working to develop and implement recommendations regarding improving pay, terms and conditions, and effective employee voice for the social care workforce.

69. Councils are also seeing an increase in retirement and flexible working contributing to the skills shortage. Fifty-six per cent of councils report difficulties in recruiting to senior posts and leadership positions. Succession planning is important in this context.¹⁹

Exhibit 7.

Percentage of councils reporting skills shortage by occupation



Note: Facilities management includes catering and cleaning

Source: Society of Personnel and Development Scotland

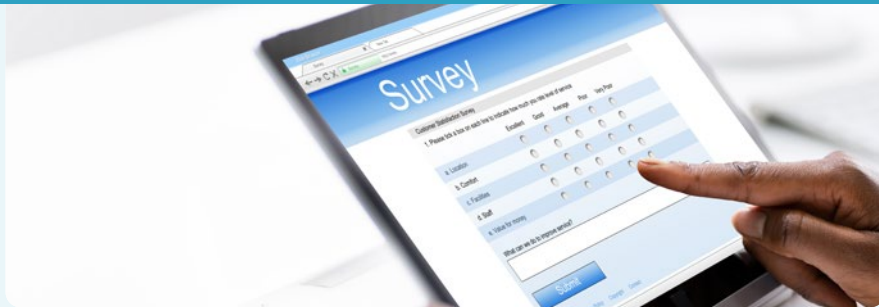
Councils have adopted new ways of working

70. Councils have shown considerable flexibility in redeploying staff to areas of greatest priority and demand and in adopting remote and hybrid working. The shift to home working brought about by the pandemic is likely to have a longer-term impact on how councils work. Wider evidence shows that it can bring benefits for both employers and staff, but individual circumstances should be considered.²⁰

71. Councils are considering how hybrid working can support their ambitions for a more flexible and adaptable workforce in future. For it to work well, councils need to provide staff with a wide range of support, including health and wellbeing support, a supportive workplace and management culture, and appropriate technology and equipment. The diverse roles in councils mean that not all staff can work remotely. It will be important for councils to continue to consult and engage with their employees, learn lessons from what has been done to date, and test new models of working as they move forward.

Case study 3

City of Edinburgh Council



The City of Edinburgh Council developed a new work strategy after receiving feedback from 6,400 employees via two surveys conducted in 2020. The surveys asked employees how the pandemic has changed the way they work and how they would like to work in the future. The responses made it clear that staff want to retain a more flexible approach to work in future.

'Our Future Work Strategy' outlines three trials to explore new ways of working. Two of the trials are about adapting current office space to best fit a future of hybrid working. The third trial is of a longer-term plan to develop local offices that would enable staff to work close to where they live, reducing the need for commuting. The council believes that investing in local working and following the principle of '20-minute neighbourhoods' will contribute to reducing emissions locally, and so help Edinburgh achieve its target of becoming a net-zero city by 2030.

Source: Audit Scotland using information from City of Edinburgh Council

The pandemic has made workforce planning both more difficult and more necessary

72. Workforce planning is developing in councils. Some have plans that are linked to wider strategic plans as well as individual service plans, while other councils' workforce plans are more limited.

73. As a result of the pandemic, councils have had to respond to short-term pressures, but they need to plan for longer-term resilience in the workforce. Some councils have started to update their plans to reflect more flexible and remote ways of working and to focus on wellbeing.

74. There are common recruitment pressures across councils, as detailed above, but these are changing more frequently as the pandemic affects the wider labour market. Some councils are 'growing their own talent' by improving modern apprentice programmes and creating new internal recruitment and movement of staff across the council or new talent programmes.

75. Councils report that they lack resources to support workforce planning and are collaborating and sharing practice to make improvements.²¹ Joint working through the Improvement Service and the Society for Personnel and Development Scotland is allowing common challenges and practice to be shared. The Improvement Service has provided tools for councils to develop workforce plans.²² It is vital for councils to share lessons learned and to use them to inform their revised plans.

Organising the council: recommendations



Actions for leadership

- **Councils together with their partners and communities should revise their strategic plans, including Local Outcomes Improvement Plans to realign priorities and provide a roadmap for recovery and renewal. They should also consider how this contributes to the national recovery strategy set out by the Scottish Government.**
- **Elected members and senior managers need to work together to drive change, make decisions and deliver recovery and renewal.**
- **Councils should consider the leadership skills needed for now and in future. This includes clear succession planning arrangements and a structured programme of induction for new elected members.**
- **Councils' governance arrangements should ensure that their elected members have sufficient information to support the scrutiny and decision-making needed for recovery and renewal.**
- **Councils need to clearly set out how they are evaluating new service models and learning lessons from the response to Covid-19.**
- **Councils should have a clear plan for developing the use of data in their councils, this includes data skills, data standards and data tools.**
- **Councils must ensure that financial plans and overarching recovery strategies and actions are clearly aligned, including funding to deliver on their duty to address inequalities.**
- **Councils must have clear plans for management of reserves.**
- **Councils should update their workforce plans to build on lessons learned, address skills gaps and build a resilient workforce for the future. This will include monitoring the wellbeing of the workforce, and the effectiveness of health and wellbeing initiatives.**



Meeting local needs: impact of Covid-19 on services and inequality

Covid-19 continues to disrupt council services, and those already experiencing inequality have felt the impacts of both the pandemic and service disruption most strongly. As councils focus their efforts on addressing these unequal harms, they need better local data and community engagement.

The Covid-19 pandemic continues to affect council service delivery, but a lack of clarity on demand, unmet need, and service backlogs makes the full extent of the effect unclear

76. Councils are still early in recovery, having moved on from the initial emergency response and operating under lockdowns. They report that the second year of the pandemic has been more difficult than the first. Ongoing restrictions, Covid-19-related staff absences and the non-linear nature and uncertainty of the pandemic, for example the emergence of the Omicron variant, mean that councils still need to adapt service provision and many services are disrupted.

77. The picture of service disruption is incomplete. A lack of up-to-date publicly available data makes it difficult to assess the extent to which council activities have returned to pre-pandemic levels, the level of demand for services and levels of unmet need.

78. Disruption has continued in those services we reported as most affected last year: education, social care, and culture and leisure. [Exhibits 8, 9](#) and [10 \(pages 34-36\)](#) provide more detail.

79. Alongside continued disruption, councils are also having to manage new pressures across services:

- from backlogs due to paused activity in the first year of the pandemic, such as repairs to roads and housing
- from an increase in demand, for example administering support grants, assisting with testing and vaccinations and in environmental health and trading standards. Increased levels of financial hardship are driving an increase in applications for discretionary housing payments and other support grants.

An inability to clear backlogs and meet new demands is a risk to wider recovery.

80. Public tolerance of service disruption and backlogs is declining, and communities have expressed their frustration in some cases. Councils are having to balance a growing expectation that services should be back to normal while still adhering to Covid-19 guidelines and facing absences that limit their capacity to deliver.

Councils have worked hard and adapted to maintain delivery of key services. Digital delivery has expanded but brings with it the risk – for some – of increased digital exclusion

81. As we found in our [Digital progress in local government report](#), the pandemic has brought about a change in the way in which many council services are delivered. Councils have expanded their digital service provision, to replace temporarily unavailable services, to respond to new needs, or to provide an alternative means of accessing services. Councils have introduced online booking systems for services such as recycling, created online learning hubs for parents and carers to support children’s learning, and developed more digital resources from libraries and leisure services.

82. The rapid shift to digital delivery allowed services to be delivered rather than stopped. It also highlighted how unequal access to the internet, devices and skills leaves those most disadvantaged without the same opportunities to learn, access services and remain socially connected as others.²³

The extent to which councils have assessed and can evidence the impact that Covid-19 related service changes and disruption have had on different groups and citizens in their local areas is unclear

83. Changes in service provision have offered an opportunity to learn lessons about how services are delivered in the future. But it is not clear that councils have carried out equality impact assessments or community consultation where they have made changes or plan to continue changes made to service delivery during the pandemic.

Exhibit 8.

Education services continued to be disrupted throughout the second year of the pandemic

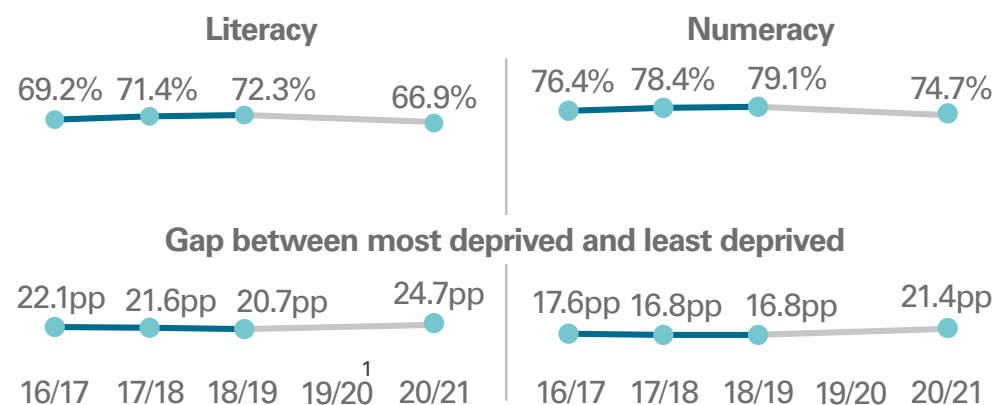
Disruption included:

- infection control measures in place, including masks, increased ventilation, 'bubbles' to limit contact and restrictions on school visitors
- the cancellation of S4-6 exams, which were again replaced by teacher assessment
- high levels of Covid-19-related pupil and staff absences ([Exhibit 5., page 27](#)) which made it hard for schools to offer continuity and stability to pupils.

Emerging data is now evidencing the adverse effect the pandemic has had on children and young people:

Educational attainment data is only available for primary school pupils. Attainment has fallen in both literacy and numeracy and more so for those pupils in the most deprived areas, meaning that the attainment gap has widened. For example, the attainment gap in literacy has increased from 22.1 to 24.7 percentage points.

Percentage of pupils (P1, P4, P7 combined) achieving the expected Curriculum for Excellence level in:



We talk more about the negative impact the pandemic has had on children and young people's social and wellbeing, including on their mental health, in [paragraph 86](#).

Risks and challenges

The pandemic has affected the comparability of education data for 2019/20 and 2020/21 when S4-6 exams were replaced with teacher assessed grades. Our joint report, [Improving outcomes for young people through school education](#), noted the difficulties and risk this could cause for councils in assessing and acting on the poverty related attainment gap.

Restrictions on school visitors have limited access for vital voluntary sector support services, including preventative youth work: 34 per cent of organisations that want access to school facilities do not have it. This has a particular impact on those with additional support needs, who need alternative supportive environments outside school.

Note 1. No data available for 2019/20

Source: See endnote [24](#)

Exhibit 9.

The pandemic has exacerbated ongoing challenges in social care

Our [Social care briefing](#) outlined the immense pressure the social care sector is facing. The pandemic has exacerbated the long-standing staffing challenges, compounded by Brexit. This has increased workloads, leading to staff burnout and high sickness absence levels, and risks limiting the capacity to provide good quality, consistent care to citizens.

There is evidence of ongoing disruption with:

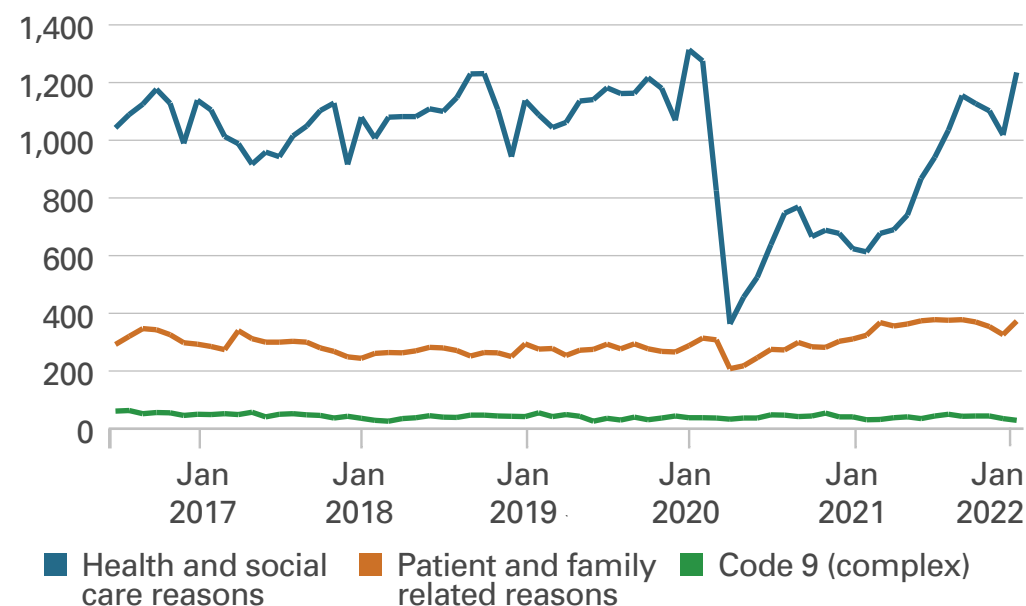
- reductions in home care packages because of staff shortages and tighter eligibility criteria for accessing care being applied to manage demand
- many day centres and respite services still closed.

Unmet demand puts additional pressure on unpaid carers, who are reporting increased feelings of anxiety, depression, and mental exhaustion.

Delayed discharges dropped significantly early in the pandemic, because of a marked reduction in non-Covid-19 related admissions along with a focused effort to get people out of hospital as quickly as possible. Delayed discharges returned to pre-pandemic levels in September 2021 and remain high reflecting the continued pressure in the system.

During strict restrictions, a rapid shift to digital tools allowed some staff to work in more flexible ways and to provide some services remotely including some online assessments and triage, and support and wellbeing check-ins through technology enabled care.

Delayed discharge Census by Delay Reason



Risks and challenges

The Scottish Government is planning significant reform of social care over the next five years ([paragraph 10](#)) but, as we state in our social care briefing, action is needed now to address critical issues and better meet the needs of people relying on care and support.

The ongoing disruption means that unmet demand continues, and older people, and adults and children with disabilities face a reduction in or

complete withdrawal of care and support in the home. The Scottish Human Rights Commission has expressed significant concern that this affects the human rights of these individuals. It highlighted the need to invest in a social care system, based on human rights, that meets people's needs and improves outcomes.

Source: See endnote²⁵

Exhibit 10.

Public library services continue to be disrupted following Covid-19 restrictions

Libraries could fully reopen in April 2021 with some social distancing measures in place. However, most library services were still operating a reduced service in early 2022, compared to pre-pandemic. During lockdown many councils adapted and found innovative ways to deliver library services to continue to support their communities. Librarians across councils shared ideas.



Examples of innovative service adaptations include:

- enhanced digital offer; click and collect and home delivery services; bespoke book selection; digital story-telling; online book groups and contact calls to socially isolated elderly users.



Research found that engagement with library services had a positive impact on wellbeing and building community connectedness.

Not all councils give reasons for continued reduced hours. Those that do cite:

- staffing issues including high sickness absence or redeployment
- access issues such as the building being used for covid-19 testing, restricted access arising from sharing space with schools or buildings undergoing refurbishment.

Change in total library opening hours, pre-covid-19 and at end Feb 2022

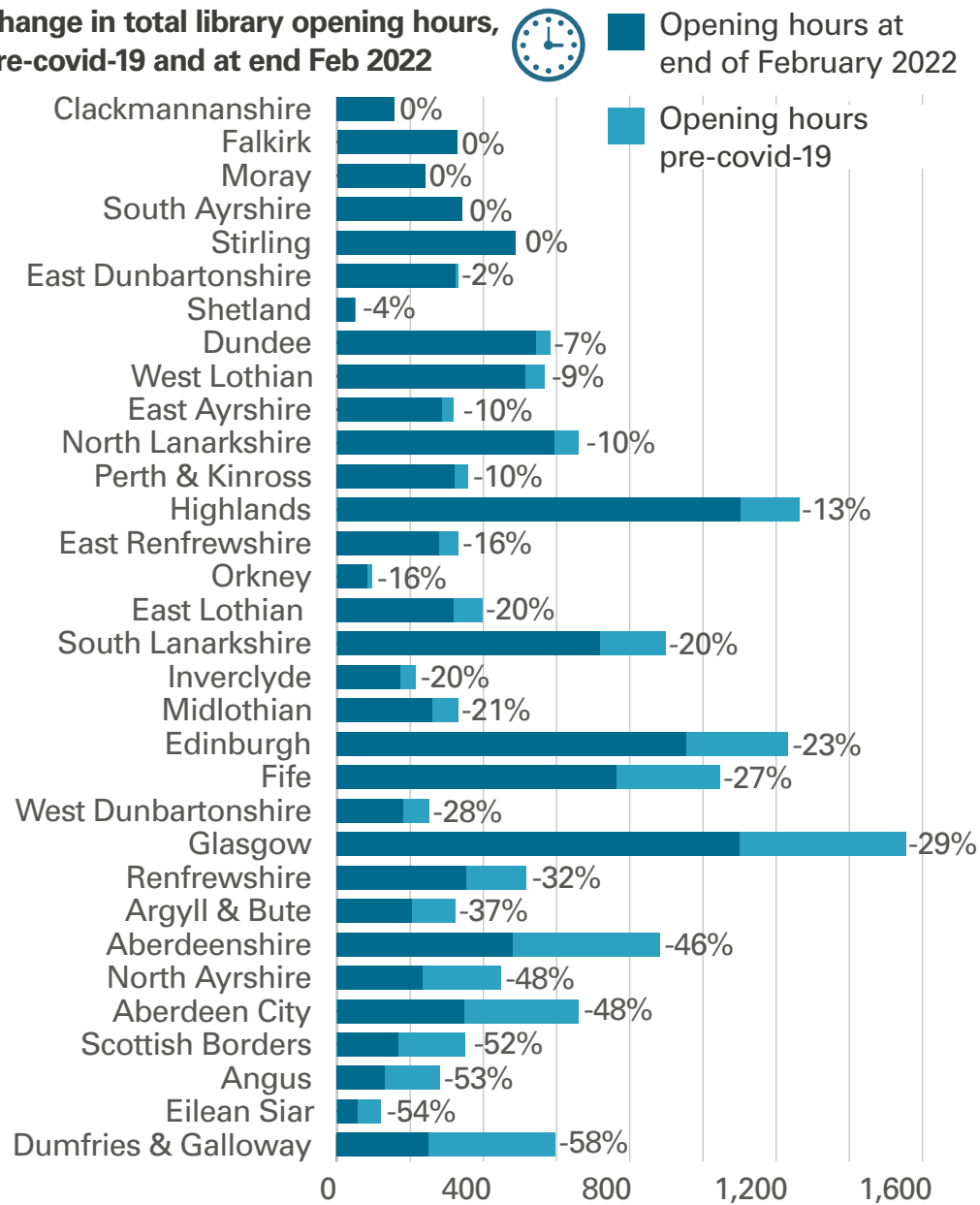


Exhibit 10. (continued)

Risks and challenges

Library services have faced declining investment. The ten years since 2010/11 saw a 29 per cent reduction in spend, yet the same period saw a 42 per cent growth in visit numbers (physical and virtual visits).

Some councils have plans to increase opening hours further. Other councils were already reducing hours and the level of service before the pandemic, and they have faced the most significant issues in recovering.

Library closures have shone a light on the extent of digital exclusion. It is not clear that councils have fully assessed the impacts of closures and reduced hours on communities and groups. And while the digital offer will shape the future of library services, research shows the buildings are vital as a safe, accessible, free, trusted and communal space in communities.

Source: See endnote²⁶

The impact of the pandemic and service disruption has been felt most strongly by those communities and citizens already experiencing inequalities

84. A substantial and growing body of evidence, mostly from research at a national level on the ‘four harms of Covid-19’ – the direct impacts of Covid-19, other health impacts, societal impacts and economic impacts – shows that particular groups have been most affected. For example:

- People with disabilities have faced increased clinical risk from Covid-19 as well as disruption to care services and social connections.
- Minority ethnic communities have faced high clinical risk from Covid-19 and increased risk of social and economic harm as a result of pre-existing inequalities in employment, income and opportunity.
- Those on low incomes and living in the most deprived communities have faced worsening social and economic inequalities, including digital exclusion, lower educational attainment and increased financial hardship.
- Older people have faced increased clinical risk from Covid-19 and are more likely to have experienced disruption to care services and social connections.

- Women have been disproportionately affected both economically and socially because of the increased childcare burden and because they are more likely to be front-line workers and have lower pay and insecure jobs.

85. For some, inequalities have worsened. Others are experiencing inequalities for the first time. Those with intersectional characteristics, that is people who fall into more than one group, and therefore experience several disadvantages at the same time, have suffered the most severe impacts. Councils’ recovery and renewal efforts need to take account of worsening, new and overlapping disadvantage.

86. Mounting evidence suggests that the pandemic has had severe social and wellbeing impacts on children and young people. This includes developmental delays seen in the very youngest because of increased social isolation, worsening mental health, a fall in educational attainment, and young people’s increasing concerns about their job prospects. Evidence also suggests that more children are presenting with additional support needs or behavioural issues and that these children are not always able to access services and get the support they need because of a lack of staff capacity. The impacts are greatest for children and young people in vulnerable groups and living in poverty.

87. Ongoing disruption to council services has meant that those most in need of support are still experiencing that unequal impact.

While councils recognise the disproportionate impact the pandemic has had on different groups, they need to learn lessons from taking early action and assess the impact of service disruption to address longer-term impacts

88. Early in the pandemic there was a huge collective effort to support the most vulnerable, with more collaborative working at a local level, a coordinated response with the voluntary sector and more place-based and holistic approaches. As we highlighted in our 2021 report, councils targeted their responses to support the most vulnerable. This included supporting families and children living in poverty through the provision of free school meals, distribution of digital devices, community food initiatives, fuel poverty and period poverty initiatives, action to prevent homelessness and eliminate rough sleeping, and online events and programmes to support mental health and wellbeing.

89. As we move into the recovery phase, some evidence suggests that councils are putting in place services to mitigate the impacts of the pandemic on the groups most affected by:

- supporting employment and improving economic prospects for women, minority ethnic groups and disabled people
- improving routes to employment and training for young people
- doing more to address the social isolation of older people and people with disabilities.

Some councils are using lessons learned from the pandemic to improve how they tackle vulnerability and inequality

90. The collaborative place-based approaches, cross-council working and community engagement that enabled the early response is informing

new ways of tackling poverty and vulnerability. Several councils have since adopted or adapted these service models to put in place a more holistic approach to tackling inequality. ([Case study 4](#))

Case study 4

Dumfries and Galloway Council



In response to the pandemic four locality hubs were established in Dumfries and Galloway to coordinate partner and volunteer activity at the local level. Since then, the four hubs have developed to become the recognised model for local community planning in Dumfries and Galloway.

Another model that evolved from the council's pandemic response is the 'single access to services' model, known as the single access point. This brings together different council services and partner agencies in one multi-agency team to ensure an efficient, clear and streamlined approach to assist those who are vulnerable. The single access point model will continue to evolve and the council is reviewing other opportunities to develop this approach.

Source: Audit Scotland using information from Dumfries and Galloway Council

Data is a key tool in tackling inequality but there are gaps in equality data, particularly at a local level

91. While councils recognise the disproportionate impact of the pandemic on different groups, it is less clear how councils have assessed how their changes in the way services are delivered, and the pandemic more widely, have affected those most in need in their area.

92. There is still a lack of data and evidence at local level that would allow councils to fully understand the adverse impacts of the pandemic on different groups within their area and inform local plans. Most council recovery plans and reports on mainstreaming equality cite national report findings or increases in measures such as housing applications, unemployment or complex case work, rather than local equality data.

93. This problem is not unique to local government, and the Scottish Government's Equality Data Improvement Programme is working to improve equality data, in particular data on overlapping inequalities, ie intersectionality.

94. Some councils have used data well to understand the impacts of the pandemic on specific groups and the emerging needs.

[\(Case study 5\)](#)

Case study 5

Glasgow City Council



Before the pandemic Glasgow City Council had been gathering detailed data to enable it to better understand the extent of child poverty in the city. The Council's Centre for Civic Innovation (CCI) took a 'deep dive' into the data the council holds on recipients of Housing Benefit and Council Tax reductions, as well data on kinship care and education benefits. This work meant that the council was able to measure the levels of relative child poverty before the pandemic and in the middle of it.

The research found that in December 2020 at least 26 per cent of children in Glasgow were living in relative poverty compared with 24 per cent in February 2020. This equates to at least 2,510 more children living in poverty and 27,995 children overall. This data profiling and analysis is unique to Glasgow, and it provides a detailed 'snapshot' of families that will help the council to map and understand the impact of interventions to reduce child poverty.

Source: Audit Scotland using information from Glasgow City Council



Meeting local needs: collaboration and communities

The early response phase showed what could be achieved by working closely with communities and the voluntary sector. This momentum may be lost if they are not involved in shaping recovery.

Collaboration has enabled new relationships and more effective ways of working but communities and local partners need to be more involved in recovery

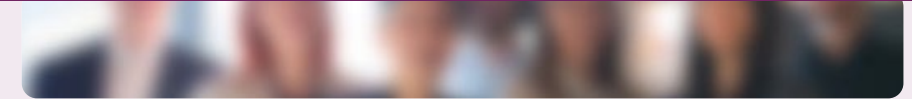
95. Our report [Local government in Scotland: Overview 2021](#) showed how communities and the voluntary sector were a vital asset in the response phase. Collaborative working enabled vulnerable citizens most in need to be speedily supported through initiatives such as community hubs.

96. In October 2021, Audit Scotland published [Community empowerment: Covid-19 update](#), bringing together the learning points from the community response to the pandemic to help public bodies develop their longer-term approaches to supporting and empowering communities. The briefing outlines key learning points under the five principles for community empowerment: community control, leadership on community empowerment, effective relationships, improving outcomes and accountability.

97. Assistance was most effectively provided in areas where local engagement and collaboration with local groups was already established before the pandemic. Greater flexibility, trusting relationships, relaxation of bureaucracy and autonomy in decision making enabled the public sector to work with communities and voluntary organisations and deploy support quickly. ([Case study 6](#))

Case study 6

Fife Council



Fife Council introduced multi-disciplinary teams to respond to the pandemic. Teams composed of council staff and partners worked well together to respond quickly and effectively to meet the needs of Fife residents. The council is focused on learning from the success of these groups as it aims to 'build back better' and renew its public services. Reforming how it works collaboratively with partners and communities and focusing on people and place is seen as critical to sustaining the sense of common purpose brought about by the pandemic.

As part of the Plan for Fife, the council has established People and Place Leadership Groups across its seven areas. The council sees these groups as an initial step forward from the team working that evolved during the pandemic response. The council sees these groups as a fundamental part of driving community wealth building as the council aims to create a fairer, more socially just economy.

Source: Audit Scotland using information from Fife Council

There is limited evidence of direct community input driving recovery actions and more needs to be done

98. Some councils are seeking the views and experiences of citizens and communities to inform recovery and learn from their experiences ([Case study 2, page 17](#)) ([Case study 7](#)). But there is limited evidence of direct community input driving recovery actions or meaningfully reshaping services.

99. Councils need dialogue and involvement of communities and the voluntary sector in planning service priorities and delivering support to vulnerable groups. More flexible governance and decision-making structures will be needed to make community participation easier.

100. Some councils have set up models of co-production. There are examples of joint work with youth councils to develop services for young people.

Voluntary sector organisations are facing pressures that could threaten their ability to deliver services to vulnerable people who rely on them

101. Throughout the pandemic voluntary sector organisations have lost income, while demand for their services has increased. A Scottish Council for Voluntary Organisations (SCVO) report found that 57 per cent of surveyed organisations saw increased demand for their services while almost half faced financial issues, as uncertainty over annual funding makes it difficult to plan for the future.²⁷

Case study 7

Aberdeenshire Council



Aberdeenshire Council carried out a community impact assessment (CIA) in the summer of 2020. The CIA included an online survey of the local community asking about the impact of the pandemic and the council's response during its early stages. On reporting the findings, the council acknowledged that there was a need for further engagement and feedback from harder-to-reach, more vulnerable groups.

The council then engaged with several groups and individuals most likely to be affected negatively by existing inequalities. The final report, *Aberdeenshire Voices on the Pandemic: Same storm, different boats*, includes insight from low-income households, care home residents, the recovery community and New Scots and volunteers.

The themes covered in the report include digital exclusion, access to food, home-schooling challenges and impacts on mental wellbeing. Local voices from Aberdeenshire have also been included in the national report *If Not Now, When?*, published by the Social Renewal Advisory Board in January 2021.

Source: Audit Scotland using information from Aberdeenshire Council

102. Organisations providing support to children and young people, from early years to youth work services, are also facing barriers to delivering their services.²⁸ A lack of staff capacity, increased demand, and lack of access to premises to deliver services (of those voluntary sector organisations wishing to access local authority premises 65 per cent say they have no access) is affecting delivery of a range of services.

103. A collaborative, place-based approach has been essential in supporting communities during the pandemic and mitigating the harm caused. Voluntary sector organisations have been a vital component of this, and councils and the Scottish Government need to do more to make sure they can continue to deliver services to those that need them.

Councils worked well with their community planning partners in the response phase, but they need clearer plans for the future

104. Councils worked with their partners in planning, sharing data and information, and coordinating the response to the pandemic. Some of this joint working is continuing with community planning partnerships working together to revise their Local Outcomes Improvement Plans to take account of recovery, and this collaborative working should continue.

Case study 8

South Ayrshire Council



South Ayrshire Council worked with partners to provide support to vulnerable communities during the pandemic by creating the Ayrshire Resilience Partnership.

This group included the Ayrshire councils' chief executives, along with representatives from health, police, and fire services. It established close working relationships with business and local voluntary groups to deliver a range of services and support.

Source: Audit Scotland using information from South Ayrshire Council

Meeting local needs: recommendations



Actions for leadership

- While some progress has been made in improving the use of data in decision-making, councils need to have a clear sense of where increased demand and service backlogs exist so that they can identify areas of high risk and direct resources accordingly. This information also needs to be more transparent and publicly available.
- A key priority for councils' recovery and renewal is assessing the impact of the pandemic and service disruption on the most vulnerable and learning from this to inform how they support those most affected and address inequalities. This will need better local data to improve understanding.
- Where councils plan to continue with the changes made to services during the pandemic, they need to conduct impact assessments and consult the community. With the expansion of digital services, councils need to assess and mitigate the impacts of digital exclusion.
- Councils need to ensure that partnership working forged in the pandemic with their communities, partners and the voluntary sector remains in place. They also need to learn what made it work and harness this to transform future engagement. The momentum and energy from communities may be lost if public bodies don't capitalise on what has been achieved.

Endnotes

- 1 [Consultation response: A National Care Service for Scotland](#), Audit Scotland, Nov 2021
- 2 [What is happening with the new Shared Prosperity Fund? – SPICe Spotlight](#), Jun 2021
- 3 [Blueprint for Scottish Local Government](#), COSLA, Sep 2020
- 4 [Public sector leadership on the global climate emergency: guidance](#), Scottish Government, Oct 2021
- 5 [Projected Population of Scotland \(Interim\) 2020-based](#), National Records of Scotland, Jan 2022
- 6 [Life Expectancy in Scotland, 2018-2020: Infographic Summary](#), National Records of Scotland, Sep 2021
- 7 [Healthy Life Expectancy 2018-2020, Infographic Summary](#), National Records of Scotland, Feb 2022
- 8 [LGBF Benchmarking Overview Report 2020-21](#), Improvement Service, Mar 2022
- 9 [Energy Action Scotland news release](#), Mar 2022
- 10 [Covid Recovery Strategy: for a fairer future](#), Scottish Government, Oct 2021
- 11 [Audit Scotland blog: Christie - it really is now or never](#), Oct 2021
- 12 [Elected Member Briefing Note: Community Wealth Building](#), Improvement Service, Sep 2020
- 13 [Improvement Service - Public Service Improvement Framework](#)
- 14 [LGBF Benchmarking Overview Report 2020-21](#), Improvement Service, Mar 2022
- 15 [Scottish local government during Covid-19: Data needs, capabilities, and uses](#), UBDC, May 2021
- 16 [Digital progress in local government](#), Audit Scotland, Jan 2021
- 17 [Fiscal Framework and Local Government letter](#), LGHP committee, Scottish Parliament, Dec 2021
- 18 [Consumer price inflation, UK: Jan 2022](#), Office for National Statistics, Feb 2022
- 19 Society of Personnel and Development Scotland
- 20 [The longer-term shift to hybrid working: Implications for local government](#), LGIU, Oct 2021
- 21 Society of Personnel and Development Scotland
- 22 [Workforce Planning, Improvement Service](#)
- 23 [Report on the impact of the Covid-19 pandemic on equalities and human rights](#), Scottish Parliament, Mar 2021

Endnotes

- 24 Audit Scotland using information from [Achievement of Curriculum for Excellence Levels 2020-21](#); the Improvement Service, [Minutes from the Coronavirus \(COVID 19\): Advisory Sub-Group on Education and Children’s Issues](#) and [Cross Party Group: Children and young people pandemic survey 2022](#), Scottish Parliament, Feb 2022
- 25 Audit Scotland using information from: [PHS delayed discharges census table, January 2022](#); [Briefing: Learning from changes to social care during the Covid-19 pandemic, The Alliance](#); [Covid-19, Social Care and Human Rights, SHRC Monitoring Report](#); [State of Caring report, Carers Scotland news release, Oct 2021](#); [BBC research, February 2022](#); [Health and Sport Committee evidence session, November 2021](#).
- 26 Audit Scotland using information from SLIC and additional data from councils; [LGBF Benchmarking Overview Report 2020-21](#), Improvement Service, Mar 2022 [Libraries in lockdown: Scottish public libraries and their role in community cohesion and resilience during lockdown](#)
- 27 [The Scottish Third Sector Tracker](#), SCVO, Nov 2021
- 28 [Cross Party Group: Children and young people pandemic survey 2022](#), Scottish Parliament, Feb 2022

Local government in Scotland

Overview 2022

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Report To:	Policy & Resources Committee	Date:	21 June 2022
Report By:	Head of Organisational Development, Policy and Communications	Report No:	HR/05/22/BMcQ/GO
Contact Officer:	Barbara McQuarrie/Gillian O'Neill	Contact No:	01475 712845
Subject:	Pregnancy Loss Pledge		

1.0 PURPOSE

- 1.1 The purpose of this report is to ask the committee to note the content of the Miscarriage Association's Pregnancy Loss Pledge and to recommend that the Council "enhance the support" it provides to employees dealing with grief by signing the Pledge. It also recommends the committee approves an increase of the Parental Bereavement (Leave and Pay) Act 2018 from two weeks statutory paid leave to 2 weeks full paid leave, regardless of service.

2.0 SUMMARY

- 2.1 The Miscarriage Association is a register charity and it launched a new Pregnancy Loss Campaign in September 2021. Its aim is to introduce paid leave for families who experience a miscarriage before 24 weeks and to improve support for parents who experience miscarriage by encouraging work environments where employers show empathy and understanding towards people and their partners experiencing pregnancy loss.
- 2.2 Employers who make the pledge commit to a higher pregnancy loss standard to ensure that employees going through what can be a very difficult or traumatic time get the support and time off they need. The pledge also encourages workplaces to introduce a pregnancy loss policy or guidance, which is included in sickness, bereavement or other workplace policies.
- 2.3 Currently, the Parental Bereavement (Leave and Pay) Act 2018 provides parents with 2 weeks statutory leave, regardless of service. They are entitled to the 2 weeks' pay element if they have more than 26 weeks service and earn on average £123 a week before tax (gross) over an 8 week period. This applies to those parents following a death of a child under 18 years old or if they suffer a stillbirth from 24 weeks of pregnancy. Inverclyde currently provides this as well as bereavement leave.
- 2.4 Other councils are currently offering enhanced rates of Parental Bereavement (Leave & Pay), for example, Fife Council currently offers 2 weeks full pay, for all parents, regardless of service and/or earnings, for loss of a baby at any time during a pregnancy, up until the age of 18 years old.
- 2.5 Inverclyde Council could enhance the support it provides to employees and parents dealing with grief by signing the Miscarriage Association's Pregnancy Loss Pledge. If Inverclyde commits to the pledge and enhances the Parental Bereavement Leave they will follow the example of Fife Council by offering all parents 2 weeks leave fully paid, if they suffer a pregnancy loss at any time during their pregnancy and/or they loss a child up to the age of 18 years old.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Policy & Resources Committee

- a) note the Miscarriage Association's Pregnancy Loss Pledge and agree that the Council enhance the support it provides to employees dealing with grief by signing up to the Pledge;
- b) enhance our current provisions under Parental Bereavement Leave and Pay and the Conditions of Service to offer all parents 2 weeks full pay, if they suffer a pregnancy loss at any time during their pregnancy and/or they lose a child up to the age of 18 years old; and
- c) note that a review will be undertaken of wider HR policies and procedures related to support for employees experiencing bereavement.

Steven McNab
Head of Organisational Development,
Policy and Communications

4.0 BACKGROUND

- 4.1 The Miscarriage Association is a register charity and it launched a new Pregnancy Loss Campaign in September 2021. Its aim is to introduce paid leave for families who experience a miscarriage before 24 weeks and to improve support for parents who experience miscarriage by encouraging work environments where employers show empathy and understanding towards people and their partners experiencing pregnancy loss.
- 4.2 The Miscarriage Association found that due to the stigma around miscarriage and the lack of support available, many in this position feel they are unable to grieve adequately. Many workers find themselves in a dilemma: to use sick leave or annual leave; or to return to work during a time of grief. Employers who make the pledge commit to a higher pregnancy loss standard to ensure that employees going through what can be a very difficult or traumatic time get the support and time off they need.
- 4.3 The Miscarriage Association's Pregnancy Loss Pledge requires employers to agree to:
- Encourage a supportive work environment where people feel able to discuss and disclose pregnancy and/or loss without fear of being disadvantaged or discriminated against
 - Understand and implement the rules around pregnancy-related leave, ensuring employees feel able to take the time off they need
 - Show empathy and understanding towards people and their partners experiencing pregnancy loss
 - Implement a pregnancy loss policy or guidance, or ensure it is included in sickness, bereavement or other workplace policies – being mindful of the needs of partners, too
 - Encourage line managers to access in-house or external guidance (such as that available on the MA website) on how to support someone experiencing pregnancy loss
 - Support people back to work by being responsive to their needs and showing flexibility wherever possible
- 4.4 Inverclyde Council could “enhance the support” it provides to employees dealing with grief by signing the Miscarriage Association's Pregnancy Loss Pledge. If Inverclyde commits to the pledge and enhances the Parental Bereavement Leave they will follow the example of Fife Council by offering all parents 2 weeks leave fully paid, if they suffer a pregnancy loss at any time during their pregnancy and/or they loss a child up to the age of 18 years old.
- 4.5 Currently, the Parental Bereavement (Leave & Pay) Act 2018 provides that parents will be entitled to at least 2 weeks statutory paid leave following the death of a child under 18 or if they suffer a still birth from 24 weeks of pregnancy. If the pregnancy is lost before 24 weeks, it is known as a miscarriage and parents are not entitled to maternity leave or pay or Parental Bereavement Leave.

5.0 INVERCLYDE CURRENT PROVISIONS

5.1 Statutory

The Parental Bereavement (Leave and Pay) Act 2018 known as 'Jack's Law' came in to force in April 2020. Two weeks statutory leave entitlement applies to parents who suffer the loss of a child from a stillbirth after 24 weeks of pregnancy up to the age of 18 years old and two weeks statutory pay entitlement applies for those with over 26 weeks service and with above average earnings.

5.2 Inverclyde Council Conditions of Service

Clause 17.6.1 of our Conditions of Service provides leave with pay for bereavement in the following circumstances:

“In the case of a near relative, such as a husband, wife, civil partner, partner, child, parent or

dependent reasonable paid time off as necessary. In dealing with such cases it is expected that managers will be sympathetic to the situation faced by the employee. In these circumstances the provisions do not specify a minimum or maximum period which may be allowed, it being expected that managers will liaise and agree with the employee “reasonable time off as necessary” having regard to all the circumstances.”

5.3 Inverclyde Council provides employees with access to a counselling service which provides support to employees for both work-related and personal problems and covers issues such as personal or emotional difficulties, relationship or family concerns, dealing with change, stress, bereavement, etc. Our Health & Wellbeing Hub on the Inverclyde Council Website provides information and resources to fully support employee wellbeing in day to day life, and useful resources to help employees focus on their wellbeing and find the support they need.

6.0 PROPOSALS

6.1 It is recommended that the Policy & Resources Committee consider the content of this report and agree the recommendations made in Section 3.

7.0 IMPLICATIONS

7.1 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					

7.2 Legal

All Legal issues are included in the report.

7.3 Human Resources

All Human Resources issues are included in the report.

7.4 Equalities

Equalities

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

X	YES – is available on the Equality Impact Assessment 2022 webpage on the Council website: https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments/equality-impact-assessments-2022
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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?

X

YES –

NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

X

YES

NO

7.5 Repopulation

n/a

8.0 CONSULTATIONS

8.1 Trade Unions have been consulted and are in support of the recommendation.

9.0 BACKGROUND PAPERS

9.1 n/a

Report To:	Policy & Resources Committee	Date:	21 June 2022
Report By:	Interim Director Finance & Corporate Governance	Report No:	LS/053/22
Contact Officer:	Iain Strachan	Contact No:	01475 712710
Subject:	Review of Committee Report Format		

1.0 PURPOSE

- 1.1 The purpose of this report to seek approval from the Policy & Resources on proposed changes to the Council's corporate committee report template.

2.0 SUMMARY

- 2.1 The current pro forma, standardised report was formally approved by the Council in 2006, with various revisals over the years, to ensure a consistent "house style" and is to be used on all occasions for reports to the Council and its Committees. This approach to Council reporting aids decision making and ensures consistency in content and presentation of detail in report preparation. The reports which are submitted to the Council and its Committees for consideration form the foundation of the Council's decision making process.
- 2.2 The implications section of the standard report style, in particular, requires to be updated to reflect a number of significant legislative developments. The proposed update is set out in the revised report template attached at appendix 1. Appendix 2 is an annotated version of the template, and contains specific guidance on each section in italics.
- 2.3 It is anticipated that, subject to Committee approval, training and guidance will be provided to officers and the revised report format will be used by officers and presented to Committees from the start of the 2022/23 Committee cycle of meetings in August 2022.

3.0 RECOMMENDATIONS

It is recommended that:

- 3.1 The Policy & Resources Committee approves the revised committee report template set out at Appendix 1 of this report, subject to a review in 12 months' time; and
- 3.2 The Policy & Resources Committee notes that, subject to approval, the revised committee report template will be rolled out to officers, with guidance and training, ready for use from the start of the 2022/23 Committee cycle of meetings in August 2022.

Alan Puckrin
Interim Director, Finance and Corporate Governance

4.0 BACKGROUND

- 4.1 The guiding principle in writing committee reports is that a clear explanation should be given of the background to the proposal with full details of its implications, including details of any responses to the consultations which are carried out.
- 4.2 In May 2006, a pro forma, standardised report was formally approved by the Policy and Strategy Committee to ensure a consistent "house style" and is to be used on all occasions for reports to the Council and its Committees. This coordinated approach to Council reporting aids decision making and ensures consistency in content and the presentation of detail in report preparation. Additionally, it is a clear external indication of a professional and coordinated approach in Council reporting by all services.

5.0 REVISED COMMITTEE REPORT FORMAT

- 5.1 As stated above, the existing template was introduced in 2006 and has been reviewed and updated regularly to take into account any learning from its use and any significant legislative developments. The existing template is well understood and used by officers and elected members, however, there is a recognition that it requires to be revised in order to ensure that information is presented in as accessible and concise a way as possible. Further, it is good practice to continually review the information the Council uses to make decisions in order to ensure that decision making is as rigorous and robust as possible.
- 5.2 It is recognised that good quality reports are essential for good governance, providing elected members with the right information to enable them to make good decisions, ensuring the public can understand what business the Council is considering and increased openness and transparency of decision making.
- 5.3 The essential components of a committee report are considered to include a clear purpose, officer recommendations, material considerations and the implications of making the decision, including any impacts of not making a decision.
- 5.4 A proposed revised template report is attached at Appendix 1 and an annotated version is attached at Appendix 2 for consideration. Officers' work on this was carried out during 2021, but paused as it was felt appropriate to wait until after the May 2022 elections for an updated template report to be brought before the Committee.
- 5.5 The main changes proposed are:
 - a. An "at a glance" table has been inserted at paragraph 6.1 to show the risks and implications applicable to any recommendation;
 - b. The Implications section has been amended to include:
 - Incorporation of risk management considerations under a new Legal/Risk section;
 - Strategic implications – there is now a requirement to identify the strategic targets and objectives the report addresses;
 - There is further focus on Equality and Fairer Scotland assessments;
 - Children and Young People – there is specific reference to considering whether a Children's Rights and Wellbeing Assessment is required in terms of the subject matter being considered;
 - Environmental and Sustainability – there is now a requirement, where relevant and applicable, to consider environmental/climate change impacts and strategic environmental assessments.
 - c. The repopulation implication has been removed – this is now part of the Local Outcomes Improvement Plan (LOIP) and so is covered in the new Strategic implications section.

- 5.6 It is recognised that the implications section has been expanded, with the justification for that being that there is a duty under various pieces of legislation to assess the impact of Council policies and practices and to underline the importance of having due regard to its duties before and at the time a policy or practice is being considered.
- 5.7 It is proposed that the Finance, Legal/Risk, Human Resources and Strategic implications must be provided in all reports. Further details and assessments in terms of paragraphs 6.5-6.8 of the template report will be provided only where relevant. It should be noted that not all reports will require all assessments set out at paragraphs 6.6-6.9 of the template report to be undertaken. It is not a requirement where recommendations are factual e.g. procedural, performance or scrutiny reports.
- 5.8 The use of the proposed template for meetings outwith the Committee structure – e.g. CMT reports or reports to other groups at which elected members will consider the report will also be required. It is noted that the template does not apply to the Council's quasi-judicial and regulatory functions – for example the Licensing Board, Planning Board and Local Review Body and the like.
- 5.9 It will also be necessary to review all templates which will be placed on the Council's website to ensure that they are in compliance with accessibility regulations.
- 5.10 It continues to be the responsibility of individual services to draft and consult upon their reports, to ensure that reports include all relevant information which is clearly expressed to enable informed decision-making by Elected Members and to submit the reports in the corporate format to the Committee Section of Legal and Democratic Services within the appropriate Committee timescales. It is the responsibility of individual services to ensure that the reports are correct and typographically accurate. Any advice on the use of the corporate format or any questions arising can be sought from or directed to the Committee Section.

6.0 GUIDANCE AND TRAINING

- 6.1 Following consideration by Committee, the intention is to provide a suitable guidance and training package for relevant officers over the next couple of months. The aim of the guidance and training would be ensure consistency in adoption of the new template and that officers are being supported to confidently use this.
- 6.2 More detailed guidance on report writing will also be made available to officers. The introduction of the new template will be an opportunity to remind report writers to use appropriate writing styles – i.e. ensuring reports are drafted clearly, concisely, using plain English and avoiding jargon and abbreviations.
- 6.3 It is anticipated that the guidance and training will be co-ordinated through the Council's Corporate Quality Improvement Group (CQIG).
- 6.4 It is proposed that the revised committee report template will be used by officers and presented to Committees from the start of the 2022/23 Committee cycle of meetings in August 2022. This will allow for sufficient time for training and awareness raising. Use of the new template and feedback from officers and elected members will be monitored over the first year of the revised template's use, and any minor adjustments and refinements will be made as necessary. It is, however, proposed that the template be the subject of a further review in 12 months' time, with an update report brought back to the Committee at that time.

7.0 IMPLICATIONS

7.1 Finance

The costs of implementing the revised committee report template are minimal and will be contained within existing budgets.

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					

7.2 Legal

Implementation of the revised committee report template assists the Council to comply with various statutory obligations.

7.3 Human Resources

There are no human resource implications arising from this report.

7.4 Equalities

Equalities

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

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

(b) Fairer Scotland Duty

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

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

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

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

X

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

NO

7.5 **Repopulation**

Not applicable.

8.0 **CONSULTATIONS**

8.1 The Corporate Management Team has been consulted in the preparation of this report and provided input into the revised committee report template.

9.0 **BACKGROUND PAPERS**

9.1 None.



AGENDA ITEM NO:

Report To:

Date:

Report By:

Report No:

Contact Officer:

Contact No:

Subject:

1.0 PURPOSE AND SUMMARY

1.1 For Decision For Information/Noting

1.2

2.0 RECOMMENDATIONS

2.1

##

4.0 BACKGROUND AND CONTEXT

4.1

5.0 PROPOSALS

5.1

6.0 IMPLICATIONS

6.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO	N/A
Financial			
Legal/Risk			
Human Resources			
Strategic (LOIP/Corporate Plan)			
Equalities & Fairer Scotland Duty			
Children & Young People's Rights & Wellbeing			
Environmental & Sustainability			
Data Protection			

6.2 Finance

One off Costs

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

Annually Recurring Costs/ (Savings)

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

6.3 Legal/Risk

6.4 Human Resources

6.5 Strategic

6.6 Equalities and Fairer Scotland Duty

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

<input type="checkbox"/>	YES – Assessed as relevant and an EqIA is required.
<input type="checkbox"/>	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, assessed as not relevant and no EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement.

(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"/>	YES – A written statement showing how this report’s recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
<input type="checkbox"/>	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.

6.7 Children and Young People

Has a Children’s Rights and Wellbeing Impact Assessment been carried out?

<input type="checkbox"/>	YES – Assessed as relevant and a CRWIA is required.
<input type="checkbox"/>	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children’s rights.

6.8 Environmental/Sustainability

List any environmental / climate change impacts which relate to this report.

Has a Strategic Environmental Assessment been carried out?

YES – assessed as relevant and a Strategic Environmental Assessment is required.

NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

6.9 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 – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

7.0 CONSULTATION

7.1

8.0 BACKGROUND PAPERS

8.1

Report To:	<i>Relevant Committee Meeting</i>	Date:	<i>Date of Meeting</i>
Report By:	<i>Relevant Director/Head of Service</i>	Report No:	<i>Unique Identifier</i>
Contact Officer:	<i>Report Author</i>	Contact No:	<i>Report Author No.</i>
Subject:	<i>Report Title</i>		

1.0 PURPOSE AND SUMMARY

- 1.1 For Decision For Information/Noting *Tick any that apply*
- 1.2 *Add a very brief summary of what you are asking the Committee to do and why. This section must be concise - **3 paragraphs maximum - and the summary should not be repeated in the main body of the report.***
- 1.3 *The summary section is necessary for officers and Elected Members to identify those reports which are the most important and require the most attention.*
- 1.4 *This section should be written as clearly and simply as possible to ensure that the Elected Members who are taking the decision(s), as well as the public who will have access to the report, have a full understanding of what the Committee are being asked to decide upon, why it is being asked to make decisions and the significant factors and anticipated outcomes and implications of taking such decisions.*
- e.g. previous committee decision*
 - change in legislation*
 - business plan – agreed project/action*
 - agreed routine monitoring report*

3.0 RECOMMENDATIONS

- 3.1 *• **Decision** - Reaching a conclusion after the consideration of options and implications.*
*• **For Information/Noting***
Recommended wording to be used is either “agree”, “approve” or “note”.
- 3.2 *The function of recommendations is for officers to advise Elected Members as to the best course of action. The wording of recommendations is important as they will form the basis to the minute after the meeting so must not be ambiguous or vague. Everything here should be covered in the report or appendices – nothing new should be introduced in the recommendations. If reference is made to the report, specify the relevant paragraph or appendix. Each recommendation should have a separate paragraph number.*

4.0 BACKGROUND AND CONTEXT

4.1 *This is the main body of the report ensuring that sufficient information is there for Elected Members to make the decision:*

- *Include relevant, concise, background information;*
- *Include the broader context of relevant Council policies, priorities and previous Committee decisions that has informed the recommendations;*
- *Any previous reports referred to should be clearly specified with the name of the relevant Committee, its meeting date and its reference number.*
- *Avoid repetition, jargon and acronyms;*
- *Use a new paragraph for each point.*

5.0 PROPOSALS

5.1 *This section should show the options and reasons for the preferred recommendations. An options appraisal may be provided. Include arguments for and against the recommendations and details of any alternative options considered and why they are not recommended. If there are no options to be considered, explain why.*

5.2 *A section showing Conclusions is not compulsory but may be used where a number of options have been considered in a complex report.*

6.0 IMPLICATIONS

6.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO	N/A
Financial			
Legal/Risk			
Human Resources			
Strategic (LOIP/Corporate Plan)			
Equalities & Fairer Scotland Duty			
Children & Young People's Rights & Wellbeing			
Environmental & Sustainability			
Data Protection			

Insert an X in the relevant box. Where answered "yes" to Financial, Legal/Risk, Human Resources and Strategic, further details should be provided of the impact in the relevant paragraph below.

Where answered "yes" or "no" to Equalities, Children & Young People, Environmental & Sustainability and Data Protection, relevant assessments should be carried out and where necessary, relevant impact assessments must be completed and referenced as a background paper. If available on the website, the link should be provided.

Not all reports will require all of the assessments at 6.6-6.9 to be undertaken and so where these implications are assessed as "N/A" these paragraphs can be deleted. It is not a requirement to complete all implications where recommendations are factual e.g. procedural, performance or scrutiny reports.

The implications of the proposals must be shown by report writers in the report and in all cases, must include Financial, Legal, Risk, Human Resources and Strategic. Where applicable, the Equalities, Children and Young People, Environmental and Data Protection implications must be considered and the relevant sections completed accordingly. Implications must be considered proactively and corporately in advance with relevant officers and recorded within the report with adequate reasoning.

Any assessments should already have been developed as part of the development of the proposal – especially if it is significant.

It is important to have due regard **before** and **at the time** that a particular function/policy/procedure/strategy is being considered, and of exercising the duty with an open mind.

There is a duty under various pieces of legislation to assess the impact of our policies and practices.

6.2 Finance

The source of any funding attached to the proposals in the report must be identified. Include all capital and revenue implications arising out of the report proposals. All affected budget codes should be identified with details of budget requirements and virements etc. being shown.

One off Costs

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

Annually Recurring Costs/ (Savings)

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

6.3 Legal/Risk

- e.g. - Risk Register (Corporate, Directorate and/or project specific, where applicable)
- Completion of a risk assessment with plans in place to mitigate any risks identified
 - Likelihood of legal challenge
 - Legislative relevance

Risk Management – refer to any significant risks identified in the report, including in relation to the recommended option. If a risk assessment or risk register has been completed, this should be referenced as a background paper to the report.

There also needs to be a considered review of risk in the event that the recommendation is not agreed by Committee.

Legal – Any potential legal implications arising from the report should be considered and outline any legal advice provided.

6.4 Human Resources

e.g.

- Impact on existing staff*
- Identification of training requirements*

6.5 Strategic

e.g.

- LOIP objectives*
- Corporate Plan objectives*

Highlight how the proposed action/recommendation contributes to the targets and priorities in the Council's Corporate Policy Framework. List the LOIP/Corporate Plan priorities the report relates to.

Example wording – “This report helps deliver Corporate Plan 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.”

6.6 Equalities and Fairer Scotland Duty

The Council must have due regard 3 elements of the general equality duty, which are:

- eliminating discrimination;*
- advancing equality of opportunity;*
- fostering good relations.*

The corporate EqIA process must be followed. If the subject matter of the report requires an EqIA, it must be referenced as a background paper and if available on the website, the link should be provided.

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

YES – Assessed as relevant and an EqlA is required.

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, assessed as not relevant and no EqlA is required. *Provide any other relevant reasons why an EqlA is not necessary/screening statement.*

(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.

NO – Assessed as not relevant under the Fairer Scotland Duty.

6.7 Children and Young People

Has a Children’s Rights and Wellbeing Impact Assessment been carried out?

Where this implication is applicable, the CRWIA process must be followed. If the subject matter of the report requires a CRWIA, it must be referenced as a background paper and if available on the website, the link should be provided.

YES – Assessed as relevant and a CRWIA is required.

NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children’s rights.

6.8 Environmental/Sustainability

List any environmental / climate change impacts which relate to this report.

e.g. Net Zero Strategy.

Has a Strategic Environmental Assessment been carried out?

The Environmental Assessment (Scotland) Act 2005

Strategic Environmental Assessment is a systematic and effective process for ensuring that environmental issues are taken into account at every stage in the preparation, implementation, monitoring and review of plans, programmes and strategies.

If the subject matter of the report requires an assessment, it must be referenced as a background paper and if available on the website, the link should be provided.

	YES – assessed as relevant and a Strategic Environmental Assessment is required.
	NO – This report does not propose or seek approval for a plan, policy, programme, strategy or document which is like to have significant environmental effects, if implemented.

6.9 Data Protection

Has a Data Protection Impact Assessment been carried out?

Where applicable, the corporate DPIA process must be followed. If the subject matter of the report requires a DPIA, it must be referenced as a background paper and if available on the website, the link should be provided.

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
	NO – Assessed as not relevant as this report does not involve data processing which may result in a high risk to the rights and freedoms of individuals.

7.0 CONSULTATION

7.1 *Include details of consultations carried out (as appropriate). Significant issues identified in consultations should be addressed in the relevant sections of the report, as required.*

8.0 BACKGROUND PAPERS

8.1 *Provide a list of documents used to write the report. Such documents may include:*

- *Risk Assessment/Risk Register*
- *Equalities Impact Assessment*
- *Data Protection Impact Assessment*
- *Children’s Rights and Wellbeing Impact Assessment*
- *Strategic Environmental Assessment.*

Please see the guidance for more information about what should be included. If no relevant documents have been used, please insert “None” for clarity.