

**A meeting of the Policy & Resources Committee will be held on Tuesday 19 November 2024 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 18 November 2024 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.**

**Further information relating to the recording and live-streaming of meetings can be found at the end of this notice.**

LYNSEY BROWN  
Head of Legal, Democratic, Digital & Customer Services

## **BUSINESS**

**\*\* Copy to follow**

1. <b>Apologies, Substitutions and Declarations of Interest</b>	<b>Page</b>
<b>PERFORMANCE MANAGEMENT</b>	
2. <b>2024/25 Policy &amp; Resources and General Fund Revenue Budget</b> Report by Chief Financial Officer, Corporate Director Education, Communities & Organisational Development and Chief Executive	<b>p</b>
3. <b>Policy &amp; Resources Capital Budget and Council 2024/28 Capital Programme</b> Report by Chief Financial Officer	<b>p</b>
4. <b>Finance Services Update</b> Report by Chief Financial Officer	<b>p</b>
5. <b>Corporate Policy and Performance Update: September-November 2024</b> Report by Head of Organisational Development, Policy & Communications	<b>p</b>
6. <b>Policy &amp; Resources Committee Delivery and Improvement Plan 2023/26 Performance Report</b> Report by Chief Executive	<b>p</b>
7. <b>Treasury Management – Mid-Year Report 2024/25</b> Report by Chief Financial Officer	<b>p</b>

8.	<b>Governance of External Organisations - Annual Update and Review</b> Report by Chief Financial Officer	p
9.	<b>Inverclyde Council Plan Annual Performance Report 2023/24</b> Report by Head of Organisational Development, Policy & Communications	p
10.	<b>Workplace Information and Activity Report 2023/24</b> Report by Head of Organisational Development, Policy & Communications	p
11.	<b>Annual Update on the use of surveillance powers - The Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA)</b> Report by Head of Legal, Democratic, Digital & Customer Services	p
<b>NEW BUSINESS</b>		
12.	<b>2025/26 Revenue Budget</b> Report by Chief Financial Officer	p
13.	<b>Anti-Poverty Fund – Fuel Poverty Payments Proposal</b> Report by Chief Financial Officer	p
14 **	<b>Marmot Places Scotland</b> Report by Chief Executive	p
15.	<b>SOLACE Improving Local Government Benchmarking Framework 2023/24 (September Refresh)</b> Report by Head of Organisational Development, Policy & Communications	p
16.	<b>NRS Mid-2023 Population Estimates, Scotland</b> Report by Head of Organisational Development, Policy & Communications	p
17.	<b>Fair Work First and the Real Living Wage</b> Report by Head of Organisational Development, Policy & Communications and Director, Environment & Regeneration	p
18. **	<b>Digital and Customer Services Strategy</b> Report by Head of Legal, Democratic, Digital & Customer Services	p
19. **	<b>Update on the Digital Modernisation Programme and Delivery of the ICT and Digital Strategies</b> Report by Head of Legal, Democratic, Digital & Customer Services	p
<b>REMITTS FROM COMMITTEES</b>		
20.	<b>Internal Audit – Remit from Audit Committee</b> Report by Head of Legal, Democratic, Digital & Customer Services	p
<b>ROUTINE DECISIONS AND ITEMS FOR NOTING</b>		
21.	<b>OD, Policy and Communications Policy Updates</b> Report by Head of Organisational Development, Policy & Communications	p

It was agreed in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973 as amended, that the public and press be excluded from the meeting during consideration of the following items on the grounds that the business involved the likely disclosure of exempt information as defined in the respective paragraphs of Part I of Schedule 7(A) of the Act as are set opposite each item.

**NEW BUSINESS**

22. <b>Appendix relative to agenda item 8 providing additional information on governance oversight of external organisations</b>	Para 6 p
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**REMITTS FROM COMMITTEES**

23. <b>King George VI Community Hub Update – Remit from Education &amp; Communities Committee</b> Report by Head of Legal, Democratic, Digital & Customer Services requesting consideration of a remit from the Education & Communities Committee.	Para 6 & 9 p
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The reports are available publicly on the Council’s website and the minute of the meeting will be submitted to the next standing meeting of the Inverclyde Council. The agenda for the meeting of the Inverclyde Council will be available publicly on the Council’s website.

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

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Chief Financial Officer and Corporate Director Education, Communities &amp; Organisational Development and Chief Executive</b>	<b>Report No:</b>	<b>FIN/73/24/AP/AB</b>
<b>Contact Officer:</b>	<b>Alan Puckrin</b>	<b>Contact No:</b>	<b>01475 712090</b>
<b>Subject:</b>	<b>2024/25 Policy &amp; Resources and General Fund Revenue Budget</b>		

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## 1.0 PURPOSE AND SUMMARY

1.1  For Decision  For Information/Noting

1.2 The purpose of this report is to advise the Committee of the Policy & Resources Revenue Budget 2024/25 projected position. The report also highlights a projected overspend in the overall General Fund Revenue Budget and the impact this will have on the General Fund Reserve.

1.3 The revised 2024/25 Revenue Budget for the Policy and Resources Committee is £24,156,000, which excludes Earmarked Reserves. The latest projection is an overspend of £304,000 (1.26%), mainly due to a £250,000 shortfall within the Pay Inflation Contingency. Overall, this is a reduction in overspend of £96,000 since last reported. More details are provided in section 3.3 and the appendices.

1.4 The latest projection for the General Fund Budget is an overspend of £1,012,000, total reduction in costs of £229,000 since last reported. Based on these figures the Council's unallocated Reserves are currently projected to be £0.598million less than the minimum recommended level of £4.0million.

1.5 This report also includes updates in respect of earmarked reserves spend and the Councils Common Good Revenue budget.

## 2.0 RECOMMENDATIONS

It is recommended that the Committee:

2.1 Note the current projected overspend in the Committee's Revenue Budget for 2024/25 of £304,000, a reduction of £96,000 since the last report.

2.2 Note the projected overspend of £1,012,000 for the General Fund and the projected reserve balance of £3.402 million.

2.3 Note the projected 2024/25 surplus of £10,800 for the Common Good Budget set out in Appendix 5.

2.4 Note that the Savings Workstream programme update is provided as part of the Budget Update report later in the agenda.

**Alan Puckrin**  
**Chief Financial Officer**

**Ruth Binks**  
**Corporate Director**  
**Education, Communities & ODHR**

**Louise Long**  
**Chief Executive**

### 3.0 BACKGROUND AND CONTEXT

- 3.1 The purpose of this report is to advise Committee of the current position of the 2024/25 Revenue Budget and to highlight the main variances contributing to the projected overspend of £304,000 for 2024/25.
- 3.2 The revised 2024/25 Revenue Budget for the Policy & Resources Committee is £24,156,000 excluding Earmarked Reserves. This is a decrease of £1,042,000 from the approved budget largely due to allocations from the pay inflation contingency. Appendix 1 gives more details of this budget movement.
- 3.3 2024/25 Projected Outturn - £304,000 overspend 1.26 %

The main projected variances contributing to the net overspend are listed below –

- (a) Overall committee Employee Costs are projected to underspend by £48,000 due to an over achievement of turnover savings to date. This is an increase in turnover of £93,000 since the last report.
- (b) The Revenues & Benefits section are reporting a £21,000 overspend within postages, this is due to a £12,000 one-off charge for re-billing of the 2024/25 Council Tax notices and additional postages charges relating to an increase in the volume of reminder notices. The total one-off charge for the re-billing of the 2024/25 Council Tax notices was £17,000 (£12,000 postages and £5,000 printing). No change from last committee.
- (c) Statutory Additions Income is projected to be £41,000 under-recovered in line with last year.
- (d) Over-recovery of £37,000 projected within Council Tax Prior Years based on collection rates and previous years outturn.
- (e) Projecting an overall overspend of £50,000 within ICT computer software, officers are currently examining whether this pressure is time-limited or recurring.
- (f) Projected over-recovery of £32,000 within Income for ICT service recharges for internal maintenance recharges for computer equipment purchased outside of the refresh programme.
- (g) External Licences are currently projecting at an under recovery of £32,000 for liquor and taxi operators. These projections are in line with previous outturns.
- (h) £250,000 overspend within the pay inflation contingency based on the final offer for the 2024/25 pay award. This is outwith an additional £77 million funding from the Scottish Government.
- (i) Non-pay inflation is projected to be on budget in 2024/25 and officers will continue to review assumptions/projections in detail and an update Committee as appropriate.

#### 3.4 General Fund Budget & Reserves Position

Appendix 6 shows that the General Fund is projecting a £1,012,000 overspend (excluding Health & Social Care) which represents 0.40% of the net Revenue Budget. All committees are reporting an overspend; Policy & Resources Committee £304,000, Environment & Regeneration of £218,000 and the Education & Communities £416,000.

- 3.5 Following a review of the Savings Workstreams projections the by the CMT as part of the Budget Update report later in the agenda, a £74,000 shortfall against the 2024/25 target is being projected. This is reflected in appendix 6.

### 3.6 Reserves

Appendix 4 gives an update on the Committee's operational Earmarked Reserves, i.e. excluding strategic funding models. Spend to 30 September 2024 on these operational Earmarked Reserves is £227,000 (3.18% of projected spend), the majority of the earmarked reserve budgets within the Policy & Resources reserves occur at the end of the year. Appendix 7 gives the overall earmarked reserve position which shows £64,000 (3.46%) slippage against phased budget.

Appendix 8 shows the latest position in respect of the General Fund Reserves and shows that the projected balance at 31 March, 2025 is £3.402 million which is £0.598 million below the minimum recommended balance of £4.0 million. A review of reserves has been undertaken by the CMT and the results will be considered by the Council at the December meeting as part of a 2025/26 budget update.

### 3.7 Common Good Fund

The Common Good Budget is projecting a surplus of £10,800 in 2024/25 as shown in Appendix 5 which results in projected surplus fund balance at 31 March 2025 of £128,837.

### 3.8 Virements - None.

## 4.0 PROPOSALS

4.1 The Committee's own revenue budget is showing a £304,000 overspend with the 3 service budgets showing a £38,000 (0.3%) overspend, this is an improvement of £96,000 since the last report. Officers will continue to examine ways to bring their services back in on budget.

## 5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendations are agreed:

<b>SUBJECT</b>	<b>YES</b>	<b>NO</b>
Financial		X
Legal/Risk	X	
Human Resources		X
Strategic (Partnership Plan/Council Plan)		X
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

## 5.2 Finance

One off Costs

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

Annually Recurring Costs/ (Savings)

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

### 5.3 **Legal/Risk**

The Financial Regulations state the responsibility for ensuring Revenue Budgets are not exceeded lies with the Committee and budget holding Chief Officers.

### 5.4 **Human Resources**

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

### 5.5 **Strategic**

There are no specific strategic implications arising from this report.

## 6.0 **CONSULTATION**

6.1 The paper has been jointly prepared by the Chief Financial Officer and the Corporate Director Education, Communities, and Organisational Development and the Chief Executive.

## 7.0 **BACKGROUND PAPERS**

7.1 There are no background papers for this report.



**Policy & Resources Budget Movement - 2024/25**

Service	Approved Budget 2024/25 £000	Inflation £000	Movements		Transferred to EMR £000	Revised Budget 2024/25 £000
			Virement £000	Supplementary Budgets £000		
Finance	5,634	33	7			5,674
Legal, Democratic Digital & Customer Services	5,279		107			5,386
Organisational Development, Policy & Communications	2,301		(47)			2,254
Chief Exec	336					336
Miscellaneous	11,648	(1,333)	191			10,506
<b>Totals</b>	<b>25,198</b>	<b>(1,300)</b>	<b>258</b>	<b>0</b>	<b>0</b>	<b>24,156</b>

**Supplementary Budget Detail**

	£000
<u>Inflation</u>	
Miscellaneous - Pay Inflation	(1,180)
Miscellaneous - Non Pay Inflation	(153)
Accountancy - Comp Soft Maint (CIVICA PAY)	6
Revs & Bens - DHP	19
R&B - Postages (Critiqom)	8
	<u>(1,300)</u>
<u>Virements</u>	
Legal - Information Governance Monies from Social Work	131
Legal - Members Superann reduction returned to Contingency Fund	(57)
Reg - Monies to Finance Creditors Post	(7)
ICT - NWOW Monies from Property Services	40
HR - Employee budget reduction from budget upload error returned to Contingency Fund	(47)
Miscellaneous - HR employee budget returned to Contingency Fund	47
Miscellaneous - Election Superann returned to Contingency Fund	57
Fin- Monies to Finance for Creditors Post	7
Child Redress Scheme- insuramnce fund contribution	
R&B - Budget transfer from Council Tax Prior Years to R&B Employee Costs	0
R&B - Budget transfer from R&B Miscellaneous to R&B Employee Costs	0
	<u>171</u>
<b>Total Inflation &amp; Virements</b>	<b><u>(1,129)</u></b>

REVENUE BUDGET MONITORING REPORTSUBJECTIVE ANALYSIS

2023/24 Actual £000	SUBJECTIVE ANALYSIS	Approved Budget 2024/25 £000	Revised Budget 2024/25 £000	Projected Out-turn 2024/25 £000	Projected Over/(Under) Spend £000	Percentage Over/(Under)
10,153	Employee Costs	8,639	8,735	8,687	(48)	(0.5%)
739	Property Costs	744	744	744	0	-
895	Supplies & Services	915	969	1,052	83	8.6%
2	Transport & Plant	5	5	5	0	-
1,279	Administration Costs	1,331	1,339	1,240	(99)	(7.4%)
28,636	Payments to Other Bodies	38,954	42,550	42,818	268	0.6%
(28,404)	Income	(25,390)	(30,186)	(30,086)	100	(0.3%)
<b>13,300</b>	<b>TOTAL NET EXPENDITURE</b>	<b>25,198</b>	<b>24,156</b>	<b>24,460</b>	<b>304</b>	<b>1.3%</b>
	Earmarked reserves			0	0	
<b>13,300</b>	<b>Total Net Expenditure excluding Earmarked Reserves</b>	<b>25,198</b>	<b>24,156</b>	<b>24,460</b>	<b>304</b>	

POLICY & RESOURCES COMMITTEEREVENUE BUDGET MONITORING REPORTOBJECTIVE ANALYSIS

2023/24 Actual £000	OBJECTIVE ANALYSIS	Approved Budget 2024/25 £000	Revised Budget 2024/25 £000	Projected Out-turn 2024/25 £000	Projected Over/(Under) Spend £000	Percentage Over/(Under)
5,793	Finance	5,634	5,674	5,692	18	0.3%
5,571	Legal, Democratic Digital & Customer Services	5,279	5,386	5,387	1	0.0%
2,431	Organisational Development, Policy & Communications	2,301	2,254	2,273	19	0.8%
<b>2,431</b>	<b>Total Net Expenditure Education, Communities &amp; Organisational Development</b>	<b>13,214</b>	<b>13,314</b>	<b>13,352</b>	<b>38</b>	<b>0.3%</b>
380	Chief Executive	336	336	352	16	4.8%
(875)	Miscellaneous	11,648	10,506	10,756	250	2.4%
<b>1,936</b>	<b>TOTAL NET EXPENDITURE</b>	<b>25,198</b>	<b>24,156</b>	<b>24,460</b>	<b>304</b>	<b>0</b>
	Earmarked reserves		0	0		
<b>1,936</b>	<b>Total Net Expenditure excluding Earmarked Reserves</b>	<b>25,198</b>	<b>24,156</b>	<b>24,460</b>	<b>304</b>	

**POLICY RESOURCES**

**REVENUE BUDGET MONITORING REPORT**

**MATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)**

Appendix 3

**POLICY & RESOURCES COMMITTEE**

**REVENUE BUDGET MONITORING REPORT**

**MATERIAL VARIANCES**

Outturn 2023/24 £000	Budget Heading	Budget 2024/25 £000	Proportion of Budget £000	Actual to 2024/25 £000	Projection 2024/25 £000	Over/(Under) Budget £000	Percentage Variance %
	<b><u>Finance Services</u></b>						
1,630	Accountancy - Employee Cost	1,482	690	654	1,503	21	1.4%
1,406	R&B - Employee Cost	1,227	578	558	1,243	16	1.3%
61	R&B - Postages	56	26	37	77	21	37.5%
(239)	R&B - Statutory Additions	(294)	(91)	(91)	(253)	41	(13.9%)
	R&B Ctax Prior Years	(330)			(367)	(37)	11.2%
	<b><u>Organisational Development, Policy &amp; Communications</u></b>						
	<b><u>Legal, Democratic Digital &amp; Customer Services</u></b>						
4739	Employee Costs	3,838	1,797	1,972	3,743	(95)	(2.5%)
587	ICT - Supplies - Software Maintenance	661	630	570	711	50	7.6%
(299)	ICT - Admin Costs - Telephone Recharges - offset in Income	333	167	177	301	(32)	(9.6%)
(60)	ICT - Income Costs - Telephone Recharges - offset in Admin	(333)	(167)	(174)	(301)	32	(9.6%)
(49)	ICT - Income - Recharges (5 Year Computer Refresh)	(30)	(15)	(174)	(62)	(32)	106.7%
(310)	Legal - Income Licenses	(327)	(164)	(153)	(295)	32	(9.8%)
	<b><u>Miscellaneous Services</u></b>						
	Pay Inflation Contingency	8,038	0	0	8,288	250	3.1%
<b>7,466</b>	<b>TOTAL MATERIAL VARIANCES</b>	<b>14,321</b>	<b>3,452</b>	<b>3,376</b>	<b>14,588</b>	<b>267</b>	

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

C a t e g o r y	Project	Lead Officer/ Responsible Manager	Total Funding	Phased Budget 2024/25	2024/25 Spend	Projected Spend	Amount to be Earmarked for 2025/26 & Beyond	Lead Officer Update
			2024/25	2024/25	2024/25	2024/25		
			£000	£000	£000	£000	£000	
B	Early Retirement/Voluntary Severance Reserve	Alan Puckrin	3,127	0	0	400	2,727	Projection for 24/25 is an initial estimate and linked to workstream savings and need for savings to offset emerging pressures
C	Equal Pay	Morna Rae	100	0	0	0	100	Balance for equal pay legal fees which is under review on an annual basis
C	Digital Strategy	Louise Long	1,149	123	133	344	805	2024/25 Committed project costs to date; purchases of Schools Cashless Catering System replacement £39K and CRM Replacement systems indicative timeline £16K, Revenue and Benefits Victoria Forms system (est cost £37K), Project Officer Post £39k (29/05/24 for 2 years), ICHRIS upgrade (£105k) with temp Service Improvement Lead from 01/07/24, CLD Digital Outcome Solution £19k, Civica Pay Upgrade £66k & Engage subscription (1 year) £22k.
C	Welfare Reform - Operational	Alan Puckrin	52	0	0	10	42	Employee Costs £10k in 24/25, £42k uncommitted.
C	Anti-Poverty Fund	Ruth Binks	2,248	45	45	368	1,880	Proposals to utilise £480k of the unallocated balance of £774k agreed at P&R 17 September 2024. Also proposal to terminate the IRISE project early with the balance of funding remaining within the Anti Poverty EMR. The projected spend, and phasing has been adjusted on this basis. The balance currently unallocated is £870k.
B	Loan Charge Funding Model	Alan Puckrin	3,821	0	0	687	3,134	Based on June Finance Strategy including a further £3.0million over 2024/27 to the EMR to deliver a recurring saving from 2025/26.
B	2023/26 Budget Funding Reserve	Alan Puckrin	9,000	0	0	2,628	6,372	Per approved 2024/26 Budget
C	ICT Technicians To Support Digital School Inclusion/Covid Recovery	Lynsey Brown	14	14	13	13	0	Ongoing Monthly Employee Costs. 1 x Service Desk Operator (until 01/09/24). COMPLETE
C	New Ways of Working	Stuart Jamieson	258	0	0	188	70	Work on-going on James Watt building for transfer of HSCP staff from HMH.

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

C a t e g o r y	Project	Lead Officer/ Responsible Manager	Total Funding	Phased Budget 2024/25	2024/25 Spend	Projected Spend	Amount to be Earmarked for 2025/26 & Beyond	Lead Officer Update
			2024/25	2024/25	2024/25	2024/25		
			£000	£000	£000	£000		
C	Project Resource	Louise Long	83	0	0	63	20	Budget set aside to aide the process of difficult to fill posts and certain council memberships/reviews. Projects approved to date; Co-operative Councils membership £5k, Solace assistance to fill CFO post (£20k est) & (£25k est) for Solace Leadership Management programme. Unallocated balance as at P6 of £33k.
C	Covid Recovery - Marketing Post & Support for Discover Inverclyde	Morna Rae	44	8	8	44	0	Further development of the 'discover Inverclyde' website and social media as the single trusted source of events and activity for residents and visitors to Inverclyde, local marketing campaigns to support priorities above and local partners and venues, develop trusted and timely marketing data. £8k funds spent in 24/25 for associated prints. Development of facilities and resources to share Inverclyde's Historic Links to Slavery through the Watt Institute.
C	Scottish Welfare Fund	Alan Puckrin	129	0	0	0	129	To Pay for the balance of Scottish Welfare Fund Crisis Grants expenditure as funded by Scottish Government. To be carried forward to 25/26
C	Smoothing Reserve (Service Consession)	Alan Puckrin	490	0	0	201	289	Phasing over 2023/28, per Feb 2023 report.
C	Student Training Fees	Morna Rae	80	0	0	28	52	The funding is to support professional qualifications and the consequent retention and development of employees. Spend for 24/25 includes £12k for Finance, £2k Building Standards and £14k to be approved at CMT. Remainder £52k uncommitted.
C	IRI Smoothing Reserve	Alan Puckrin	646	0	0	356	290	Linked to June Finance Strategy. £7m saving approved 2023/27.
C	Empty Property Relief	Alan Puckrin	80	0	6	6	75	£94k for E&R Business Support transferred to E&R , £5.5k cost EPR software for upcoming EPR changes. Remainder £75k balance to be carried forward to cover any retrospective applications for Empty Property Relief.
C	Elections 2024/27	Lynsey Brown	300	40	0	50	250	Budget approved at 2024/25 budget process for local election costs.
C	Allocation to sinking fund related for Asset Review	Alan Puckrin	3,750	0	0	0	3,750	Awaiting completion of Asset Plans and detail of Asset Workstream
C	Allocation towards Historic Child Abuse settlements	Alan Puckrin	500	0	0	500	0	Add to the Insurance Fund during 24/25. HSCP contribution of £500k due 2025/26.
<b>Total Category B</b>			<b>18,619</b>	<b>21</b>	<b>22</b>	<b>4,961</b>	<b>13,658</b>	
<b>Total Category C to E</b>			<b>9,923</b>	<b>230</b>	<b>205</b>	<b>2,171</b>	<b>7,751</b>	

**COMMON GOOD FUND****REVENUE BUDGET MONITORING REPORT 2024/25**

	Final Outturn 2023/24	Approved Budget 2024/25	Budget to Date 2024/25	Actual to Date 2024/25	Projected Outturn 2024/25
	£	£	£	£	£
<b><u>PROPERTY COSTS</u></b>	<b>47,219</b>	<b>65,200</b>	<b>32,700</b>	<b>14,760</b>	<b>58,700</b>
Repairs & Maintenance	19,144	17,500	8,800	10,730	17,500
Rates	23,171	23,200	11,600	0	23,200
Property Insurance	4,034	8,000	4,000	4,030	8,000
Property Costs	870	16,500	8,300	0	10,000
<b><u>ADMINISTRATION COSTS</u></b>	<b>6,200</b>	<b>7,700</b>	<b>800</b>	<b>0</b>	<b>7,700</b>
Sundries	0	1,500	800	0	1,500
Commercial Rent Management Recharge	2,200	2,200	0	0	2,200
Recharge for Accountancy	4,000	4,000	0	0	4,000
<b><u>OTHER EXPENDITURE</u></b>	<b>114,192</b>	<b>109,500</b>	<b>46,400</b>	<b>44,400</b>	<b>109,500</b>
Christmas Lights Switch On	10,500	10,500	0	0	10,500
Christmas Decorations	38,885	44,000	1,440	1,440	44,000
Gourock Highland Games	29,400	29,400	29,400	29,400	29,400
Armistice Service	9,527	8,300	260	260	8,300
Comet Festival	13,300	13,300	13,300	13,300	13,300
Events	4,000	4,000	2,000	0	4,000
Bad Debt Provision	8,580	0	0	0	0
<b><u>INCOME</u></b>	<b>(202,080)</b>	<b>(183,700)</b>	<b>(90,100)</b>	<b>98,840</b>	<b>(186,700)</b>
Property Rental	(228,200)	(234,200)	(117,100)	(117,100)	(234,200)
Void Rents	33,164	54,000	27,000	215,940	54,000
Internal Resources Interest	(7,044)	(3,500)	0	0	(6,500)
<b><u>NET ANNUAL EXPENDITURE</u></b>	<b>(34,469)</b>	<b>(1,300)</b>	<b>(10,200)</b>	<b>158,000</b>	<b>(10,800)</b>
<b><u>EARMARKED FUNDS</u></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>TOTAL NET EXPENDITURE</u></b>	<b>(34,469)</b>	<b>(1,300)</b>	<b>(10,200)</b>	<b>158,000</b>	<b>(10,800)</b>

Fund Balance as at 31st March 2024	£ 158,037
Projected Outturn 2024/25	10,800
Expenditure on Port Glasgow Burgh 250th Anniversary approved by Policy and Resources Committee on 13th August 2024	(40,000)
Projected Fund Balance as at 31st March 2025	<u>128,837</u>

**Notes:****1 Rates (Empty Properties)**

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

**2 Current Empty Properties are:**

12 Bay St	Vacant since: April 2015, currently being marketed
10 John Wood Street	August 2018
17 John Wood Street	June 2023

## Policy &amp; Resources Committee

## Revenue Budget Monitoring Report 2024/25

Committee	Approved Budget 2024/2025	Revised Budget 2024/2025	Projected Out-turn 2024/2025	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	25,198	24,156	24,460	304	1.26%
Environment & Regeneration	21,394	21,456	21,674	218	1.02%
Education & Communities	116,384	117,960	118,376	416	0.35%
Health & Social Care	73,714	73,867	74,113	246	0.33%
<b>Committee Sub-Total</b>	<b>236,690</b>	<b>237,439</b>	<b>238,623</b>	<b>1,184</b>	<b>0.50%</b>
Loan Charges	16,590	16,590	16,590	0	0.00%
Saving Approved yet to be Allocated <b>(Note 1)</b>	(100)	(100)	(100)	0	0.00%
Workstream Savings Approved <b>(Note 2)</b>	(364)	(419)	(345)	74	0.00%
Service Concession Flexibility	(1,650)	(1,650)	(1,650)	0	0.00%
Contribution from Other Funds <b>(Note 3)</b>	0	(87)	(87)	0	0.00%
Earmarked Reserves	0	300	300	0	0.00%
<b>Total Expenditure</b>	<b>251,166</b>	<b>252,073</b>	<b>253,331</b>	<b>1,258</b>	<b>0.50%</b>
<b>Financed By:</b>					
General Revenue Grant/Non Domestic Rates	(208,102)	(209,009)	(209,009)	0	0.00%
General Revenue Grant - Teachers Hold Back <b>(Note 4)</b>	(2,119)	(2,119)	(2,119)	0	0.00%
Contribution from General Reserves	(2,628)	(2,628)	(2,628)	0	100.00%
Council Tax	(38,317)	(38,317)	(38,317)	0	0.00%
Integration Joint Board - Contribution to Reserves	0	0	(246)	(246)	100.00%
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>1,012</b>	<b>1,012</b>	

**Note 1 - Approved savings yet to be allocated**

**Note 2 - Workstream Savings Approved yet to be vired**

**Note 3 - Contribution from Insurance Fund for redress scheme**

**Note 4 - General Revenue Grant - Teachers Hold Back funding to be received after criteria met**

**Earmarked Reserves Position Statement**

Appendix 7

**Summary**

<u>Committee</u>	<u>Total Funding 2024/25</u>	<u>Phased Budget</u>	<u>Spend 2024/25</u>	<u>Variance Actual to Phased Budget</u>	<u>Projected Spend 2024/25</u>	<u>Earmarked 2025/26 &amp; Beyond</u>	<u>2024/25 %age Spend Against Projected</u>	<u>2024/25 %age Over/(Under) Spend Against Phased Budget</u>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>		
Education & Communities	310	74	72	(2)	175	135	41.14%	(2.70%)
Health & Social Care	6,025	914	721	(193)	2,010	4,015	35.87%	(21.12%)
Regeneration & Environment	6,827	627	783	156	2,810	4,017	27.86%	24.88%
Policy & Resources	28,542	251	227	(25)	7,132	21,410	3.18%	(9.76%)
	41,704	1,866	1,803	(64)	12,127	29,577	14.86%	(3.40%)

**Actual Spend v Phased Budget Behind Phasing = (£64k) (3.40%)**

**Last Update (Period P4) Behind of Phasing = (£590k)**

**Reduction in slippage £526k**



**Appendix 8**

**GENERAL FUND RESERVE POSITION**  
**2024/25**

	<u>£000</u>	<u>£000</u>
Usable Balance 31/3/24		4414
<u>Available Funding:</u>		
Actuarial Pension Review (2024/26)	9000	
Additional IRI 2023/27	3500	
Reduced Use of Reserves Budget 2024/26	384	
IRI shortfall 2023/26 (£3.5m less £3.144m Actual 2023/24)	356	
Earmarked Reserve required for 2024/25	<u>160</u>	
		13400
Projected Surplus/(Deficit) 2024/25	<u>(1012)</u>	
		(1012)
<u>Use of Balances Approved February 2024:</u>		
Additional IRI to Loans Charges	(3000)	
Increased support to the Revenue Budget over 2024/28	(6000)	
Increased support to the 2024/28 Capital Programme	<u>(4400)</u>	
		(13400)
Projected Reserve Balance		<u><u>3402</u></u>

**Minimum Reserve recommended is £4 million**

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Chief Financial Officer</b>	<b>Report No:</b>	<b>FIN/77/24/AP/MT</b>
<b>Contact Officer:</b>	<b>Matt Thomson</b>	<b>Contact No:</b>	<b>01475 712256</b>
<b>Subject:</b>	<b>Policy &amp; Resources Capital Budget and Council 2024/28 Capital Programme</b>		

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## **1.0 PURPOSE AND SUMMARY**

- 1.1  For Decision  For Information/Noting
- 1.2 The purpose of the report is to provide Committee with the latest position of the Policy & Resources Capital Programme and the 2024/28 Capital Programme.
- 1.3 The Policy & Resources Capital Programme has a capital budget over 2024/28 of £7.537m with total projected spend on budget. The Committee is projecting to spend £0.668m in 2024/25 which is the same as the approved budget.
- 1.4 The overall 2024/28 Capital Programme budget is £78.006m with projects totalling £81.200m. This represents a £3.194m (4.09%) over allocation. This is within the agreed 5% tolerance. In the current year net advancement of £2.503m, (13.16%) is being reported. The advancement has occurred in the programme within the individual Committees as follows; Environment & Regeneration (£0.825m advancement) and Education & Communities (£1.221m advancement). A further breakdown of this movement can be seen within the individual breakdown per Committee in paragraph 3.11. Expenditure at 30 September was £6.393m.
- 1.5 The Council received £514,000 capital grant relating to the phased implementation of P6/7 Free School Meals (FSM). Given the Council implemented universal FSM provision for P6/7 in August 2023 and carried any capital works out prior to this, it is recommended that this grant be used in lieu of revenue to fund the 2024/28 Capital programme. This in turn will increase the General Fund Reserve balance by the same amount.

## **2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee note the current position of the 2024/28 Policy & Resources Capital Budget and the current position of the 2024/28 Capital Programme.
- 2.2 It is recommended that the Committee agree to replace £514,000 allocated from revenue reserves to support the 2024/28 Capital Programme with the £514,000 capital grant received relating to the phased implementation of P6/7 Free School Meals.
- 2.3 It is recommended that the Committee note that there is a proposal in the private papers of this agenda to allocate funding from the capital contingency to the KGV1 capital project.

**Alan Puckrin**  
**Chief Financial Officer**

### **3.0 BACKGROUND AND CONTEXT**

- 3.1 On 29 February 2024 the Council approved the 2024/28 Capital Programme as part of the overall Budget approval factoring in additional funding to fund the shortfall in annual capital grant compared to the annual capital allocations. This report shows the current position of the approved Policy & Resources Capital Programme as well as the position of the overall 2024/28 Capital Programme.

#### **2024/28 Policy & Resources Capital Position**

- 3.2 The Policy & Resources capital budget is £7.537m. The current projection is £7.537m which means total projected spend is on budget.
- 3.3 The approved budget for 2024/25 is £0.668m and the Committee is projecting to spend £0.668m in 2024/25. The spend at 30 September is £0.236m (35.33%) of the approved budget.
- 3.4 PC Refresh Programme – The final phase of the project to replace existing primary classroom desktop PCs with portable trolleys containing laptops is now complete. 296 devices were delivered into classrooms and Education Services are reviewing future requirements for classroom-based computing. The 2024/25 Refresh programme is has now begun with the majority of devices being replaced in the corporate environment. A programme replacing the first phase of laptops procured following the pandemic. 420 devices have been procured and the programme is well underway with planned completion by the end of the calendar year.
- 3.5 Server and Switch Replacement – A number of servers are being upgraded in response to security and performance requirements, in response, a range of network and server replacement programmes are being developed. Upgrade of the Telephony Voice/Quality Assurance system is scheduled for completion this Financial Year. A number of device replacements across the network estate to improve service and support the implementation of SWAN2 is now under way.
- 3.6 As part of the 2023/26 budget setting process £4m was added to a small existing contingency to meet potential cost increases, fund unforeseen projects and to protect core service delivery from unexpected fluctuations in costs. This budget will be allocated by this Committee following the receipt of relevant reports. To date £2.571m has been allocated by Committee leaving an unallocated balance of £1.529m. A report in the private part of this agenda seeks Committee approval to allocate further funding to the KGV1 refurbishment project.
- 3.7 As part of the 2024/28 Capital Programme approval in February, £3.75million generated from reprofiling loans charges repayments was allocated towards the refreshed asset management strategies. These are due to be completed by March 2026 and this expenditure is phased accordingly.

#### **2024/28 Capital Programme**

- 3.7 The overall 2024/28 Capital Programme reflects the confirmed 2024/25 capital grant. The 2024/25 allocation is £9.022m, however this includes £0.052m allocation for Coastal Change Adaptions which is passported to the Property Assets budget, £0.188m for Play Parks strategy which is passported to the Environmental budget and £3m which has to be used for the Pay Award. Therefore, available core funding is £5.782m.
- 3.8 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 an over provision of £3.194m which represents 4.09% of the 2024/28 estimated resources.

- 3.9 In terms of the overall Capital Programme, it can be seen from Appendix 2 that at 30 September 2024 expenditure in 2024/25 is currently 29.70% of projected spend. Phasing and projected spend has been reviewed by the budget holders and the relevant Director. The position in respect of each individual Committee is reported in Appendix 2 and in paragraph 3.11 of this report. Overall Committees are projecting to outturn on budget.
- 3.10 In the current year net advancement of £2.503m, (13.16%) is currently being reported. This is largely due to advancement within the Education and Communities Committee (£1.221m) and Environment & Regeneration Committee (£0.825m).
- 3.11 The position in respect of individual Committees for 2024/25 is as follows:

#### Policy & Resources

Expenditure as at 30 September 2024 is £0.236m against an approved budget of £0.668m. There is no net slippage within this committee to date.

#### Environment & Regeneration

Expenditure at 30 September 2024 is £5.062m against an approved budget of £13.000m. Net advancement of £1.282m (6.35%) and is mainly due to advancement in Clune Park Regeneration (£0.226m), Cycling, Walking & Safer Streets (£0.193m), Sustrans (£0.350m), Statutory Duty Works (£0.260m), Carriageways works (£0.103m) and Other Assets within RAMP (£0.150m) as well as other minor advancements offset with minor slippages across the committee.

#### Education & Communities

Expenditure at 30 September 2024 is £1.081m against an approved budget of £1.907m. Net advancement of £1.221m (64.03%) mainly due to advancement within Parklea Branching Out (£0.200m) and the Education Lifecycle Fund (£1.019m).

#### Health & Social Care

Expenditure at 30 September 2024 is £0.014m against an approved budget of £3.447m. There is no net slippage reflected to date, however the Committee should note that, due to a delay in accepting the tender for the Community Hub there is expected to be material slippage reported to the next meeting. Officers are currently agreeing the work programme with the successful contractor.

- 3.12 The Council received £514,000 capital grant relating to the phased implementation of P6/7 Free School Meals (FSM). Given the Council implemented universal FSM provision for P6/7 in August 2023 and carried any capital works out prior to this, therefore this funding is free for the Council to use as it wishes.

## **4.0 PROPOSALS**

- 4.1 The continued annual shortfall between the Councils core asset investment requirement and the level of Capital Grant continues to put pressure on the wider finances of the Council, however, the 2024/28 Capital Programme remains affordable based on current estimates.
- 4.2 It is recommended that the FSM capital grant be used in lieu of revenue to fund the 2024/28 Capital Programme. This in turn will increase the General Fund Reserve balance by the same amount.

## **5.0 IMPLICATIONS**

- 5.1 The table below shows whether risks and implications apply if the recommendations are agreed:

<b>SUBJECT</b>	<b>YES</b>	<b>NO</b>
Financial	X	
Legal/Risk		X
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

## 5.2 Finance

### One off Costs

<b>Cost Centre</b>	<b>Budget Heading</b>	<b>Budget Years</b>	<b>Proposed Spend this Report</b>	<b>Virement From</b>	<b>Other Comments</b>
Capital Programme	SG Grant	2024/25	(£514k)		FSM Capital Grant
	CFCR		£514k		CFCR returned to General Fund Reserves

### Annually Recurring Costs/ (Savings)

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

## 5.3 Legal/Risk

There are no legal issues to raise as part of this report.

## 5.4 Human Resources

There are no HR matters arising from this report.

## 5.5 Strategic

The overall Capital Programme contains many projects which contribute to the strategic priorities of the Council. As a result, timeous delivery of projects remains a focus for officers.

## 6.0 CONSULTATION

6.1 This report has been prepared based on updates to the relevant Strategic Committees.

## 7.0 BACKGROUND PAPERS

7.1 None.

Project Name	1	2	3	4	5	6	7	8	9
	<u>Est Total Cost</u>	<u>Actual to 31/3/24</u>	<u>Approved Budget 2024/25</u>	<u>Revised Est 2024/25</u>	<u>Actual to 30/09/2024</u>	<u>Est 2025/26</u>	<u>Est 2026/27</u>	<u>Est 2027/28</u>	<u>Future Years</u>
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b><u>Policy &amp; Resources</u></b>									
<b><u>ICT</u></b>									
Storage/Backup Devices/Minor Works and Projects	8	-	0	8	3	0	0	0	0
Rolling Replacement of PC's	195	-	0	195	191	0	0	0	0
Meeting Room, Videoconferencing & Hybrid Working Equipment	2	-	48	2	0	0	0	0	0
Server & Switch Replacement Programme	46	-	0	46	42	0	0	0	0
Home Working Allocation	15	15	10	0	0	0	0	0	0
Annual Allocation	1,992	-	532	339	0	585	534	534	0
<b><u>ICT Total</u></b>	<b>2,258</b>	<b>15</b>	<b>590</b>	<b>590</b>	<b>236</b>	<b>585</b>	<b>534</b>	<b>534</b>	<b>0</b>
<b><u>Miscellaneous</u></b>									
Capital Programme Contingency	1,529	-	78	78	0	1,090	361	0	0
Asset Management Strategy	3,750	-	0	0	0	0	1,750	2,000	0
<b><u>Miscellaneous Total</u></b>	<b>5,279</b>	<b>0</b>	<b>78</b>	<b>78</b>	<b>0</b>	<b>1,090</b>	<b>2,111</b>	<b>2,000</b>	<b>0</b>
<b>TOTAL</b>	<b>7,537</b>	<b>15</b>	<b>668</b>	<b>668</b>	<b>236</b>	<b>1,675</b>	<b>2,645</b>	<b>2,534</b>	<b>0</b>

Capital Programme - 2024/25 - 2027/28

Available Resources

	A	B	C	D	E	G
	2024/25	2025/26	2026/27	2027/28	Future	Total
	£000	£000	£000	£000	£000	£000
Government Capital Support	9,022	5,750	5,750	5,750	-	26,272
Capital Receipts (Note 1)	434	315	315	315	-	1,379
Capital Grants (Note 2)	5,557	-	-	-	-	5,557
Prudential Funded Projects (Note 3)	6,148	7,053	2,464	2,464	125	18,254
Balance B/F From 23/24	12,513	-	-	-	-	12,513
Capital Funded from Current Revenue	603	4,681	4,314	4,433	-	14,031
	<u>34,277</u>	<u>17,799</u>	<u>12,843</u>	<u>12,962</u>	<u>125</u>	<u>78,006</u>

Overall Position 2024/28

Available Resources (Appendix 2a, Column A-E)	<u>£000</u>
Projection (Appendix 2b, Column B-F)	78,006
(Shortfall)/Under Utilisation of Resources	<u>81,200</u>
	<u>(3,194)</u>
(Shortfall)/Under Utilisation of Resources %	<u>(4.09)%</u>

Note 1 (Capital Receipts)

	2024/25	2025/26	2026/27	2027/28	Future	Total
	£000	£000	£000	£000	£000	£000
Sales	369	315	315	315	-	1,314
Contributions/Recoveries	65	-	-	-	-	65
	<u>434</u>	<u>315</u>	<u>315</u>	<u>315</u>	<u>-</u>	<u>1,379</u>

Note 2 (Capital Grants)

	2024/25	2025/26	2026/27	2027/28	Future	Total
	£000	£000	£000			£000
Government Grant - Place Based Funding	170	-	-	-	-	170
Free School Meals	621	-	-	-	-	621
Watt Institute LED Lighting	41	-	-	-	-	41
Cycling, Walking & Safer Streets	538	-	-	-	-	538
SPT	29	-	-	-	-	29
Nature Restoration Fund	148	-	-	-	-	148
Boglestone Community Centre	500	-	-	-	-	500
Peatland Action Trust	769	-	-	-	-	769
Sustrans	2,741	-	-	-	-	2,741
	<u>5,557</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,557</u>

Note 3 (Prudentially Funded Projects)

	2024/25	2025/26	2026/27	2027/28	Future	Total
	£000	£000	£000	£000	£000	£000
Vehicle Replacement Programme	511	1,765	964	964	-	4,204
Asset Management Plan - Depots	48	290	-	-	-	338
Capital Works on Former Tied Houses	6	200	-	-	125	331
New Community Hub	3,447	3,298	-	-	-	6,745
Additional Prudential Borrowing to Fund Capital Programme	2,136	1,500	1,500	1,500	-	6,636
	<u>6,148</u>	<u>7,053</u>	<u>2,464</u>	<u>2,464</u>	<u>125</u>	<u>18,254</u>



**Appendix 2b**Capital Programme - 2024/25 - 2027/28Agreed Projects

Committee	A Prior Years	B 2024/25	C 2025/26	D 2026/27	E 2027/28	F Future	G Total	H Approved Budget	I (Under)/ Over	J 2024/25 Spend To 30/09/2024
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Policy & Resources	15	668	1,675	2,645	2,534	-	7,537	7,537	-	236
Environment & Regeneration	8,738	14,282	19,217	7,656	7,590	125	57,608	57,608	-	5,062
School Estate	279	2,000	3,902	4,000	4,000	-	14,181	14,181	-	495
Education & Communities (Exc School Estate)	1,333	1,128	355	251	120	-	3,187	3,187	-	586
HSCP	655	3,447	5,605	-	-	-	9,707	9,707	-	14
<b>Total</b>	<b>11,020</b>	<b>21,525</b>	<b>30,754</b>	<b>14,552</b>	<b>14,244</b>	<b>125</b>	<b>92,220</b>	<b>92,220</b>	<b>-</b>	<b>6,393</b>

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Chief Financial Officer</b>	<b>Report No:</b>	<b>FIN/71/24/AP/LA</b>
<b>Contact Officer:</b>	<b>Alan Puckrin</b>	<b>Contact No:</b>	<b>01475 712090</b>
<b>Subject:</b>	<b>Finance Services Update</b>		

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## **1.0 PURPOSE AND SUMMARY**

1.1  For Decision  For Information/Noting

1.2 The purpose of this report is to provide Committee with an update on various matters relating to the Finance Service including:

- Housing Benefits & Pension Credit
- Housing Benefits Performance
- Council tax on-line forms
- Changes to Council tax Reduction Regulations
- Annual Delivering Differently updates
- Annual Insurance Fund report
- Replacement of the Finance Management System

1.3 The Insurance Fund balance has significantly reduced over the last 12 months, due to the fire at Clune Park Primary School and this is projected to continue in the medium term due to the Council's share of liability for a number of ex -SRC Child Abuse claims being settled by Glasgow City Council on behalf of the 12 successor councils. As such it will be proposed as part of the December Finance Strategy, that the sustainability of the two current £100,000/year premium holidays will be reviewed.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the Committee note the updates provided in this report and welcomes the recognition by the DWP of Inverclyde Council's consistently high Housing Benefit performance.

2.2 It is recommended that the Committee agree to add the review of Schools Catering as set out in appendix 2 to the Delivering Differently Programme.

2.3 It is recommended that the Committee note that as part of the December Finance Strategy, the sustainability of the two current £100,000 internal insurance premium holidays will be reviewed.

2.4 It is recommended that the Committee note that the triennial actuarial review of the Council's Insurance Fund will be progressed early 2025 and the results reported to Committee thereafter.

**Alan Puckrin**  
**Chief Financial Officer**

## **3.0 BACKGROUND AND CONTEXT**

### **3.1 Housing Benefit and Pension Credit**

The Department for Work and Pensions has commenced strategic work to bring together the administration of pension credit and housing benefit (HB). There has been no commitment to a specific timeline, but preparatory work has begun in earnest. The programme has two strands; a drive to improve the take-up of pension credit through data sharing and customer contact, and the development of the right sustainable solution for future HB delivery. DWP will be contacting around 120,000 pensioner households in receipt of HB who have been identified as potentially eligible for, but not currently claiming, pension credit. People will be invited to apply before 21<sup>st</sup> December 2024.

3.2 The interdependency of the delivery of HB for pension age claimants for Councils to continue to provide an HB service for customers living in supported and temporary accommodation is recognised by DWP. A commitment has been made to work in partnership with Councils to properly plan this change and assurance has been provided that they will work towards a sensible and practical timeline for delivery. DWP is engaging with associations and a small number of local authorities to look at the implications of the various strategic options needed to be considered.

### **3.3 Housing Benefit Performance**

The DWP's Local Authority Partnership, Engagement and Delivery Division supports councils who experience performance issues but also look to recognise good performance. The service has been recognised for consistently healthy performance in the speed of processing HB claims; the completion of close to or over 100% of funded activities; and the continued focus on the recovery of HB debt. DWP recognise the challenges over recent years to keep HB work prioritised and has written to the Council to express appreciation of Inverclyde Council's commitment to this vital service.

### **3.4 Council Tax online services**

The Council tax online system for electronic bills (e.bills) and electronic forms (e.forms) will change from January 2025 and for the first time, electronic forms will be provided for non-domestic rates customers. Efforts have been made to encourage the uptake of the current system however only 6% of Council tax payers have signed up to use e.forms and 4% for e.billing. The low uptake until now has meant that postage and administration savings anticipated from high volume uptake have not been realised.

3.5 The principal barrier to the current Council tax solution is understood to be the inconvenience of being required to create an account to register for e.billing and to access the account to complete forms and view bills electronically. The new solution allows forms to be completed without an online account whilst registration for e.bills is straightforward with e.bills being sent to customers embedded within the body of an email. Although access to the new solution is simple, strong security protocols support it and verification of information captured on e.forms will go through the same process as information submitted on paper forms. Council tax payers will receive e.bills to the e.mail account provided by them and they will be required to input their postcode to open the bill.

3.6 Electronic forms will be located on the council website for customers to self-serve. A link to the relevant form will be sent by email when customers contact the service, or they can opt for a customer service agent to complete on their behalf. While e.services will be promoted, with customers being informed that paper forms and paper bills are being phased out, paper will continue to be available for those who require it. Current users of online services will receive an email in December 2024 informing them of the new service, with e.billing being promoted widely from early January 2025.

### 3.7 **Council Tax Reduction (Scotland) Amendment (no 2) Regulations 2024**

The above came into force on 31 October 2024; the amendment makes changes to the Council Tax Reduction (Scotland) Regulations 2021. The purpose is to enable all children and young people 'looked after' by a local authority who are placed for adoption with a Council tax reduction (CTR) applicant be considered to be part of the applicant's family for the purposes of calculating CTR.

3.8 The second amendment corrects an omission in the legislation which now provides that those who have an enhanced disability premium due to receiving attendance allowance or Scottish pension age disability payment, do not lose this premium if they are in hospital for more than 28 days. The service is not aware of, or able to trace active claims which would be affected by the amendments.

### 3.9 **Delivering Differently Programme**

The annual update regarding the Delivering Differently Programme, which captures to main service redesign/review projects, is attached at appendix 1. Based on this the CMT are indicating that four of the 13 actions in last year's programme are completed whilst two have been combined under a broader Asset Management action. These six actions will be dropped from future updates

3.10 It is proposed that a new action, Schools Catering Review is added to the programme and short pro-forma explaining the rationale for adding this review is attached as appendix 2. This proposal is also proposed to be added to the savings workstream as part of the Budget Update report elsewhere on the agenda.

3.11 The CMT recognise that in order to meet future funding challenges, the number and scale of projects included within Delivering Differently will need to increase and this is linked to a wider piece of work around Transformation which is being developed by the CMT.

### 3.12 **Annual Insurance Fund update**

The Insurance Fund summary as at 30 September 2024 is attached as Appendix 3 and shows that the number of insurance claims received for 2023/24 as at 30 September 2024 was 129 which is 8 lower than for 2022/23.

3.13 At 30 September 2024 the Insurance Fund had a balance of £4.812 million which is a reduction of £456,000 on 2022/23. After accounting for estimated liabilities of £958,000 and a provision of £374,000 for Municipal Mutual Insurance (MMI) clawback then the net Fund balance is £3.480 million, a reduction of £376,000 over the last 12 months. The impact of this reduction will form part of the triennial actuarial review due to commence early 2025.

3.14 The increase in charges to the Fund from the previous year was largely due to the costs for the Clune Park Primary School demolition and payments towards historic Child Abuse claims being administered by Glasgow City Council.

3.15 The impact of this reduction will form part of the triennial actuarial review due to commence early 2025. In the interim however, officers are reviewing the sustainability of two £100,000 premium "holidays" for Council services being funded by the Fund. This will be reported as part of the latest Finance Strategy report, due to be considered by the Full Council in December.

### 3.16 **Replacement of the Finance Management System**

Committee have previously been advised of the need to replace the current 22 year old Finance Management System (FMS) in the next few years, following notification by the supplier that it will no longer support the system in the medium term. Officers have agreed a final contract extension with the current supplier to 31 March 2028.

3.17 Whilst the contract end date is well over 3 years away, preparatory work has already commenced to examine the options available and get an indication of high level costs. Elected members will be asked to make both capital and revenue budget provision for this key corporate system as part of the 2026/27 Budget.

**4.0 PROPOSALS**

4.1 The Revenues & Benefits team continue to balance day to day service delivery to customers with changes in regulations, the welfare reform agenda whilst developing service improvements. Updates on all these matters will continue to be provided to Committee.

4.2 Committee are asked to note the latest annual update on the Delivering Differently programme and to agree to the addition of the external review of Schools Catering to the programme. This project is also proposed to be added to the Savings Workstreams programme.

4.3 The annual Insurance Fund update shows a significant reduction in the fund balance and allied to anticipated high-cost settlements related to historic child abuse cases requires the current funding model for the fund to be reviewed. This will be progressed as part of the December Finance Strategy and will be externally reviewed as part of the triennial actuarial review during 2025, the results of which will be reported to Committee.

**5.0 IMPLICATIONS**

5.1 The table below shows whether risks and implications apply if the recommendations are agreed:

<b>SUBJECT</b>	<b>YES</b>	<b>NO</b>
Financial	x	
Legal/Risk		x
Human Resources		x
Strategic (Partnership Plan/Council Plan)	x	
Equalities, Fairer Scotland Duty & Children/Young People’s Rights & Wellbeing		x
Environmental & Sustainability		x
Data Protection		x

**5.2 Finance**

The Insurance Fund funding model is likely to result in a further expenditure pressure in 2025/26 and the replacement of the FMS will require allocation of significant capital and revenue funding in future budgets.

One off Costs

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

### Annually Recurring Costs/ (Savings)

<b>Cost Centre</b>	<b>Budget Heading</b>	<b>With Effect from</b>	<b>Annual Net Impact</b>	<b>Virement From (If Applicable)</b>	<b>Other Comments</b>
Education	Schools Catering	2025/26	(£120k)		Savings target for Delivering Differently Review

#### 5.3 Legal/Risk

There are no legal/risk matters to be raised as part of this report.

#### 5.4 Human Resources

There are no HR matters raised in this report.

#### 5.5 Strategic

The work of the Revenues & Benefits team supports the key policies around reducing poverty and increasing digital access to Council services.

### 6.0 CONSULTATION

6.1 No consultation was required as part of this report.

### 7.0 BACKGROUND PAPERS

7.1 None.

	Area to be reviewed	Objective	Saving/Cost Avoidance/ Pressure/ Service Improvement	Lead Officer(s)	Employee Impacts?	Timeline	Position - October 2024
1	<b>Shared Services - Internal Audit</b>	To review the appetite for /benefit of continuing with current arrangements and/or investigating future arrangements.	Cost Avoidance/ Service Improvement	L Long	Yes	Audit Options Report -Autumn 2023  Council December 2023  Council December 2024	December 2023 Council approved continuation of current Internal Audit arrangement plus investigation into wider sharing.  SLA to be signed off  Discussions on wider sharing on going and proposals being developed for December 2024 Council.
2	<b>Roads Technical Services Restructure</b>	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	E&R Committee February 2024	Review being progressed informed by the decisions taken as part of the March 2023 Budget. Likely to be no change in structure in the medium term due to chargeable income. <b>COMPLETE</b>
3	<b>Trade Waste</b>	To determine whether the Council provision is cost effective or whether an alternative model is needed.	Cost Avoidance	S Jamieson	Not expected	E&R January, 2024	Report approved March 2023 E&R Committee. An in-house service will remain. Charges increased by 10% whilst a further review of costs/ charges takes place as part of the 2024/25 Budget. <b>COMPLETE</b>
4	<b>IL Delivery Model</b>	Due to the significant increases in property costs within the IL estate and reductions in income , a review of the estate and services delivered is required.	Cost Avoidance/ Saving	S Jamieson/ R Binks	Yes (IL)	Refresh previous report – February 2024  All Members Briefing – Spring 2024	Initial review overtaken by 2023/24 Budget savings proposals but post Budget the need to review the sustainability of the IL estate remains. Plan is to refresh the previous report and then provide an All Member Briefing in Spring 2024.  <b>Combine with 5 and create Asset Management Workstream project.</b>
5	<b>New Ways of Working- Office Estate Reduction</b>	To reduce the office footprint and generate savings in light of the implementation of hybrid working	Saving	S Jamieson	Yes	Hybrid Working Policy – Sept 2023  Office impact proposals - P&R February 2024	Agreed to continue with hybrid working and a Policy approved by the Policy & Resources Committee in September 2023. Following the Levelling Up Fund award and the impact on the campus, the project focus has moved to making best use of the office space and will be led by the Director, Environment & Regeneration, with meetings being scheduled.  <b>Combine with 4 and create Asset Management Workstream project.</b>
6	<b>Attainment Challenge Funding Reduction</b>	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	Fully Implement August, 2026.	Currently implementing agreed SEF plan for 2024/25. Planning for final year of current SEF budget in 205/26 will begin around Dec 24. We will work with the SG and partners to understand the strategic approach beyond Jun 26 and plan accordingly.

	Area to be reviewed	Objective	Saving/Cost Avoidance/ Pressure/ Service Improvement	Lead Officer(s)	Employee Impacts?	Timeline	Position - October 2024
						Annual update to E&C Cttee	The process of the requisite staffing structure is now well established and the resultant budget reduction is factored in on a yearly basis.
7	<b>Homelessness</b>	Longer term approach to the delivery of the Homelessness Service to be developed and agreed	Pressure / Service Improvement	K Rocks	Yes	IJB report – November 2024  Models to be developed - January 2025	<p>The Independent review has been completed with recommendations. However, further 3<sup>rd</sup> sector collaborative opportunities and Best Value options have been identified and will be presented as an options appraisal package alongside the Independent Review for consideration at the November IJB.</p> <p>A high level overview of anticipated financial package will be presented in November however, detailed analysis will follow in January to enable the complexities of the staffing model to be worked through.</p> <p>Further consultation with staff and unions is an absolute necessity therefore the staffing model aligned to the preferred collaborative option will be presented as phase 2 in January with intended implementation, pending approval, from March 2025.</p>
8	<b>Digital Modernisation</b>	To maximise the opportunities of digital modernisation, improve business processes and information governance whilst improving on line access for citizens to council services	Cost Avoidance/ Service Improvement	L Long	May arise in specific proposals	Updates to P&R Committee every 2 <sup>nd</sup> cycle	<p>Council allocated a further £1 million to Digital Modernisation in March 2023 and approved the delivery structure through a Programme Board chaired by the Chief Executive. EMR now £1.25 million, through consolidation with other EMR.</p> <p>A number of projects are now completed or ongoing:</p> <ul style="list-style-type: none"> <li>• The Schools Cashless Catering is largely complete.</li> <li>• Freshdesk (servicedesk replacement) – phase 1 completed May 2024. Phase 2 – introduction of self-service portal scheduled October 2024.scheduled for introduction end May. Will give option to expand SD functionality to other areas such as Facilities, HR, etc.</li> <li>• Verint (Customer relationship management) – project scheduled for completion November 2024.</li> <li>• Workpro Development (Add complaints) – Project scheduled for implementation October 2024</li> <li>• CHRIS/HR21 Upgrade – approved at P&amp;R, project board convened and regular meetings initiated. Replacement server hardware ordered.</li> <li>• Engage Process Mapping tool, project initiated, and ordered placed with supplier September 2024</li> <li>• Presence and Instant Messaging. All presence and instant messaging migrated from Cisco Jabber to Microsoft Teams August 2024.</li> </ul> <p>Will support delivery of Digital &amp; Customer Service 24/26 Budget Workstream.</p>



	Area to be reviewed	Objective	Saving/Cost Avoidance/ Pressure/ Service Improvement	Lead Officer(s)	Employee Impacts?	Timeline	Position - October 2024
							Next update to November 2024 P&R Committee and every 2 <sup>nd</sup> meeting thereafter.
9	<b>Energy Management</b>	Review how to reduce the Council/IL energy use via the implementation of efficiency measures and appropriate technical solutions	Saving	E Montgomery	No	On-going updates to E&R Committee	<p>The Projects Officer post within the Energy and Climate Change Team remains to be filled (3 attempts) but there is a graduate in the team which is assisting. The new energy monitoring and targeting software 'systemlink' (NZAP item 2.12) has been operational for just over 12 months months and the data collected through this will allow the team to interrogate the energy use position across the estate to identify which facilities to target via energy audits (NZAP item 2.13).</p> <p>There are on-going actions which involve revisiting the individual Building Energy Management Systems we have at most larger facilities to have them connected to a central system which can be accessed to control set points and timings of plant. Whilst NZAP items 2.11 and 2.10 involve increasing Automatic Meter Reading provision across the estate and this is progressing with a focus on the largest users and targeting at least 95% of sites having smart meters by the end of the current financial year.</p> <p>Project work (interventions) are at various stages of progression e.g. LED lighting at Watt Institute (external grant funded) is commencing Nov 24; LED Floodlighting (50% external grant funded) at 10nr facilities is progressing on site; Waterfront Chiller Plant Replacement (which will re-use heat for pool) is progressing to tender; Multiple PV projects at various stages with 2nr complete and 6nr in design. This workstream is covered in regular reports to E&amp;R Committee either via the Capital report or Energy &amp; Climate Change Updates.</p>
10	<b>Recruitment &amp; Retention Initiatives</b>	Improve employee retention and make the Council a more attractive employer	Cost avoidance/ Service Improvement	M Rae	Yes	<p>Initial report to P&amp;R Committee May 2023.</p> <p>Update report September 2023</p> <p>Follow up November 2023</p> <p>Updates within 6 monthly CDIP reports</p>	<p>Various initiatives have been progressed including implementation of an updated Flexible Working policy. A new approach to performance management (Positive Conversations) has been adopted with positive feedback. Two cohorts of employees are undertaking professional qualifications supported from a central earmarked reserve with a round of further expressions of interest planned. The new People and Organisational Development Strategy for 2024-27 was approved. The annual Employee Awards event was held in June 2024. The Mentoring Programme was launched, and a corporate induction approach has been implemented.</p> <p>A number of policies have been updated in 2024 in consultation with trade unions to ensure that up to date working practices are in place. These include:</p> <ul style="list-style-type: none"> <li>• Overpayment of Wages and Deductions from Salaries,</li> <li>• Recruitment, Selection, Redeployment and Relocation, and</li> <li>• Supporting Employee Attendance</li> <li>• Whistleblowing (Confidential Reporting),</li> <li>• Code of Conduct (Employees),</li> <li>• Grievance, Dignity and Respect at Work,</li> <li>• Violence Against Women,</li> <li>• Equality and Diversity,</li> <li>• Sexual Harassment, and</li> </ul>

	Area to be reviewed	Objective	Saving/Cost Avoidance/ Pressure/ Service Improvement	Lead Officer(s)	Employee Impacts?	Timeline	Position - October 2024
							<ul style="list-style-type: none"> <li>Violence, Managing Aggression and Lone Working in the Workplace.</li> </ul>
11	<b>HR &amp; OD Review</b>	Undertake a high-level health check of the service and thereafter review recommendations and take actions as appropriate	Pressure reduction/ Service Improvement	M Rae	Yes	Initial report to P&R Committee August 2023  Future reporting to Committee via CDIP	<p>Review focussed on resources/capacity, use of technology, efficiency of processes and user needs/demands. Executive summary reported to August P&amp;R Committee and actions progressed.</p> <p>Additional employee resource agreed and Service Manager restructure completed.</p> <p>Agreement to finance an upgrade to the HR and Payroll system via the Digital Modernisation Fund with associated project management support.</p> <p>Review of systems and processes undertaken. Associated improvements made in employee/manager self service options</p> <p><b>COMPLETE</b></p>
12	<b>Review of CLD</b>	Due to various incremental savings over the last few years the review will ensure demands and resources are appropriately spread to meet the needs of the Council and communities.	Saving/ Service Improvement	R Binks	Yes	Conclude prior to March 2025 Budget	Review of service areas has taken place and trawl undertaken. Once the outcome of the trawl (expected November) is known this information will be used to help inform the future working and strategic direction and a paper taken to the Education and Communities Committee.
13	<b>Lomond View Academy</b>	To reduce out of authority education placements and provide better enhanced support to pupils within mainstream education and reduce exclusions	Pressure reduction	R Binks	Yes	Report to March 2024 E&C Committee.	<p>A revised staffing structure has been put in place from Aug 2023 with the Headteacher of the Virtual school now leading LVA as well. To protect capacity, an acting DHT post has been created for the coming year. This, alongside the appointment of a new permanent PT post at LVA and maintaining the additional staffing from the recovery teacher allocation, as well as the creation of a primary enhanced nurture provision based at St Michael's PS and overseen by the Head of LVA, has created a more enhanced offer. This offer is now better meeting the needs of existing pupils at LVA, as well as more pupils who attend either on a full time or split placement / part time basis allowing them to remain within a mainstream setting longer term. The models developed are ensuring that there is more ability to meet a wider range of need within the authority and less likelihood to have to then seek external placements out of authority, thus in time reducing this spend.</p> <p><b>COMPLETE</b></p>
14	<b>ASN Transport</b>	To reduce the current overspend in ASN transport.	Pressure Reduction	R Binks	Yes	Report to E&C Committee late 2024.	<p>Budget pressure reported to MBWG and now, Committee.</p> <p>Review of options to reduce demand/spend commenced.</p>

	Area to be reviewed	Objective	Saving/Cost Avoidance/ Pressure/ Service Improvement	Lead Officer(s)	Employee Impacts?	Timeline	Position - October 2024
							Project team set up to look at options.
15	<b>Asset Management</b>	To increase the efficiency in the use of Council assets and to ensure those which are retained are maintained to the appropriate standard.	Cost Avoidance/ Saving	S Jamieson	Yes	Closure of HM House- Spring 2025  Finalisation of Asset Plans – March 2026	Initial work centres on the Greenock Campus with the relocation of employees from Hector McNeil House and consolidation in the GMB James Watt Building and Banking Hall.  Phase 2 will look at other assets and requires the progression of condition surveys and the preparation of costed asset plans.
16	<b>Catering Review (NEW)</b>	External review of catering delivery model in line with best practice in light of changes to meal ordering/payments etc in recent years	Cost Avoidance/ Sharing	R Binks	Yes	Report to Programme Board March 2024	Initial meeting arranged with APSE to scope out requirements for the review.

**Delivering Differently - Scoping Paper**

**Appendix 2**

<b>Review Title:</b>	Review of Education Catering Provision
<b>Directorate:</b>	Education, Communities and Organisational Development
<b>Service:</b>	Communities, Cultural & Education Resources
<b>Target (Saving/ Pressure Reduction):</b>	<b>Saving- (£120,000 Target - £100k 25/26, £20k 26/27)</b>
<b>Review Detail:</b>	Review to identify potential efficiencies within schools and early years catering following recent changes in service provision and investment in new technologies.
<b>Options being considered:</b>	<p>The Catering Service delivery model has not been the subject of a review for many years and during that time there have been national changes in terms of policy in both schools and early years plus the Council’s recent investment in the move towards cashless catering and pre-ordering.</p> <p>Education catering reported a significant overspend in 2023/24 with a smaller overspend continuing to be projected in 2024/25.</p> <p>It is proposed to procure an external assessment of the options available including the identification of potential efficiencies drawing on best practice elsewhere in the UK.</p>
<b>Authorisation:</b>	
<b>Head of Service:</b>	<b>Tony McEwan</b>
<b>Director:</b>	<b>Ruth Binks</b>
<b>Finance Manager:</b>	<b>Mary McCabe</b>
<b>Date:</b>	

**Insurance Fund Financial Summary - Insurance Years 2022/23 - 2023/24**

	Insurance Years		
	2022/2023 (1 Oct 2022 - 30 Sept 2023) £	2023/2024 (1 Oct 2023 - 30 Sept 2024) £	
<b>Fund Income in Year</b>			
Total Contributed to the Fund	400,000.00	350,000.00	
Internal Resources Interest	127,090.05	251,896.47	
	<u>527,090.05</u>	<u>601,896.47</u>	A
<b>Fund Expenditure in Year</b>			
Risk Management	5,000.00	5,000.00	
Actuarial/Property Revaluation Costs	12,600.00	21,839.50	
Scottish Government Child Abuse Redress Scheme	77,000.00	87,000.00	
	<u>94,600.00</u>	<u>113,839.50</u>	
Incurred Charges to the Fund in Year	232,958.81	943,818.54	
	<u>327,558.81</u>	<u>1,057,658.04</u>	B
Net Surplus/(Deficit) on Fund in Year	<u>199,531.24</u>	<u>(455,761.57)</u>	C=A-B
<hr/>			
<b>Fund Balance</b>			
Balance As At Start of Year	5,067,914.24	5,267,445.48	D
Add:			
Net Surplus/(Deficit) on Fund in Year	199,531.24	(455,761.57)	C
Actual Fund Balance At End of Year	<u>5,267,445.48</u>	<u>4,811,683.91</u>	E=D+C
Less:			
Estimated Outstanding Charges on Fund	1,038,010.62	957,774.79	F
Provision for Abuse Claims and Clawback for MMI Claims	374,243.00	374,243.00	G
Balance for Future Years Claims At End of Year	<u>3,855,191.86</u>	<u>3,479,666.12</u>	H=E-F-G

**Claims Information For Last 5 Insurance Years**

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

	No. of Claims Received For Year	No. of Claims Settled/Resolved	No. of Claims Outstanding	Estimated Outstanding Charges On Insurance Fund £
2019/20	140	138	2	27,957.50
2020/21	108	105	3	94,144.00
2021/22	151	142	9	108,060.39
2022/23	137	112	25	306,355.34
2023/24	129	67	62	372,700.10
	<u>665</u>	<u>564</u>	<u>101</u>	<u>909,217.33</u>
Claims Pre-2019/20			9	48,557.46
TOTALS			<u>110</u>	<u>957,774.79</u>

Of the claims outstanding:

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

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<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Head of Organisational Development, Policy, and Communications</b>	<b>Report No:</b>	<b>PR/38/24/RB/KM</b>
<b>Contact Officer:</b>	<b>Rhoda Braddick</b>	<b>Contact No:</b>	<b>01475 712146</b>
<b>Subject:</b>	<b>Corporate Policy and Performance Update: September-November 2024</b>		

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## **1.0 PURPOSE AND SUMMARY**

1.1  For Decision  For Information/Noting

1.2 This report provides the Committee with an update on Corporate Policy and Performance matters relating to:

- Programme for Government 2024.
- A review of the Strategic Planning and Performance Management Framework (SPPMF).
- COSLA Excellence Awards 2024.

## **2.0 RECOMMENDATION**

2.1 It is recommended that the Committee note the latest updates in relation to Corporate Policy and Performance.

**Morna Rae,**  
**Head of Organisational Development, Policy and Communications**

### **3.0 BACKGROUND AND CONTEXT**

3.1 A Corporate Policy and Performance update report is considered at every meeting of the Policy and Resources Committee; the last such report was submitted to the meeting of the Committee on 17<sup>th</sup> September 2024.

### **3.2 PROGRAMME FOR GOVERNMENT 2024/25**

3.3 On 4 September 2023 the Scottish Government published the Programme for Government 2024 to 2025. This set out their planned actions and includes the legislative programme for the next parliamentary year. The related documents can be found at <https://www.gov.scot/programme-for-government/>

3.4 The First Minister highlighted that child poverty is his 'first and foremost' priority with growing our economy, tackling the climate emergency and improving public services additional priority areas.

3.5 Of particular relevance to Inverclyde are plans for two initiatives, both of which will have a local presence. These are firstly an expansion of place based 'fairer futures partnerships' which aim to support joined up services that improve family wellbeing, maximise incomes, and support people into work. Secondly, they will design and deliver a new childcare offer for priority families within six 'Early Adopter Communities'.

3.6 A wide range of plans are detailed within the Programme. We are linked into the development and implementation of many of these through officer participation in regional and national networks, in addition to our membership of COSLA. We contribute to Scottish Government consultations on the development of related policy and legislation. Officers will continue to capitalise on the opportunities arising from the Programme and will provide updates to the relevant Committees as these progress.

### **3.7 REVIEW OF THE STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK (SPPMF)**

3.8 In early 2023, the Policy and Resources Committee approved the implementation of a revised strategic planning and performance management framework (SPPMF), which included the implementation of a new Council Plan 2023/28 and Committee Delivery and Improvement Plans 2023/26. As the Committee Plans have reached the mid-point in their three-year planning cycle, the Corporate Management Team has agreed to evaluate the refreshed SPPMF to ensure that it is meeting its intended objectives.

3.9 To inform this review, the Elected Members and the Extended Corporate Management Team will be surveyed on their views of the SPPMF. All the feedback received will be considered by the CMT and an update on the outcome of the review will be provided to the next meeting of this Committee.

### **3.10 COSLA EXCELLENCE AWARDS, 2024**

3.11 At the COSLA Excellence Awards 2024, Inverclyde Council was announced as the winner of the 'Just transition to a net zero economy' category for its work in improving Inverclyde's environment through peatland restoration and tree planting. The restoration of the Coves Local Nature Reserve saw the enhancement of a beauty spot with the creation of new paths and improved access and habitats, including the planting of over 10,000 natural species trees. Duchal Moor peatland restoration is a three-year project aimed at achieving a significant impact

in reducing carbon dioxide emissions, attenuating water flow thus helping to prevent flooding, and enhancing wildlife habitats to improve biodiversity.

#### 4.0 PROPOSAL

4.1 It is proposed that the Committee notes the updates within this report relating to Corporate Policy and Performance. Separate reports that also relate to Corporate Policy and Performance, including the Council Plan Annual Performance Report 2023/24, the Local Government Benchmarking Framework 2023/24 and Mid-Year Population Estimates 2023, appear separately on the agenda of this meeting.

#### 5.0 IMPLICATIONS

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

SUBJECT	YES	NO
Financial		X
Legal/Risk		X
Human Resources		X
Strategic (Inverclyde Alliance Partnership Plan 2023/33/Council Plan 2023/28)	X	
Equalities, Fairer Scotland Duty and Children/Young People's Rights and Wellbeing		X
Environmental and Sustainability		X
Data Protection		X

#### 5.2 Finance

One off Costs

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

Annually Recurring Costs/(Savings)

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

#### 5.3 Legal/Risk

There are no direct legal implications arising from this report.

#### 5.4 Human Resources

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



## 5.5 **Strategic**

This report supports the delivery of the following outcomes within the Council Plan 2023-2028:

- High quality and innovative services are provided giving value for money
- Our employees are supported and developed

## 6.0 **CONSULTATION**

6.1 None.

## 7.0 **BACKGROUND PAPERS**

7.1 None.

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Chief Executive</b>	<b>Report No:</b>	<b>PR/32/24/RB/KM</b>
<b>Contact Officer:</b>	<b>Louise Long</b>	<b>Contact No:</b>	<b>01475 712146</b>
<b>Subject:</b>	<b>Policy &amp; Resources Committee Delivery and Improvement Plan 2023/26 Performance Report</b>		

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## **1.0 PURPOSE AND SUMMARY**

- 1.1  For Decision  For Information/Noting
- 1.2 The purpose of this report is to provide the Committee with an update on the progress made in the delivery of the Policy and Resources Committee Delivery and Improvement Plan 2023/26.
- 1.3 This is the first progress report on year two of the refreshed Plan to be presented to the Committee. It includes details of the progress that has been made in the delivery of the Action Plan, performance data for KPIs, and an update on the areas of highest Risk.

## **2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee consider the progress made in the delivery of the Policy and Resources Committee Delivery and Improvement Plan 2023/26.

**Louise Long**  
**Chief Executive**

### **3.0 BACKGROUND AND CONTEXT**

3.1 Committee Delivery and Improvement Plans 2023/26 are a key component of the Council's refreshed strategic planning and performance management framework. The Committee Plan enables scrutiny of:

- Strategic activity within the Committee remit; and
- How the Committee is helping to deliver the Council Plan outcomes.

3.2 The Policy and Resources Committee Delivery and Improvement Plan 2023/26 was approved on 23<sup>rd</sup> May 2023, with the annual refresh of the Plan approved on 4<sup>th</sup> June 2024. Elected Members were invited to a dedicated briefing on the refreshed Committee Plan, held on 26<sup>th</sup> June 2024 and again on 15<sup>th</sup> August 2024.

3.3 Committee Delivery and Improvement Plans have also been approved by the Education and Communities Committee and the Environment and Regeneration Committee.

### **3.4 PERFORMANCE OVERVIEW**

3.5 This is the first performance report on year two of the Committee Plan and covers the reporting period April to September 2024. It includes an update on the status of the action plan, KPIs and the management of key risks. A summary of performance is provided below with the full performance report provided in the Appendix.

#### Delivery and Improvement Action Plan 2023/26

3.6 The following actions / sub-actions are now complete:

- The Pride of Inverclyde Employee Awards took place on 14th June 2024.
- Service Plans 2024/25 have been developed and reviewed by the CMT.
- A review of the new performance appraisal process (Positive Conversations) has been carried out and a report considered by the CMT.
- Support for managers to improve the use of absence monitoring reporting is in place.
- A review of the ICT and Digital Strategies has been carried out to inform the development of a new Digital and Customer Services Strategy.
- A project plan is in place for the upgrade of the Human Resources and Payroll system.
- A review of the Communication and Engagement Strategy has been carried out.

3.7 There has been slippage in the following actions/ sub-action:

- The drafting of the Partnership Plan Annual Report 2023/24 is underway and will be reported to the Alliance Board at its meeting in December 2024. In a separate but related action, a suite of KPIs has still to be finalised to support the delivery of the Partnership Plan action plans.
- The refresh of the SNA was delayed to incorporate the Census data topic releases, the last of which was published in October 2024.
- The review of the strategic planning and performance management framework, which was implemented in April 2023 and due in September 2024, is now due to conclude in November 2024.
- The Digital and Customer Services Strategy, due end October will be presented to the Policy and Resources Committee at its meeting in November 2024.

3.8 The Committee is asked to note that the Digital Modernisation Board has approved an extension to the delivery date for the upgrade to the Human Resources and Payroll system. The original

due date of 31<sup>st</sup> December 2024 has been rescheduled to 31<sup>st</sup> March 2025 reflecting capacity for provider, internal and other local authority support. This action has been highlighted as slippage within this performance report and future performance reports will report on progress achieved against the project's new delivery date.

### 3.9 KPI Performance

The national LGBF data dashboard was refreshed at the end of September 2024 and performance data 2023/24 is presented in Appendix 2 for the following measures:

- The gender pay gap.
- The percentage of income due from Council Tax in year collection level.
- The percentage of invoices sampled and paid within 30 days.

Appendix 2 also provides the Committee with a range of quarterly performance data for KPIs that relate to service delivery. Service performance in the quarter was 5% or more adrift of target (red status) for the following measures:

- Days lost due to sickness absence.
- Corporate training courses attended.
- Employee turnover.
- The percentage of digital transactions made via the Customer Service Centre Portal.

Sickness absence is closely monitored by the CMT. The reasons for absence are constantly reviewed and a pro-active approach to support services to effectively manage absences is underway.

Performance was on or above target (green status) for the following measure:

- The number of complaints received (per 1,000 population).
- The Percentage of FOIs and EIRs responded to on time.

### 3.10 Managing Key Risks

The effective management of risk is key in helping the Council successfully deliver its objectives and as such, the Committee Plan includes a Risk Register which details the strategic risks. A review has recently been carried out and the updated Register is provided in Appendix 3. The Committee is asked to note that a new format has been adopted for the Risk Register and information is now presented in greater detail to assist in the overall management of risk.

## 4.0 PROPOSALS

4.1 The Committee is asked to note the progress that has been achieved in delivering the Policy and Resources Committee Delivery and Improvement Plan 2023/26 in year two.

## 5.0 IMPLICATIONS

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

SUBJECT	YES	NO
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Financial		X
Legal/Risk		X
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

## 5.2 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					

## 5.3 Legal/Risk

There are no legal implications associated with this report, whilst the key Committee risks are highlighted within the full Committee Plan 2023/26.

## 5.4 Human Resources

There are no human resources implications associated with this report.

## 5.5 Strategic

The Policy and Resources Committee Delivery and Improvement Plan 2023/26 directly supports the delivery of the Council Plan 2023/28, with the action plan aligned to the delivery of the Council Plan outcomes.








## 6.0 CONSULTATION

6.1 None.

## 7.0 BACKGROUND PAPERS

7.1 None.







## Appendix 1: Committee Delivery and Improvement Plan Action Plan

Strategic Theme: People					
Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
<b>CMTE/ PR001 Partnership Plan 2023/33</b>	Embed the Partnership Plan 2023/33 governance, delivery and reporting framework across the Alliance partners.	Development of the Partnership Action Plans and key performance indicators to support the delivery of the Partnership Plan.	31-Oct-2024	 Slippage	The first 3 thematic group updates were considered by the Alliance Board in June 2024, and the remaining 3 thematic group updates considered by the Board at its meeting held in October 2024. KPIs have still to be agreed.
		New/ refreshed delivery groups established, and regular progress reports provided to the Alliance Board.	31-Mar-2025	 On track	All Partnership Groups have met at least once and the reporting of progress reports to the Alliance is ongoing.
		Publish an annual report on progress made against the Partnership Plan.	31-Oct-2024	 Slippage	Work on this is underway. The draft report will be considered by the Alliance Board in December.
		Implement the new Locality Planning model, with updated local priorities and engagement processes in place.	31-Dec-2024	 On track	A new Locality Planning model was approved in March 2024, followed by new Locality Action Plans in June 2024. Discussions are underway regarding 'Community Conversation' weeks with dates scheduled over October 2024 – February 2025.
<b>CMTE/ PR002 Strategic Planning</b>	Further embed the new strategic planning and performance management arrangements to support the delivery of the Council Plan 2023/28.	Update the Inverclyde Strategic Needs Assessment.	30-Sep-2024	 Slippage	An initial refresh of the SNA was carried out in April, however following the publication of new Census data on a variety of topics over July – October 2024, a further update is now planned.
		Development of Service Plans for each Head of Service for reporting year 2024/25.	30-Jun-2024	 Complete	The CMT has reviewed and approved a Service Plan for each Head of Service. Service Plan 'performance portals' have been created on Pentana.
		With the CMT conduct a review of the performance management arrangements introduced in 2023/24.	30-Sep-2024	 Slippage	Arrangements for the SPPMF review to have been approved by the CMT. This will take the form of a Survey with the review due to be complete by mid-November 2024.

## Appendix 1: Committee Delivery and Improvement Plan Action Plan







<b>Strategic Theme: Place</b>					
<b>Code &amp; Title</b>	<b>Action</b>	<b>Sub-action</b>	<b>Due Date</b>	<b>Current Status</b>	<b>Progress Commentary</b>
<b>CMTE/ PR003 Community Councils</b>	Support the development of the newly established Community Councils and monitor arrangements in those areas where no Community Council has been established.	Review developments of Community Council activity, within 12 months of the Community Council elections.	31-Mar-2025	<input type="checkbox"/> Not yet started	This will be carried out early the new year.
		Following the review, development of recommendations and report to full Council.	31-Mar-2025	<input type="checkbox"/> Not yet started	This will follow on from the review referred to above.

## Appendix 1: Committee Delivery and Improvement Plan Action Plan

Strategic Theme: Performance 2023/24					
Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
<b>CMTE/ PR004 Budget 2025/26</b>	Development of a Revenue Budget for 2025/26.	Development of a Revenue Budget for 2025/26.	31-Mar-2025	 On track	Members have been made aware of estimated funding gap and savings being developed by CMT. Trawls commenced 12 <sup>th</sup> September 2024. MBWG meetings have commenced and further update to November meeting of the Policy and Resources Committee. Key milestones are Scottish Budget 4 <sup>th</sup> December and Local Government details 12 <sup>th</sup> December.
<b>CMTE/ PR005 Options Appraisal for FMS</b>	Report options for the replacement of the current Finance System, due to become unsupported from 31 March 2028.	Develop options for Committee to consider including estimated financial implications.	30-Sep-2025	 On track	Lead officer for options appraisal identified and initial scoping commenced.
<b>CMTE/ PR006 People &amp; OD Strategy 2024/27</b>	Delivery of the Year 1 actions within the People and Organisational Development Strategy 2024/27.	Deliver the Pride of Inverclyde Employee Awards.	30-Jun-2024	 Complete	The Employee Awards 2024 were held on 14th June 2024.
		Support the achievement of professional qualifications within the workforce and implement an improved approach to mandatory training courses.	31-Mar-2025	 On track	Two cohorts of employees have commenced professional qualifications with a third cohort planned before the end of the financial year. Training matrix has been agreed by the CMT and ongoing research into methods for recording and reporting on training participation. This will be promoted to employees in October 2024.
		Review the performance appraisal process (Positive Conversations).	30-Sep-2024	 Complete	A report on this matter was considered by the CMT on 9 <sup>th</sup> October 2024.
		Support managers to improve the use of absence monitoring reporting.	30-Jun-2024	 Complete	Updates to reporting function on CHRIS 21 is complete and guidance / reminders sent to services. Monthly absence reports issued to Heads of Service. HR Operations identifying absence hot spots and addressing these with managers.










## Appendix 1: Committee Delivery and Improvement Plan Action Plan





Code & Title	Action	Sub-action	Due Date	Current Status	Progress Commentary
		Implement the Mentoring Scheme and evaluate its impact.	31-Mar-2025	 On track	A Mentoring Scheme is in place with 22 employees signed up to the programme. The impact of the programme will be evaluated upon completion. A mid-year 'checkpoint' has been carried out.
		Provide guidance on the implementation of new / updated policies.	31-Mar-2025	 On track	Process of updating policies in conjunction with TUs is underway, with two sets approved by the Committee. Further updated policies will be presented in accordance with the policy review schedule. Related guidance provided on ICON and website.
		Commence a review of the Conditions of Service and Pay and Grading structure, including identification of implications.	31-Mar-2025	 Not yet started	This work is due to commence in the new calendar year.
<b>CMTE/ PR007 HR &amp; HR Payroll System</b>	Implement an upgrade to the Human Resources and Payroll system.	Development of a project plan.	30-Sep-2024	 Complete	This is complete and currently being implemented.
		Implement upgrade and associated testing.	31-Dec-2024*	 Slippage	A CHRIS 21 Project Group has been established and meets regularly. The Digital Modernisation Board has approved an extension to the original delivery date, moving it to 31 <sup>st</sup> March 2025, reflecting provider, internal and other local authority support.
		Develop training and user guides.	31-Dec-2024	 Not yet started	This will follow on from the above, with a new deadline of 31 <sup>st</sup> March 2025.

\* The deadline for this action has been reviewed by the Digital Modernisation Board and a new due date of 31<sup>st</sup> March 2025 approved.





## Appendix 1: Committee Delivery and Improvement Plan Action Plan

Code & Title	Action	Sub-action	Code & Title	Current Status	Progress Commentary
<b>CMTE/ PR008 HR &amp; OD Payroll Processes</b>	Update and improve Human Resources, Organisational Development and Payroll processes	Monitor the effectiveness of automatic of processes through Victoria Forms.	31-Mar-2025	 On track	Electronic forms developed for Sickness Notification; Change to Personal Details; Change of Circumstances; Termination and Bank Mandates. This is providing a more efficient process. Further forms are currently under development.
		Undertake process mapping and identify and implement related improvements.	31-Mar-2025	 On track	Process mapping undertaken in relation to Electronic Form development and wider HR processes improvements identified.
		Maximise use of Talentlink system in relation to contacts.	31-Dec-2024	 On track	Work with COSLA is ongoing and additional functionality is being explored.
<b>CMTE/ PR009 Modernisation of the Council</b>	Continue to progress projects that support the modernisation of the Council.	Report on the progress against the actions identified in the ICT and Digital strategies.	31-Jul-2024	 Complete	The 2021 - 2024 Digital Strategy Action Plans are now concluded. A refreshed, combined Digital and Customer Service Strategy to be developed and launched.
		Develop a Digital and Customer Service Strategy.	31-Oct-2024	 Slippage	Draft completed July 2024. The new, single Strategy will be presented for approval to the Policy and Resources Committee at its meeting in November 2024.
		Carry out a Digital Maturity exercise to benchmark the Council's position against peer authorities.	31-Mar-2025	 On track	Engagement with suppliers to provide Digital Maturity assessment has begun. Scoping and outcomes discussion ongoing.
		Consider options to optimise use of Council buildings.	31-Mar-2025	 On track	This is an ongoing action with reports to the Programme Board and the CMT on the rationalisation of Council assets. Upcoming milestones include: <ul style="list-style-type: none"> <li>• A presentation on office rationalisation will be delivered to Elected Members in November 2024.</li> <li>• A presentation on community and leisure rationalisation will be delivered to Elected Members in December 2024.</li> <li>• Hector McNeil House relocation – Spring 2025.</li> </ul>

## Appendix 1: Committee Delivery and Improvement Plan Action Plan

Code & Title	Action	Sub-action	Code & Title	Current Status	Progress Commentary
CMTE/ PR010 Governance Documents	Refresh the key Inverclyde Council governance documents.	Renewal of the Financial Regulations.	31-Mar-2026	 Not yet started	This will commence later in 2025.
		Renewal of the Standing Orders for contracts.	31-Mar-2026	 Not yet started	This will commence later in 2025.
CMTE/ PR011 Communication and Engagement Strategy	Review, prioritise and deliver key actions within the Communication and Engagement Strategy.	Analyse performance against strategy.	30-Jun-2024	 Complete	A review of the Strategy has been carried out and shared with the Head of Service.
		Review Strategy, identify priority actions for delivery in 2024/25 and progress delivery, including: <ul style="list-style-type: none"> <li>• review of templates for Service use in graphic design</li> <li>• Confirm corporate approach to tourism.</li> <li>• Creation of basic dashboards and monitoring.</li> </ul>	31-Mar-2025	 On track	<p>Templates: Service based templates design work is ongoing.</p> <p>Tourism: A draft plan on a page has been developed for Tourism and shared with Head of Service.</p> <p>Dashboards and monitoring: New KPIs are now in place. Monthly reporting to begin at the end of Sept.</p>

### Action Status










	Cancelled / not delivered
	Not started
	Slippage
	On track
	Complete

## Appendix 2: Policy and Resources Committee Plan KPI Scorecard

The refreshed Committee Plan, which was considered in June 2024, provided 2023/24 performance information for the majority of the KPIs that are reported within the Plan. The table below provides the Committee with the latest data for a small number of measures that were not available at that time. The data for these measures is published on an annual basis.



### Local Government Benchmarking Framework

Following a data refresh in September 2024, Local Government Benchmarking data 2023/24 has been published for the following indicators.

Title	2021/22 Value	2022/23 Value	2023/24 Value	2023/24				Latest Note
				Target	Status	Short Trend	Long Trend	
The gender pay gap	6.6%	4.4%	4.16%	4.2%				Family Group: 1.8% Scotland: 1.7%
Percentage of income due from Council Tax in year collection level	95.7%	95.9%	94.7%	95%				Family Group: 94.2% Scotland: 95.5%
The percentage of invoices sampled and paid within 30 days	94.2%	95.1%	95%	95.5%				Family Group: 92.4% Scotland: 93.1%

### Service Performance Indicators

Quarterly performance data is provided for the following indicators.

Title	Q3 2023/34 Value	Q4 2023/24 Value	Q1 2024/25 Value	Q2 2024/25 Value	Target	Latest Note
Number of properties in receipt of Empty Property Relief	142	240	87	135		These 2 KPIs are both 'data only' as performance is influenced by wider economic conditions outwith the control of the Council.
Value (£) of Empty Property Relief	£263,822	£308,508	£ 346,532	£383,443		

## Appendix 2: Policy and Resources Committee Plan KPI Scorecard

Title	Q3 2023/34 Value	Q4 2023/24 Value	Q1 2024/25 Value	Q2 2024/25 Value	Quarter				Latest Note
					Target	Status	Short Trend	Long Trend	
Council tax in year collection level	80.2%	94.7%	27.7%	53%	53.55%				Short trend arrow refers to comparison with Q2 2023/24, where performance = 53.3%
Percentage of invoices paid within 30 days (%)	95.36%	94.16%	97.19%	94.38%	95.5%				
Total days lost due to sickness absence	2.8 days	3.6 days	3.4 days	2.5days	2.25 days				The annual target for the year is 9 days.
Employee Turnover (%)	2.13%	2.66%	2.52%	4.8%	3%				The annual target for the year is 12%.
Corporate Training Courses Attended	50	180	94	104	125				The overall annual target for the year is 500.
SOCITM Accessibility Score (website overall accessibility score)	94	95	93	93.3	95				
No. of complaints received (per 1,000 population)	0.8	1.082	0.996	0.728	1				The overall target for the year is no more than 4 complaints per 100,000 population.
The number of Data Breaches notified to the Information Commissioners Office	0	1	1	1	2024/25 2				The overall target for the full year is 2.
Percentage of FOIs and EIRs responded to on time	96.21%	94.58%	91.58%	92.66%	92%				
Digital transactions via the CSC Portal	75%	79%	70%	43%	2024 75%				

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse

## Appendix 3: Policy and Resources Committee Plan Risk Register

### Policy and Resources Risk Assessment 01/10/24

Risk Code	Risk Event	Risk Description	Risk Owner	Risk Category	Causes	Consequences	Impact	L'hood	Risk Score	Notes on risk score	Current mitigation	Future mitigation
CMTE/ PR/R001	Significant budgetary pressures	The risk is that the Council will have insufficient financial resources to effectively deliver its services, key projects and ultimately achieve its strategic outcomes.	Louise Long	Financial	<ul style="list-style-type: none"> <li>• SG Financial Settlements not keeping pace with inflation or demographic pressures</li> <li>• Ring Fencing</li> <li>• Legislative pressures</li> <li>• Real term reductions in Capital grant whilst assets require significant investment</li> </ul>	<ul style="list-style-type: none"> <li>• Service reductions</li> <li>• Impact on delivery of key projects</li> <li>• Council Strategic Priorities not delivered</li> </ul>	4	4	<b>16</b>	<p>It is expected that the Council will continue to be faced with significant real term funding reductions from the May 2023 Medium Term Financial Strategy and 2023 Autumn Statement. Costs are continuing to rise due to inflation and demographic / legislative pressures are increasing. As over 80% of Council revenue funding comes from the Scottish Government the Council has limited options aside from service reductions.</p> <p>Capital Grant has been cut in recent years and is effectively frozen until 2026 at least at a time where a number of assets require significant investment and costs have increased considerably.</p>	<p>10-year financial strategy</p> <p>Monitoring and reporting of Treasury / Capital Management strategy</p> <p>Budget setting and monitoring</p> <p>Debt collection policies</p> <p>Corporate Asset Management Strategy</p> <p>CMT review of savings delivery and key financial data</p> <p>Embedded budget process with Trades Unions</p> <p>Sharing of best practice with Directors of Finance section</p>	Annual refresh of savings options and workstreams

### Appendix 3: Policy and Resources Committee Plan Risk Register

Risk Code	Risk Event	Risk Description	Risk Owner	Risk Category	Causes	Consequences	Impact	L'hood	Risk Score	Notes on risk score	Current mitigation	Future mitigation
CMTE/PR/R002	Inappropriately resourced or resilient workforce	Difficulty to recruit and retain suitably qualified and experienced staff.	Louise Long	People	<ul style="list-style-type: none"> <li>• Skillset availability - smaller pool to draw from with national shortages in some professions e.g. planning officers, environmental health</li> <li>• Lack of upskilling and development of workforce, particularly with specific skill sets where there are identified gaps</li> <li>• Aging workforce</li> <li>• Pay disparity between other local authorities</li> <li>• Perception and attractiveness of working for the council and location fails to attract new recruits</li> <li>• Expectations of terms &amp; conditions, particularly from candidates moving from the private sector fail to attract new staff</li> <li>• Inconsistent approach to succession planning</li> <li>• Increasing sickness absence</li> </ul>	<ul style="list-style-type: none"> <li>• Single points of dependency or failure within workforce</li> <li>• Capacity stretch on existing workforce</li> <li>• Disengagement , morale issues with existing workforce</li> <li>• Impact on quality or continuity of service delivery</li> <li>• Missed regulatory or reporting deadlines</li> <li>• Lack of capacity to develop or improve a new idea / project</li> <li>• Reputational impact</li> </ul>	4	4	<b>16</b>	<p>Refreshed recruitment processes.</p> <p>High quality support to staff through HR policies and line management support outlined in the People and Organisational Development Strategy 2024/27.</p> <p>Reductions in the use of temporary posts.</p> <p>Review of the Conditions of Service and Pay and Grading Structure.</p>	<p>Flexible working policy</p> <p>Modern apprenticeship and graduate recruitment programme</p> <p>Opportunities for paid professional qualifications</p> <p>Investment in employee wellbeing and engagement</p> <p>People and Organisational Development Strategy</p> <p>Employee benefits</p> <p>Supportive working practices</p>	Conditions of Service & Pay & Grading Review

### Appendix 3: Policy and Resources Committee Plan Risk Register

Risk Code	Risk Event	Risk Description	Risk Owner	Risk Category	Causes	Consequences	Impact	L'hood	Risk Score	Notes on risk score	Current mitigation	Future mitigation
					<ul style="list-style-type: none"> <li>Strike action due to pay negotiations</li> </ul>							
CMTE/PR/R003	Major partner or supplier failure	Major partner or supplier failure which then requires financial support or the Council to step in to manage the services or project fails	Louise Long	Partnerships	<ul style="list-style-type: none"> <li>Poor selection process</li> <li>Poor quality or small pool of suppliers / partner</li> <li>Services provided are ceased</li> </ul>	<ul style="list-style-type: none"> <li>Impact on quality and/or resilience of service delivery</li> <li>Financial impact to source new or more expensive options</li> <li>Reputational impact</li> </ul>	3	3	9	<p>Highlight concerns at an early stage to CMT and relevant Directors.</p> <p>Support Directors at Governance meeting.</p>	<p>Major partnership board presence</p> <p>Regular reporting</p> <p>Financial governance reviews</p>	



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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Chief Financial Officer</b>	<b>Report No:</b>	<b>FIN/75/24/AP/KJ</b>
<b>Contact Officer:</b>	<b>Alan Puckrin</b>	<b>Contact No:</b>	<b>01475 712223</b>
<b>Subject:</b>	<b>Treasury Management – Mid-Year Report 2024/25</b>		

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## **1.0 PURPOSE AND SUMMARY**

- 1.1  For Decision  For Information/Noting
- 1.2 The purpose of this report is:
- To advise the Committee of the operation of the treasury function and its activities for the first six months of 2024/25 as required under the terms of Treasury Management Practice 6 (“TMP6”) on “Reporting Requirements and Management Information Arrangements”.
  - To request that the Committee remits the report to the Full Council for their approval.
- 1.3 As at 30 September 2024 the Council had gross external debt (including PPP) of £236,157,495 and investments (cash balances managed in house) of £28,399,327. This compares to gross external debt (including PPP) of £234,304,481 and investments of £6,502,107 at 31 March 2024. This shows an improvement in the Council’s cashflow largely arising from early payment by the Scottish Government on grants due to their move to a new payments system.
- 1.4 The Council operated within the required treasury limits and Prudential Indicators for the year set out in the Council’s Treasury Policy Statement, annual Treasury Strategy Statement, and the Treasury Management Practices.

## **2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee notes the contents of the Mid-Year Report on Treasury Management for 2024/25 and that a refreshed Loan Charge funding model will be presented to the 5 December Council.
- 2.2 It is requested that the Committee remits the report to the Full Council for approval.

**Alan Puckrin**  
**Chief Financial Officer**

### 3.0 BACKGROUND AND CONTEXT

- 3.1 The Council is required by the revised CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities to produce a mid-year treasury management review of activities and prudential and treasury indicators for 2024/25.
- 3.2 Treasury Management in this context is defined as: “The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 3.3 The treasury management issues arising since the start of 2024/25 were:
- a. The Council’s debt (including PPP) has increased during the period by £1,853,014 due largely to borrowing £3,000,000 in late April for cash flow purposes.
  - b. The Council’s investments have increased by £21,897,220 due to net cash flows into the Council in the period re: early payment of GRG in September.
  - c. As at 31 March 2024 the Council had under borrowed against its capital financing requirement by £65,951,000. The latest projection is for the under borrowing to reduce to £55,587,000 as at 31 March 2025. Under borrowing means that the Council is using funds it currently has to cash flow capital expenditure rather than bringing in funds from borrowing. The projected level of under borrowing is considered manageable but the position is kept under review in light of Council capital financing and other funding requirements.
  - d. There remains financial market volatility and economic uncertainty in the UK and around the world largely caused by uncertainty over inflation, the timing and extent of any reductions in interest rates, and the conflicts in Ukraine and the Middle East.
  - e. The forecast in February 2024 was for the Bank Rate to fall to 4.75% by September 2024 and then down to 3.75% by the end of March 2025 and to 3.00% by the end of September 2025 through to the end of the forecast period of March 2027. The Bank Rate was cut from 5.25% to 5.00% in August. The latest forecast is for rates to fall to 4.50% in December 2024, to 4.00% by March 2025, to 3.50% by June 2025, to 3.25% by September 2025, and to 3.00% in September 2026.
  - f. PWLB rates for new borrowing had been expected to fall by between 0.40% and 0.60% through to March 2025. As at the mid-year point, rates had fallen by up to 0.41% for loans up to 6½ years with increases of up to 0.15% for other periods. The volatility during the 6-month period resulted in spreads between the high and low rates for some loan periods of up to 0.88% (e.g. borrowing rates for 3 years of 4.96% in April were 5.35% in May, 4.47% in mid-September, and 4.67% in late September).
  - g. The Council’s treasury advisers expect PWLB rates to fall by the end of March 2025 to 4.30% for 5 years, 4.40% for 10 years, 4.80% for 25 years and 4.60% for 50 years. The extent and speed of any changes to rates will depend on the economic and other factors affecting the UK and global markets.
  - h. The Council did not undertake any other debt restructuring during the first six months of 2024/25 and remained within its Prudential Indicator and Treasury Management limits.
  - i. The Council’s investments earned a rate of return of 5.12% during the period. This was 0.04% higher than the SONIA benchmark.
  - j. All investments were in accordance with the Council’s investment policy and no institutions with which investments were made had any difficulty in repaying those investments and interest in full during the period.
  - k. The Council’s investments were with counterparties that have high creditworthiness (the Bank of Scotland and Santander UK) and in accordance with the Council’s investment strategy.

3.4 The Council's debt position was as follows:

	At 31 March 2024	At 30 September 2024
	£	£
Total Excluding PPP	181,234,481	184,242,495
PPP Debt	53,070,000	51,915,000
Total Including PPP	234,304,481	236,157,495

Further detail is given in the following table:

	At 31 March 2024		At 30 September 2024		Movement In Period
	Principal	Rate	Principal	Rate	Principal
	£000		£000		£000
Fixed Rate Funding:					
- PWLB	111,378		114,378		3,000
- LOBO *	16,000		16,000		0
- Market	40,000		40,000		0
- Temporary	0		0		0
	167,378	4.22%	170,378	4.24%	3,000
Variable Rate Funding:					
- PWLB	0		0		0
- LOBO *	13,500		13,500		0
- Market	0		0		0
- Temporary #	356		364		8
	13,856	4.93%	13,864	4.92%	8
Total Debt (Excl PPP)	181,234	4.27%	184,242	4.29%	3,008
PPP Debt	53,070		51,915		(1,155)
Total Debt (Incl PPP)	234,304		236,157		1,853

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

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

3.5 The Council's investment position was as follows:

	At 31 March 2024		At 30 September 2024		Movement In Period
	Principal	Return	Principal	Return	Principal
	£		£		£
Investments:					
- Fixed Term Deposits	0	0.00%	0	0.00%	0
- Notice Accounts	52,781	3.99%	54,123	4.99%	1,342
- Deposit Accounts	6,449,326	5.15%	28,345,204	4.88%	21,895,878
Totals	6,502,107	5.14%	28,399,327	4.88%	21,897,220

Maximum level of investments in period: £28,388,755 on 30 September 2024

Minimum level of investments in period: £ 1,841,214 on 25 April 2024

Daily average for the period: £16,438,483

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

In addition to the above cash balances managed in-house, the Council has other transactions/balances required to be treated as investments under Investment Regulation 31. Appendix 2 includes these transactions/balances along with estimates for 2024/25.

### 3.6 2024/25 Latest Projection Compared to Estimates in 2024/25 Strategy

The latest 2024/25 projection compared to the estimates in the 2024/25 strategy:

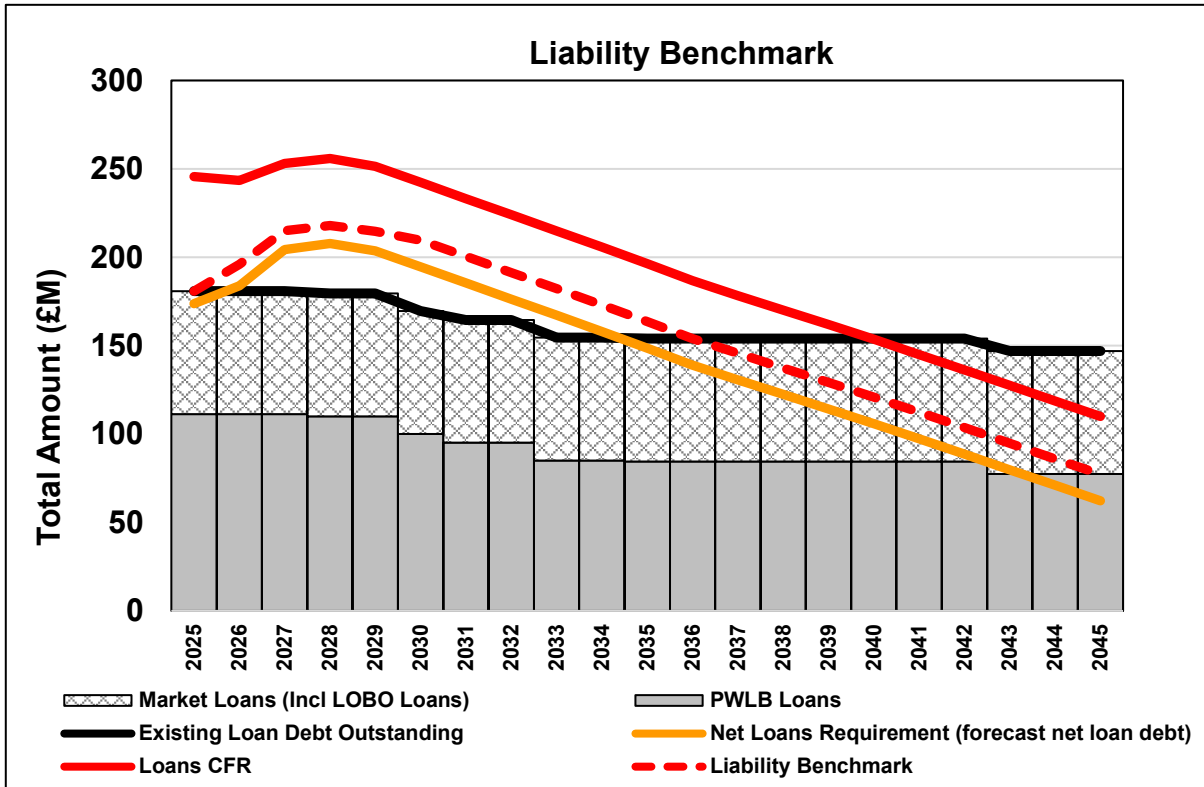
	2024/25 Estimate	2024/25 Latest Projection
<u>Borrowing Requirement</u>	£000	£000
New borrowing	10,000	10,000
Alternative financing requirements	0	0
Replacement borrowing	12,500	12,500
TOTAL	22,500	22,500
<u>Prudential/Treasury Management Indicators</u>		
	£000	£000
Capital financing requirement (As at 31 March 2025)	292,714	297,578
Gross external debt including PPP (As at 31 March 2025)	236,981	241,991
(Under)/over borrowing against CFR	(55,733)	(55,587)
	£000	£000
Gross Capital Expenditure (Excluding Levelling Up Project)	23,451	19,702
Ratio of financing costs (including PPP) to net revenue stream	8.2%	8.2%
Ratio of net debt (debt and PPP less investments) to net revenue stream	91.1%	92.0%
Ratio of net income from commercial and service investments to net revenue stream	0.0%	0.0%

### 3.7 2024/25 Mid-Year Position Compared to Limits in 2024/25 Strategy

The 2024/25 mid-year position compared to limits in the 2024/25 strategy:

	2024/25 Limits		2024/25 Mid-Year Actual Position	
<u>Prudential/Treasury Management Indicators</u>				
Authorised limit for external debt	£000		£000	
• Borrowing	243,000		184,242	
• Other long-term liabilities	54,000		51,915	
	297,000		236,157	
Operational boundary for external debt	£000		£000	
• Borrowing	228,000		184,242	
• Other long-term liabilities	54,000		51,915	
	282,000		236,157	
Upper limit on sums invested for periods longer than 365 days (Actual is maximum in period)	£000		£000	
	10,000		0	
Upper limits on Fixed/Variable borrowing maturing in each period (LOBOs included based on call dates and not maturity dates) at end of period	Fixed	Var.	Fixed	Var.
• Under 12 months	45%	35%	19.0%	7.5%
• 12 months and within 24 months	45%	35%	12.8%	-
• 24 months and within 5 years	45%	35%	6.1%	-
• 5 years and within 10 years	45%	35%	8.5%	-
• 10 years and within 30 years	45%	35%	3.8%	-
• 30 years and within 50 years	45%	35%	20.6%	-
• 50 years and within 70 years	45%	35%	21.7%	-
<u>Council Policy Limits</u>				
Maximum Percentage of Debt Repayable in Year	25%		21.7%	
Maximum Proportion of Debt at Variable Rates	45%		7.5%	
Maximum Percentage of Debt Restructured in Year	30%		0%	

3.8 The Liability Benchmark is a requirement in the Treasury Management Code. It is calculated from the Council's treasury management debt less investments plus an amount for cash flow/liquidity requirements and is shown in the graph below (the dashed line) with the existing loan debt (PWLB and Market Loans), the Loans CFR (Capital Financing Requirement excluding PPP), and the forecast net loan debt position.



The following points should be noted:

- The graph shows the current Liability Benchmark for 2024/25 plus 20 years (longer than the minimum recommended by CIPFA) but the Council's treasury management debt runs beyond that period.
- The graph includes the impact of the current position plus the approved capital programme (including prudential borrowing) which covers the years up to 2027/28. It does not include any projected additional borrowing or requirement beyond that (albeit that borrowing may well be required depending on plans at the time). It also includes the estimated repayment dates for the refinancing of short-term PWLB loans that were taken out in 2023/24 largely to refinance LOBO loans. Those short-term PWLB loans will be refinanced for longer periods when PWLB interest rates for new borrowing are expected to be lower.
- Where loans outstanding are currently projected to be less than the Liability Benchmark above, this indicates a borrowing requirement (where the Council is underborrowed and exposed to interest rate, liquidity and refinancing risks). Where loans outstanding are projected to be greater than the Liability Benchmark, this indicates a borrowing requirement (where the Council is overborrowed and exposed to credit and reinvestment risks and a possible cost of carry due to different debt and investment interest rates).

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

	Forecast Per 2024/25 Strategy (February 2024)	Latest Forecast (September 2024)
2024/25	3.75%	4.00%
2025/26	3.00%	3.25%
2026/27	3.00%	3.00%

- 3.10 The Council's investment policy for the year is governed by Scottish Government Investment Regulations and was included in the annual investment strategy approved by the Council. This policy sets out the approach for choosing investment categories and counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data such as rating outlooks, credit default swaps, bank share prices etc.
- 3.11 All investments were in accordance with the policy and no institutions with which investments were made had any difficulty in repaying investments and interest in full during the period.

The result of the investment strategy undertaken by the Council in the first six months of 2024/25 is as follows:

Average Investment	Rate of Return (gross of fees)	Benchmark Return (3-month SONIA compounded)
£16,438,483	5.12%	5.08%

The Council's return was higher than the benchmark by 0.04%.

#### 4.0 PROPOSALS

- 4.1 It is proposed that the Committee consider the contents of Section 3 of the report, seek any assurances from Officers, and thereafter remit the Mid-Year Report to the Council for approval.

#### 5.0 IMPLICATIONS

- 5.1 The table below shows whether risks and implications apply if the recommendations are agreed:

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

#### 5.2 Finance

One off Costs

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

Annually Recurring Costs/ (Savings)

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

The Council utilises Treasury Management as part of the overall Financial Strategy. Officers will continue to investigate borrowing and investment opportunities to bring financial benefits to the Council, all within the Treasury Management Policy.

**5.3 Legal/Risk**

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

**5.4 Human Resources**

None.

**6.0 CONSULTATION**

6.1 This report includes the latest advice from the Council's treasury consultants (Link Treasury Services Limited).

**7.0 BACKGROUND PAPERS**

7.1 CIPFA - Treasury Management in the Public Services – Code of Practice and Cross-Sectoral Guidance Notes – 2021 Edition  
Inverclyde Council – Treasury Management Strategy Statement and Annual Investment Strategy 2024/25-2027/28.



**Appendix 1**

**CASH BALANCES MANAGED IN-HOUSE  
ACTUAL AS AT 31 MARCH 2024 AND 30 SEPTEMBER 2024**

The following is an analysis of cash balances managed in-house as at 31 March 2024 and at 30 September 2024:

	<b>As At 31 March 2024</b>	<b>As At 30 September 2024</b>
	£	£
<u>Fixed Term Deposits</u>		
None	0	0
	0	0
Average Interest Rate	0.00%	0.00%
<u>Notice Accounts</u>		
Bank of Scotland	0	0
Santander UK	52,781	54,123
	52,781	54,123
Average Interest Rate	3.99%	4.99%
<u>Deposit Accounts</u>		
Bank of Scotland	6,448,800	28,345,204
Santander UK	526	0
	6,449,326	28,345,204
Average Interest Rate	5.15%	4.88%
TOTAL	6,502,107	28,399,327
Average Interest Rate	5.14%	4.88%

**Appendix 2**

**FORECAST OF INVESTMENT BALANCES  
ESTIMATE FOR 2024/25 AND ACTUAL AT 30 SEPTEMBER 2024**

Investment Regulation 31 requires the Council to provide forecasts for the level of investments. The estimate for 2024/25 and the actual as at 30 September 2024 are:

	Purpose of Investment	2024/25	2024/25
		Estimate For Year	Actual For 1/4/2024 To 30/9/2024
		£000	£000
Cash balances managed in-house	Treasury		
- At Start of Year		10,000	6,502
- At End of Year/Period		12,555	28,399
- Change in Year/Period		2,555	21,897
- Average daily cash balances		11,278	16,438
Holdings of shares, bonds, units (includes local authority owned company)	Service		
- At Start of Year		2	2
- Purchases		0	0
- Sales		0	0
- At End of Year/Period		2	2
Loans to local authority company or other entity to deliver services	Service		
- At Start of Year		260	260
- Advances		0	0
- Repayments		49	24
- At End of Year/Period		211	236
Loans made to third parties	Service		
- At Start of Year		93	93
- Advances		0	5
- Repayments		25	10
- At End of Year/Period		68	88
Investment properties	Commercial		
- At Start of Year		0	0
- Purchases		0	0
- Sales		0	0
- At End of Year/Period		0	0
Total of all investments			
- At Start of Year		10,355	6,857
- At End of Year/Period		12,836	28,725
- Change in Year/Period		2,481	21,868

The loans made to third parties includes a £50,000 loan to Shared Interest Society Limited ("Shared Interest") as approved by the Policy & Resources Committee in August 2017.

Shared Interest is a company that uses funds invested by individuals and organisations to allow it to provide loans to fair trade businesses around the world.

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Chief Financial Officer</b>	<b>Report No:</b>	<b>FIN/74/24/AP/AE</b>
<b>Contact Officer:</b>	<b>Alan Puckrin</b>	<b>Contact No:</b>	<b>01475 712090</b>
<b>Subject:</b>	<b>Governance of External Organisations- Annual Update and Review</b>		

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## **1.0 PURPOSE AND SUMMARY**

- 1.1  For Decision  For Information/Noting
- 1.2 In November 2023 the Committee approved a revised process recommended by the CMT (Appendix 1) which reduced the number of organisations to be formally reported through Committee and set the minimum governance requirements to be undertaken by Officers. An annual report on delivery to Policy & Resources Committee is a requirement as per the Financial Regulations.
- 1.3 An audit has been added to the 2024/25 Internal Audit Plan which will review compliance with the Governance Oversight arrangements and other relevant matters associated with External Organisation Governance.
- 1.4 Appendix 2 (in the private papers for today's meeting), covers the main governance oversight points and provides a summary assessment based on latest information from Directors/Heads of Service and other information reviewed. Directorate reports to relevant Committees earlier this committee cycle provided more detail in relation to governance meetings including any concerns raised during the monitoring period.
- 1.5 Overall, the governance oversight arrangements have been delivered and the organisations covered have operated appropriately. The CMT would however recommend that there needs to be greater time between the reporting to relevant parent committees and the production of this annual report to the Policy & Resources Committee. The CMT also recommend that a tiered approach is adopted whereby those organisations which are part of the Councils Group Accounts plus two others which have higher reputational/financial risk to the Council, continue to comply with appendix 1, whilst the remaining 7 organisations come under a lighter touch process outlined in appendix 4.
- 1.6 One issue which has been highlighted from the recent governance meetings is that several of the self-run community facilities do not pay the Real Living Wage (RLW) or have advised that they will be unable to do so in future as the grant received from the Council which have been frozen for many years. Given the Council's ie required to comply with Fair Work First, of which paying the RLW is a key part, then it is recommended that officers review the implications of mandating payment of the RLW by the organisations covered under the Governance of External Organisations process.

- 1.7 Finally, last November the Policy & Resources Committee agreed that a report be presented to the Council by the Chief Executive regarding the appropriateness of Councillor nominations to Boards of organisations which tender for Council contracts. This matter remains outstanding and it is intended to report this matter to the Full Council by September 2024.

## **2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee considers the matters raised within this report and thereafter:
  1. Notes the performance for the period November 2023 to October 2024 against the governance oversight process approved by Policy & Resources Committee November 2023.
  2. Notes that this area is part of the 2024/25 Internal Audit Action Plan
  3. Approves the move to a tiered approach and approves the lighter touch arrangements set out in appendix 4,
  4. Approves the principle of mandating the payment of the Real Living Wage by the organisations in appendix 3 pending a report back from officers on the financial and other implications,
  5. Note that the report on councillor representation on the boards of organisations which tender for council work will be presented to the Full Council by September 2025.

**Alan Puckrin**  
**Chief Financial Officer**

### 3.0 BACKGROUND AND CONTEXT

- 3.1 A corporate process to fulfil the Council's governance obligations in respect of key external organisations was approved by the Policy & Resources Committee in May 2011 with an annual report on adherence produced for the Policy & Resources Committee each November. The 2022/23 Annual Governance Statement (AGS) identified an action to review the monitoring process and continue with an annual report on key partnerships with the Council. The new process was approved by the Policy & Resources Committee in November 2023 along with a remit that a report be presented to the Council by the Chief Executive following a review of the appropriateness of councillors being represented on the boards of organisations which tender for Council contracts.
- 3.2 The new process removed Social Work/Social Care services from the Council annual reporting process as cyclical updates and annual reporting for this aspect of service delivery continues to be reported to both the IJB and the Social Care & Social Work Scrutiny Panel. The net result being that the number of organisations covered by this process reduced from between 60-80 to 12.
- 3.3 The Corporate Risk Register approved by the Policy & Resources Committee in February 2024 had Partnership failure as an "Amber Risk" with one of the mitigations against failure being the approved External Organisations governance process.
- 3.4 Appendix 1 attached details the process approved for the period November 2023 to October 2024. In summary, the approved process requires financial accounts to be reviewed by Finance Services, all governance meetings are documented, and notes of board meetings shared with identified senior/statutory officers. In addition, a report should be presented to the relevant committee annually covering performance and quality issues arising during the monitoring period. The process requires services to consider contingency plans if the organisation were to fail and consider any risks arising from the governance process within the service risk registers where applicable.
- 3.5 For the Council's two identified Arms Length External Organisations (ALEOs) there are additional requirements as set out in the Financial Regulations and highlighted in bold below:
- "For the Council's Arms Length External Organisations (ALEO) then there is a requirement for an Annual Monitoring Report submitted to the relevant Committee which shall cover:**
- 1. The aims and objectives of the External Organisation and how these have been met**
  - 2. The overall financial position of the External Organisation**
  - 3. Performance against targets and value for money indicators and an overall assessment of the governance risk to the Council**
  - 4. Key issues for the forthcoming period"**
- 3.6 **2023/24 Performance Summary**  
Appendix 2 presents the position based on information received from Directors/Heads of Service, reports presented to committee and information from Finance Managers. From this it can be seen that delivery against the approved process has been largely achieved, albeit there were some delays in the receipt of information. To address this latter point it is proposed that the annual report in future years be delayed until after the festive break.
- 3.7 On 22 October the Audit Committee agreed to add an audit of the Governance of External Organisations process to the 2024/25 Audit Plan.
- 3.8 The list of bodies covered by this process have different levels of risk for the Council, both reputationally and financially and as such the CMT propose that the Committee agree to refining the oversight arrangements to have a two-tier approach.

3.9 Organisations included in the Council Group Accounts are included there because they are assessed to have a significant impact on the Council's operations as well as having councillors in a materially influential position on the Board. In addition, there are two other organisations, Beacon Arts Centre and Inverclyde Community Development Trust where the CMT assess that the reputational and financial risks are material enough to be included in the top tier.

**3.10 Payment of the Real Living Wage**

One issue which has been highlighted from the recent governance meetings is that several of the self-run community facilities do not pay the Real Living Wage (RLW) or have advised that they will be unable to do so in future, as the grant received from the Council which have been frozen for many years.

Given the Council's is required to comply with Fair Work First, of which paying the RLW is a key part, to access increasing tracts of Scottish Government funding and / or pass on that funding to other organisations, then it is recommended that officers review the implications of mandating payment of the RLW by the organisations covered under the Governance of External Organisations process.

**4.0 PROPOSALS**

4.1 The Committee are asked to note the contents of appendix 2 and agree that the annual report on compliance move to after the festive break to give greater time between updates to parent committees and the annual report to Policy & Resources Committee.

4.2 The Committee are asked to consider the proposal to operate a tiered approach to oversight requirements as set out in 3.9 above and appendix 4.

4.3 The Committee are asked to agree that officers discuss the implications of all organisations covered by the Governance of External Organisations approach requiring to pay the RLW, and report back for a decision by Committee thereafter.

**5.0 IMPLICATIONS**

5.1 The table below shows whether risks and implications apply if the recommendations are agreed:

<b>SUBJECT</b>	<b>YES</b>	<b>NO</b>
Financial	x	
Legal/Risk	x	
Human Resources		x
Strategic (Partnership Plan/Council Plan)	x	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		x
Environmental & Sustainability		x
Data Protection		x

**5.2 Finance**

Elected member scrutiny of governance related matters in respect of the organisations covered by this report is a key requirement in terms of "Following the Public Pound". The level of scrutiny should be linked to the risks (not just financial), faced.

If the Council mandates that community organisations covered by this annual review must pay the Real Living Wage, then there is the potential that this will require increased Council funding.

#### 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					

### 5.3 Legal/Risk

The Council's relationships with all the bodies in appendix 3 are covered by either SLA's, contracts or Minutes of Agreement which are kept under regular review.

Partnership failure risk appears in the Council's Corporate Risk Register and the Governance Oversight process is a key mitigating factor in providing reassurance around this risk.

### 5.4 Human Resources

There are no HR implications arising from the proposals in this report.

### 5.5 Strategic

The organisations listed in Appendix 3 all contribute towards the Councils strategic priorities.

## 6.0 CONSULTATION

6.1 Lead officers have supplied the returns/updates on which appendix 2 is based. The CMT support the proposals in this report.

## 7.0 BACKGROUND PAPERS

7.1 None.

External Organisations Governance

Governance Oversight

- a) Annual Accounts received by Service and reviewed by Finance.
- b) Briefing circulated after each board meeting attended by officers to Director, Head of Service, Chief Financial Officer and Head of Legal, Democratic, Digital & Customer Services.
- c) Annual documented Governance meetings with organisations where senior officers do not attend board meetings.
- d) Annual Committee report covering performance and quality issues.
- e) Committee identify and monitor specific governance, finance and performance indicators in order to give early warning of any potential problems.
- f) Evidence that risks associated with these organisations are considered as part of the preparation of Service/Directorate risk registers.
- g) Contingency Plans are in place within the service to ensure continuity of service delivery if the agreement ends/organisation ceases to exist.
- h) Where services are delivered through ALEOs, the Council has well-developed strategy for the delivery of services which is linked to the wider Council's strategic objective and priorities, this strategy being reviewed and reported to Committee every 5 years as a minimum

Note: 1. The above are the minimum requirements however Services may decide on more frequent meetings / reporting based on specific risks / intelligence.



Key External Organisations – November 2024 – October 2025

<u>Organisation</u>	<u>Reason for Inclusion</u>
<b>Tier 1 Organisations</b>	
1/ Inverclyde Leisure	ALEO, Significant Councillor Board Representation. Part of Council's Group Accounts
2/ Riverside Inverclyde	ALEO, Significant Councillor Board Representation. Part of Council's Group Accounts
3/ Inchgreen Marine Park Ltd	Joint Venture Significant Councillor Board Representation. Part of Council's Group Accounts
4/ Inverclyde Community Development Trust	Significant Councillor Board Representation and highly reliant on Council contracts.
5/ The Beacon	Councillor Board Representation, significant financial investment by Council, no alternative service delivery organisation. Grant with SLA.
<b>Tier 2 Organisations</b>	
6/ Craigend Resource Centre	Large annual grant from the Council, no readily identified alternative service provider, Grant with SLA.
7/ Youth Connections	As for Craigend Resource Centre.
8/ Kilmacolm New Community Centre.	As for Craigend Resource Centre plus Councillor Board Representative.
9/ Inverkip Community Initiative	As for Craigend Resource Centre.
10/ Gibshill Community Centre	As for Craigend Resource Centre.
11/ Branchton Community Centre	As for Craigend Resource Centre.
12/ Inverclyde Voluntary Council of Social Services	Councillor Board Representation. Financial risk to Council if organisation ceased to operate.

**Note** – Organisation Governance reports for numbers 2,3 & 4 are presented to the Environment & Regeneration Committee. The remainder would go to Education & Communities.

Classification : Official

AP/LA  
22/10/24

External Organisations Governance

Governance Oversight – Light Touch

- a) Annual Accounts received by Service and reviewed by Finance.
- b) Annual documented Governance meetings with organisations where chief officers do not attend board meetings.
- c) Annual Committee report covering performance and quality issues.
- d) Evidence that risks associated with these organisations are considered as part of the preparation of Service/Directorate risk registers.
- e) Contingency Plans are in place within the service to ensure continuity of service delivery if the agreement ends/organisation ceases to exist.

Note 1. The above are the minimum requirements however Services may decide on more frequent meetings / reporting based on specific risks / intelligence.

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<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Head of OD, Policy and Communications</b>	<b>Report No:</b>	<b>PR/34/24/RB/KM</b>
<b>Contact Officer:</b>	<b>Rhoda Braddick</b>	<b>Contact No:</b>	<b>712146</b>
<b>Subject:</b>	<b>Inverclyde Council Plan Annual Performance Report 2023/24</b>		

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## **1.0 PURPOSE AND SUMMARY**

1.1  For Decision  For Information/Noting

1.2 The purpose of this report is to seek the approval of the Committee for the publication of the Inverclyde Council Annual Performance Report (APR) 2023/34. The APR, which is the first to be produced on the new Council Plan 2023/28, is attached as Appendix 1.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the Committee:

- Notes the progress made in the delivery of the Council Plan during 2023/24; and
- Approves the publication of the Corporate Plan Annual Performance Report 2023/24.

**Morna Rae**  
**Head of OD, Policy and Communications**

### **3.0 BACKGROUND AND CONTEXT**

- 3.1 A new five-year Council Plan 2023/28 was approved by Inverclyde Council on 20<sup>th</sup> April 2023. The Plan set out an updated Vision and range of high-level outcomes across the themes of People, Place and Performance.
- 3.2 As part of the Council Plan governance and scrutiny arrangements it was agreed that an Annual Performance Report (APR) and a six-monthly progress report would be presented to the Policy and Resources Committee. The first APR on the Council Plan, covering the period 2023/24, is attached as Appendix 1 for the consideration of the Committee.
- 3.3 The APR aims to provide a balanced range of qualitative and quantitative information to support an informed judgement on the Council's performance in the year. Reporting on progress against desired outcomes forms part of the Council's public performance reporting duty, as set out in the SPI Direction 2021.

### **3.4 COUNCIL PLAN ANNUAL PERFORMANCE REPORT 2023/24**

- 3.5 The APR 2023/24 is structured around the Council Plan themes of People, Place and Performance and contains details of achievements in the year, information on areas of good or innovative practice, service developments and the delivery of major national projects that support the Council Plan vision. This includes:
- The introduction of free school meals for all primary school pupils in Inverclyde.
  - Piloting the Scottish Government Affordable Childcare Initiative in Port Glasgow.
  - Employability support for Inverclyde parents and kinship carers via the Inverclyde Parental Employability Programme.
  - The implementation of an 'Ideas to Action' programme to strengthen the support provided to our looked after children.
  - Utilising Inverclyde's allocation of the Shared Prosperity Fund to implement a range projects, from employability programmes to community food growing initiatives.
  - The opening of the Ocean Terminal visitor centre and the completion of Inchgreen Marine Park project.
  - Improving the natural environment through the Coves Local Nature Reserve and peatland restoration projects.
  - Implementation of a refreshed Leadership programme for employees.
  - The implementation of 'Grow your own' initiative to address workforce pressures in Health and Social Care.
- 3.6 Each theme is underpinned by a 'Performance Dashboard' containing a range of national and local performance data for the previous three years. To provide continuity of reporting, the KPIs have been drawn from the previous Corporate Plan 2018/23 and the Committee and Service Plans. Service performance should also be considered alongside the LGBF 2023/24 report which appears elsewhere on the agenda of this Committee.
- 3.7 Where a performance target has been set, a Red/ Amber / Green status is also provided. Where it is not appropriate to set a target, referred to as a 'data only' KPI, the direction of travel is monitored instead. All measures within the APR include trend information to show annual change (increasing / decreasing) and average trend over the longer term (5-year). The KPIs may be subject to further refinement over the life of the Council Plan as new data becomes available.
- 3.8 When considering changes in performance year-to-year and over time, it should be remembered that performance will be influenced by a variety of factors such as budget pressures, reduced

number of staffing posts and / or difficult to fill posts. Demand for services can also vary at different points and the introduction of a new funding streams, or conversely the withdrawal of funding, will also have an inevitable impact.

- 3.9 Following Committee approval, the publication of the APR 2023/24 will be promoted to the public and employees to encourage a greater understanding of the work of the Council and partners, and also the progress that has been achieved.
- 3.10 The Committee is asked to note that a six-month progress report on the Council Plan, relating to reporting year 2024/25, will be presented to its next meeting on 4<sup>th</sup> February 2025.
- 3.11 **RESPONDING TO THE APR 2023/24**
- 3.12 The APR describes many areas of best practice which services will look to continue and extend as resources allow. Where there have been challenges in service delivery or significant external pressures negatively impacting on performance, remedial action will be explored and improvement activity identified. Overall, performance in 2023/24 provides a strong foundation on which to continue to deliver the Council Plan 2023/28.
- 3.13 An Elected Member Briefing on the Annual Performance Report 2023/24 will take place in advance of the Committee meeting.

#### 4.0 PROPOSALS

- 4.1 The Committee is asked to approve the publication of the Inverclyde Council Annual Performance Report 2023/24.

#### 5.0 IMPLICATIONS

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

<b>SUBJECT</b>	<b>YES</b>	<b>NO</b>
Financial		X
Legal/Risk	X	
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

#### 5.2 Finance

One off Costs

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

## Annually Recurring Costs/ (Savings)

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

### 5.3 Legal/Risk

The Local Government in Scotland Act 2003 places a duty on Councils to publish a range of information as set out by the Accounts Commission's SPI Direction, the latest version of which is the "Publication of Information (Standards of Performance) Direction 2021 Statutory Performance Indicators". The publication of this Annual Performance Report helps the Council to fulfil its obligations under the Direction.

### 5.4 Human Resources

There are no direct human resources implications associated with this report.

### 5.5 Strategic

The Annual Performance Report 2023/24 set out the Council's progress in delivering all the organisational priorities within the Inverclyde Council Plan 2023/28.

## 6.0 CONSULTATION

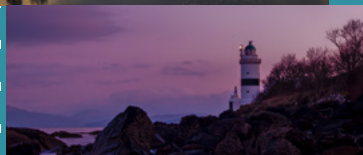
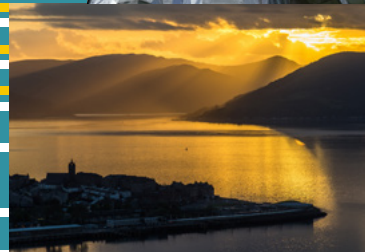
6.1 None.

## 7.0 BACKGROUND PAPERS

7.1 None.

# INVERCLYDE COUNCIL PLAN 2023/28

Annual Performance Report  
2023/24





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**Success for All**  
*Getting it Right for every Child, Citizen and Community*



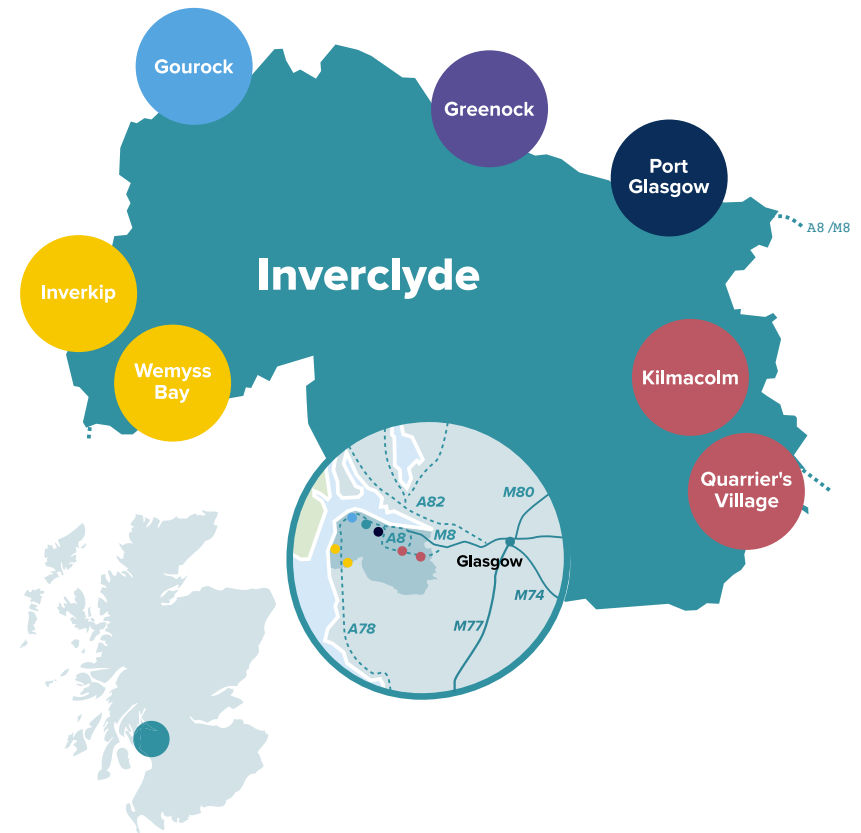
# Foreword

**Welcome to Inverclyde Council’s Council Plan Annual Performance Report 2023/24, which provides details of our performance in delivering the priorities within our Council Plan 2023/28, to realise our Vision of ‘Success for All: Getting it Right for Every Child, Citizen and Community’.**

As a Council we strive to be transparent in keeping residents informed about how well we are performing and this Report, which covers the first year of our Council Plan, is one of the ways in which we do that. It aims to provide you with a range of information on our performance and details of just some of the initiatives that were taken forward during the year to help you measure the progress that was made.

We are very proud of the national recognition that the Council received during the year, with a number of Award successes for impressive performance and innovative services. We are ambitious in our aims and will continue to build on this success and develop new ways of working in these challenging times to strengthen resilience and deliver high-quality services.

As we move into the second year of delivering our Council Plan, we remain as committed as ever to working alongside our communities and supporting the most vulnerable. Reducing inequality is a thread that runs through all aspects of the our work and opportunities to improve positive outcomes will be seized wherever possible, from the delivery of major projects such as the £22million Levelling Up Fund to smaller scale initiatives within our communities, such as the Lend and Mend Hub, which was the first of its kind to be launched in Scotland in 2023/24. Finally, public performance reporting is a core element of our Best Value activity. As always, your feedback is particularly important and contact details are provided at the back of this report if you would like to provide us with your views on any aspect of the Council’s performance.

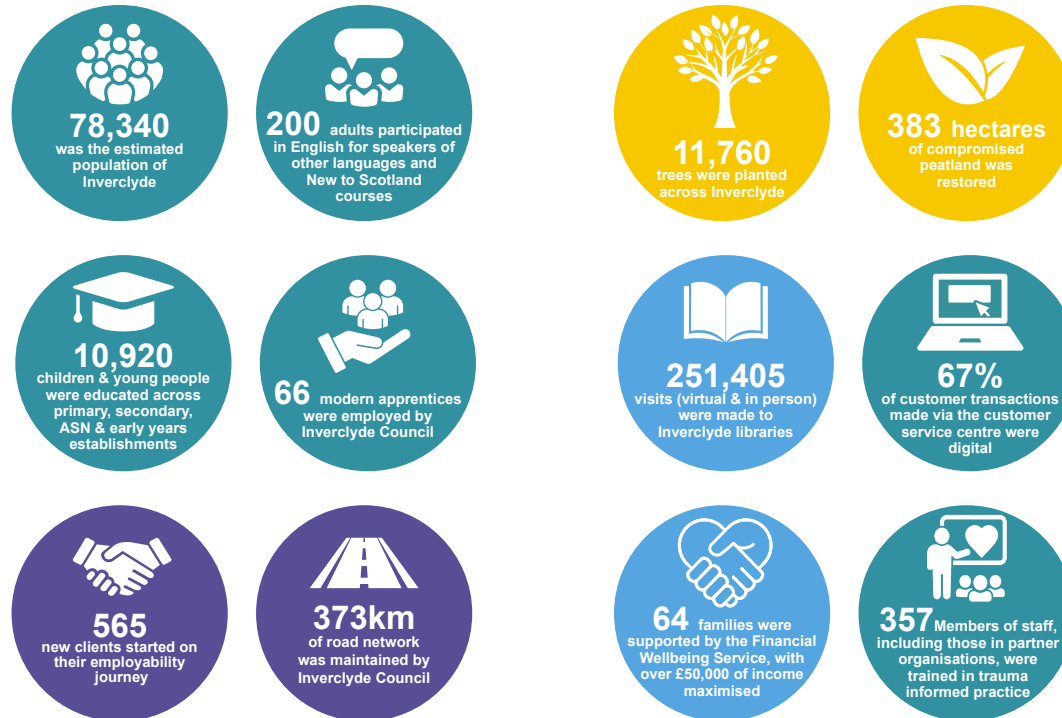


Louise Long  
Chief Executive

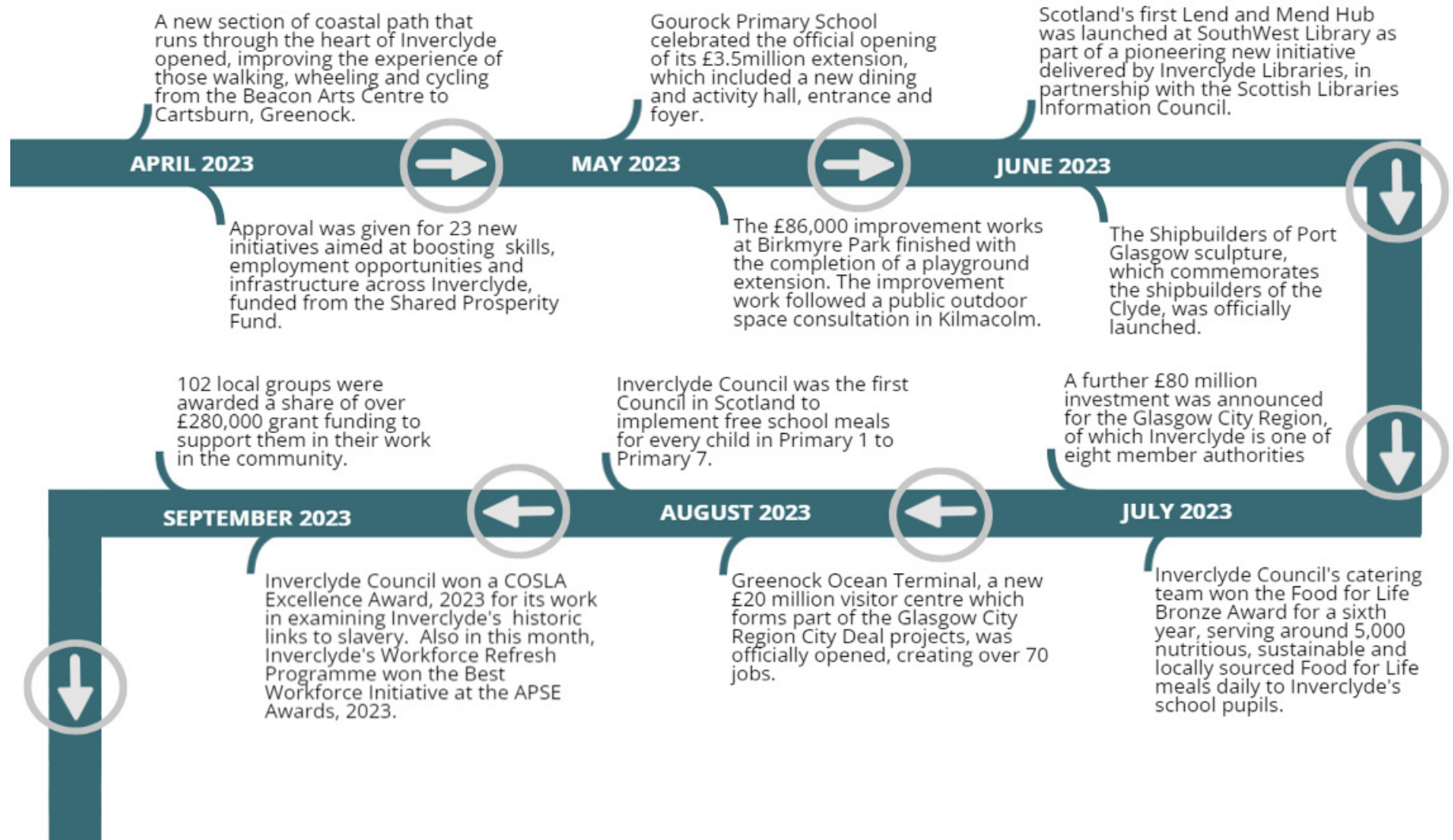


Stephen McCabe  
Leader, Inverclyde Council

# Did you know that in 2023/24



# A year in the life...







# Our vision and outcomes

The Council Plan 2023/28 sets out the vision for the Council as a whole and the ways in which we hope to improve the lives of, and deliver better outcomes for, the people of Inverclyde.

## Our vision:

***Success for all - Getting it right for every child, citizen and community***

We are very aware that life opportunities vary across our population and that there are significant challenges within our communities linked to deprivation and inequality.

We want to achieve success for all, with everyone being able to easily access high quality Council services.

## Our outcomes:

To deliver our Vision, we have identified three overarching themes and the outcomes we want to achieve:

### THEME 1: PEOPLE

- Our young people have the best start in life through high quality support and education
- Gaps in outcomes linked to poverty are reduced
- People are supported to improve their health and wellbeing
- More people will be in employment, with fair pay and conditions
- Our most vulnerable families and residents are safeguarded and supported

### THEME 2: PLACE

- Communities are thriving, growing and sustainable
- Our strategic housing function is robust
- Our economy and skills base are developed
- We have a sufficient supply of business premises
- Our natural environment is protected

### THEME 3: PERFORMANCE

- High quality and innovative services are provided, giving value for money
- Our employees are supported and developed

The delivery of these outcomes is via the action plans within our strategic plans, partnership plans and the Committee Delivery and Improvement Plans, with a golden thread bringing together the collective vision, purpose and aspirations.

# Evaluating our performance

**This Annual Report 2023/24 aims to provide an overview of key achievements during the year, together with key performance information to provide an overview of the progress that has been made in improving local outcomes and delivering Council services.**

## Reviewing performance

It is not possible to present information on all the work undertaken by the Council during the year within one report. To obtain a fully rounded picture of our performance in 2023/24, it is therefore important to consider this Report alongside the other performance reports published. This includes:

- The Corporate self-assessment of Best Value performance.
- The Committee Delivery and Improvement Plans performance reports.
- Local Government Benchmarking Framework performance.
- Annual Reports on key priority areas, such as the Inverclyde Children's Services Plan, Education Services Standards and Quality Report and the Net Zero Strategy and Action Plan.
- The Inverclyde Alliance Partnership Plan 2023/33 Annual Report.

More information is available on the Inverclyde Council Performance webpage, which you will find here:

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

The Council's Committee Delivery and Improvement Plans set out the strategic workstreams that support the delivery of the Council Plan outcomes. These Plans are subject to regular performance reporting, with information on areas of progress or where there has been slippage highlighted and the reasons for this. All Committee Plan performance reports published in 2023/24 can be found Council's website:

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

## External Scrutiny





Inverclyde Council's performance in providing services is also subject to external scrutiny to support good practice and improvement. Since November 2023, Best Value audit work in Scotland has been fully integrated into annual financial audit work with an evaluation of the Council's performance reported via the Annual Audit Report. You can find the latest Inverclyde Council Annual Audit Report here:

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




# Performance Dashboard

Each theme within our Council Plan 2023/28 is underpinned by a key performance indicator (KPI) dashboard. The latest data for each performance measure is provided along with a status where a target has been set. Targets are regularly reviewed to reflect trends and benchmarked information. Where it is not appropriate to set a target for example, school exclusions, trends in the direction of travel are monitored and where possible, performance benchmarked with comparator authorities. Such measures are described as ‘data only.’

The KPI performance dashboard uses the following ‘status’ icons to help you assess performance:

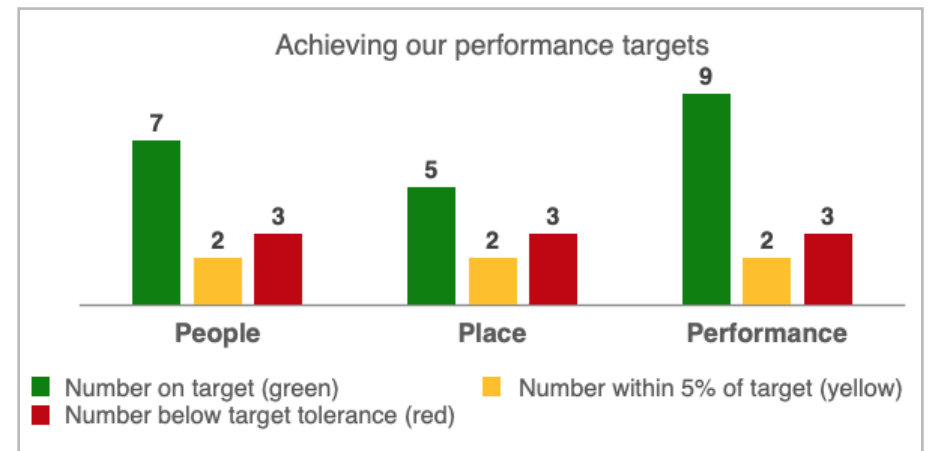
PI Status	
	Performance has not met target and is below the set tolerance level (5%)
	Performance is below target, but is within a set tolerance level (0-5%)
	Performance is at target level or higher
	Performance is being monitored but no target has been set (data only)

Monitoring performance trends is important because performance will naturally fluctuate year for a variety of reasons, some of which are outwith the control or scope of influence of the Council.

Short term and long-term trend status	
	Improving performance (short term = annual change, long term = 5 years)
	No statistical change in performance
	Performance has declined (short term = annual change, long term = 5 years)

## Performance Summary 2023/24

The chart below provides a summary of KPI performance during the year, presented by Council Plan theme. Where targets were not achieved during the year, the reasons for this will be explored and improvement activity identified.





# How we compare to others

The Local Government Benchmarking Framework (LGBF) is a national performance framework that helps Councils compare their performance across a range of activities. The Improvement Service publishes benchmarking data for Scottish Councils however, it is the responsibility of an individual Council to report on its own LGBF performance as part of its public performance reporting duty.

2023/24 LGBF performance data is not currently available for all measures within the framework, however performance analysis of previous years shows that Inverclyde Council consistently ranks amongst the top performing local authorities in Scotland. Areas of particularly high performance include:

- The percentage of pupils from the 20% most deprived areas gaining 5+ awards at level 5 has ranked in the top quartile for the past six years.
- The percentage of unemployed people assisted into work from Council programmes has ranked in the top quartile every year since 2012/13.
- The proportion of adults satisfied with refuse collection has ranked in the top 5 Councils every year since 2011/14 (satisfaction data is provided over a rolling three year period).
- The proportion of Scottish Welfare Fund Crisis Grant decisions made within 1 day has been maintained at 100% every year since 2018/19.
- The proportion of Scottish Welfare Fund Community Care Grant decisions made within 15 days has been maintained at above 99% every year since 2018/19, ranking Inverclyde in the top five performing Councils over the same period.

More information on Inverclyde's LGBF performance is available on the Council website and on the Improvement Service website:

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

<https://www.improvementservice.org.uk/benchmarking/explore-the-data>

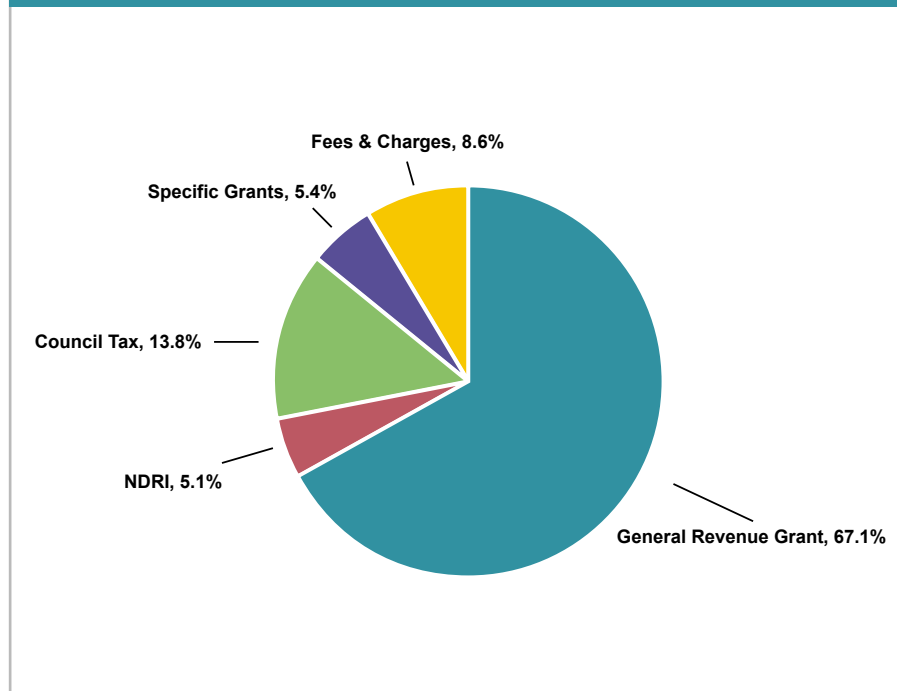
# Managing the council's finances

In 2023/24, the largest proportion of the Council's budget came from General Revenue Grant. In relation to where the money was spent during the year, almost half of the budget was directed to Education Services to help deliver the best start in life. The next largest proportion was allocated to Social Work Services to support our most vulnerable residents.

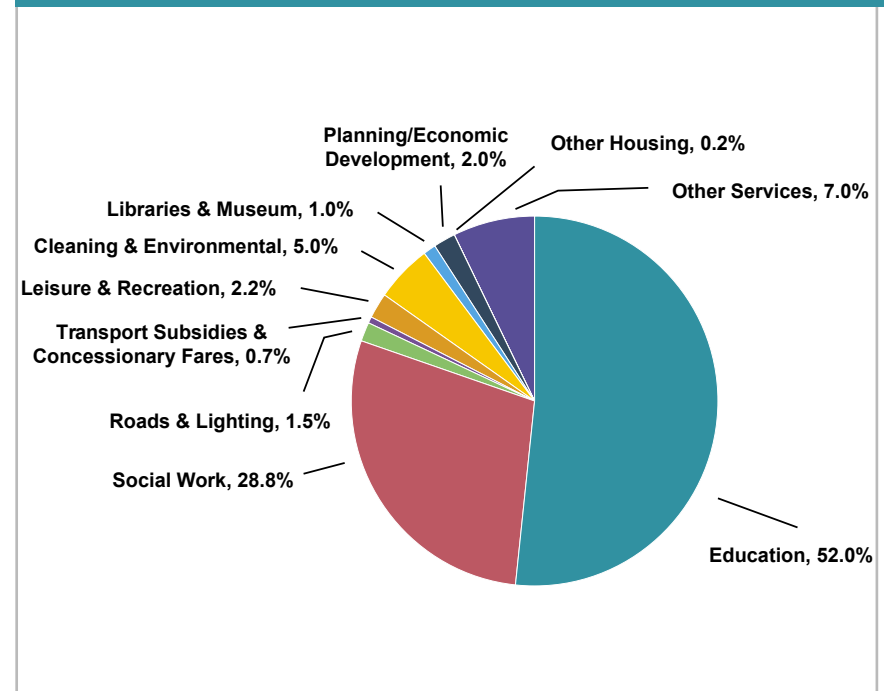
## Budget 2024/26

In February 2024, the Council approved a two-year budget for 2024/26. The overall budget is worth almost £250 million each year and a four-year £72 million capital budget to fund one off infrastructure costs was also agreed.

Where our money came from 2023/24



What the money was spent on 2023/24



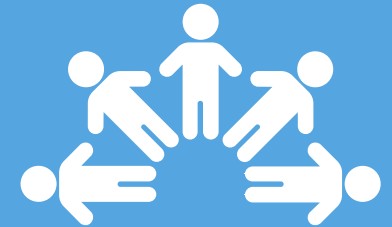


# Theme 1 PEOPLE

## Why is this a priority?

The people of Inverclyde and the people employed by the Council to deliver our services are the lifeblood of the area.

Making sure everyone has an equal opportunity to benefit from successes and to move forward in every area of their work and life is at the heart of how we develop individuals to reach their true potential, and ensure our community and Council are resilient to challenge.





## Outcome 1: Our young people have the best start in life through high quality support and education

### How did we support the delivery of this outcome in 2023/24?

#### Working in partnership to deliver the Children's Services Plan 2023/26

Partnership working is essential to deliver the range of support required by most families and children or young people to ensure the best start in life. A new integrated Inverclyde Children's Services Plan 2023/26 was approved by the Community Planning Partnership, the Inverclyde Alliance, in October 2023. The Plan, which was developed by the Children's Services Partnership (CSP) contains four outcomes to improve the lives of children and young people in Inverclyde:

- Children, young people and families are listened to, and their views are instrumental in designing and delivering services.
- Children and young people's health and wellbeing is promoted and improved.
- Children and young people feel safe and loved and are supported to stay in their families.
- Children, young people and families and services work together to reduce inequalities.

The Plan, which is based on the five foundations of The Promise Scotland: Voice, Family, Care, People and Scaffolding includes a commitment made to explore every opportunity for joined-up children's services and collaborative improvement. Progress will be reported to the Inverclyde Alliance and the Scottish Government in an Annual Report.

You can find the Inverclyde Children's Services Plan 2023/26 here:

<https://www.inverclyde.gov.uk/health-and-social-care/support-for-children-families/joint-childrens-services-planning/draft-children-s-services-plan-2020-23>

#### Implementation of a new Literacy Framework

A new Literacy Framework for Inverclyde schools was launched in October 2023, with over 220 practitioners attending the launch event. The Framework, which supports the delivery of the Literacy Strategy for Inverclyde, will help to ensure that there is a consistent and coherent approach to the teaching of core literacy skills across Inverclyde school establishments.

Whilst still at an early stage, very positive feedback has been received so far, particularly relating to increased practitioner confidence in the teaching of reading. A six-month evaluation of the Reading Framework showed increased awareness of the Literacy Framework and confidence in the teaching of reading. **Reading attainment for our most disadvantaged pupils in primary schools has risen from 74.1% to 75.4%, an increase of 1.3% since November 2023 whilst Achievement for Curriculum for Excellence Levels in Literacy overall attainment has risen from 73.8% to 74.1%, an increase of 0.3% since November 2023.**



## Supporting learning and development through Play Pedagogy

The implementation of Playful Pedagogy, which is a way of integrating children's play experiences with curricular learning, has been a strategic priority for Inverclyde since 2021 to support the learning and development of children at an early age. The aim is: "to change pedagogical practice to one that empowers children to become active participants in their learning."

In 2023, building on previous training in key areas including child development and high-quality observations, three Inverclyde Head Teachers were appointed to the role of Play Associate to support the leadership of play and enquiry within their establishments. This has proven to be very effective in advancing the implementation of play and enquiry within primary schools.

A dedicated Play and Enquiry event was held in March 2024 to support Head Teachers in shaping the vision across Inverclyde schools. This event was highly informative and impactful, providing a comprehensive overview and sharing of best practice, which highlighted the benefits of play and enquiry practices, in both early years and primary school settings. Notably, discussions included insights into the effects of COVID on children's brain development, emphasising the crucial role of play and enquiry in addressing trauma and nurturing children's holistic growth.

All Inverclyde schools have now introduced play across the early level with plans in place to effectively strengthen the implementation of play in primary one and two.

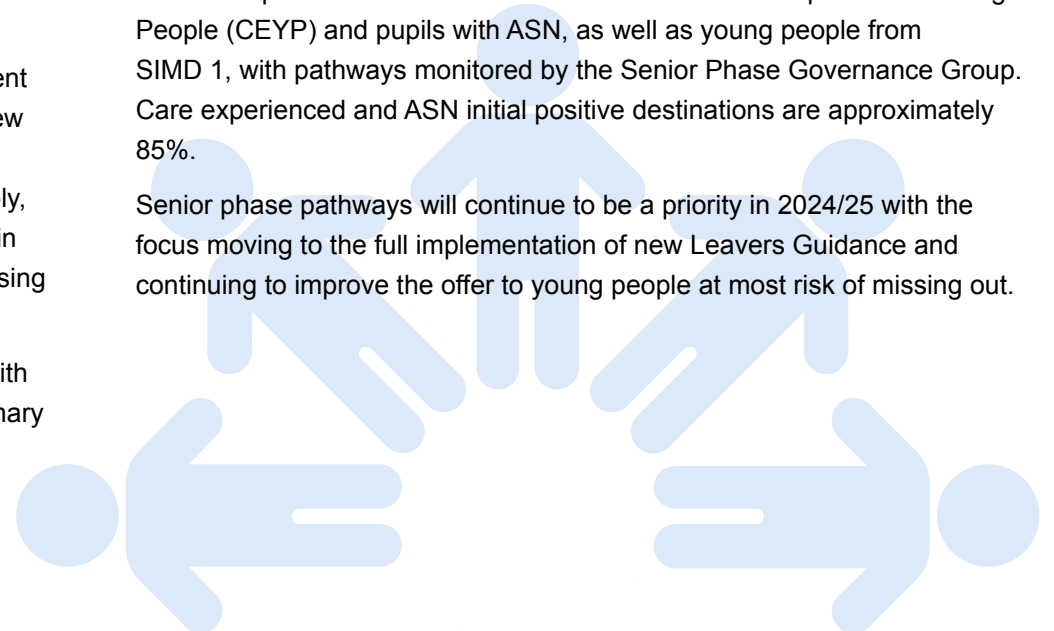
## Increasing school leaver positive destinations

Developing skills for learning, life and work is critical to ensuring that young people go on to a sustained positive destination after leaving school, whether that be college, university, training or employment.

The More Choices, More Chances team continued to work closely with Education Services to enhance the offer to young people through greater personalisation and choice. **This has resulted in Inverclyde's Initial School Leaver Destinations increasing from 94% in 2021/22 to 96.4% in 2022/23; the highest figure ever achieved. The 2.4% increase represented the largest increase in Scotland last year with Inverclyde improving its ranking in the Local Government Benchmarking Framework (LGBF) from 31st to 9th position out of 32 Councils.**

There is a particular focus on the destinations of Care Experienced Young People (CEYP) and pupils with ASN, as well as young people from SIMD 1, with pathways monitored by the Senior Phase Governance Group. Care experienced and ASN initial positive destinations are approximately 85%.

Senior phase pathways will continue to be a priority in 2024/25 with the focus moving to the full implementation of new Leavers Guidance and continuing to improve the offer to young people at most risk of missing out.





## Outcome 2: Gaps in outcomes linked to poverty are reduced

### How did we support the delivery of this outcome in 2023/24?

#### Introduction of free school meals for all primary school pupils

Inverclyde was the first local authority in Scotland to earmark additional funding to provide free school meals to every child in P1 to P7, commencing in August 2023. This universal service supports families who are facing financial and food insecurity by providing food, which in turn helps to reduce stigma and promote dignity across our communities.

#### Reducing the poverty related attainment gap

Reducing the poverty related attainment gap is a particular priority for the Education Service, particularly following the impact of the pandemic. National data relating to the percentage of pupils achieving expected levels in literacy (reading, writing, listening and talking) and numeracy shows that Inverclyde reached its highest level of attainment over the previous five years (2017/18 – 2022/23) and continues outperform national attainment data figures. On average, 3.5% more of Inverclyde leavers achieve level 4 literacy and numeracy than the national figure, and 6% more achieve level 5 over past 5 years. At Primary 1, 4 and 7 Achievement of Curriculum for Excellence Levels (ACEL) combined, Inverclyde has outperformed national data since the pandemic and exceeded pre-pandemic data in 2022/23.

Moreover, the attainment gap in average complementary tariff points gained by leavers between SIMD 1-2 and SIMD 3-10 has been reduced by an average of 19.7% over the past five years.

#### Piloting the Scottish Government Affordable Childcare initiative

Poverty at any stage in life can lead to negative outcomes, including ill health and poorer educational attainment. The latest child poverty data shows the challenge faced in reducing local inequalities. It is estimated that the overall percentage of children living in relative poverty (after housing costs) in Inverclyde is 26.1% however, this varies greatly across Inverclyde, ranging from around 5% to more than 30%.

The Inverclyde Child Poverty Action Group (ICPAG) is a multi-agency collaborative that oversees developments in service provision relating to child poverty in Inverclyde. This person-centred approach to child poverty led to Inverclyde being one of only four authorities selected by the Scottish Government as an Early Adopter Community for Affordable Childcare to test ideas and share good practice around what works to support families most likely to be living in poverty with affordable out of school childcare.

The pilot service, which was co-designed with parents ran from January 2023 to June 2024, offers after-school childcare and holiday childcare services, primarily supporting lone-parent households. It also subsidises costs, for those that meet the criteria, of Breakfast Clubs delivered 5 days per week in the Port Glasgow primary schools. Assistance is also offered to the Scottish Childminding Association (SCMA) to recruit and upskill local childminders and to pay the cost of the childcare provision for the families who meet the criteria.



The service successfully supported over 40 children from 33 families over the course of the year. Impact information shows that families report that they feel supported, reassured and that it has reduced the stress of reliance on families for support with childcare. It has also enabled families to take on extra shifts without the worry of being available for school pick-up.

### Delivery of Digital Skills classes at Inverclyde Libraries

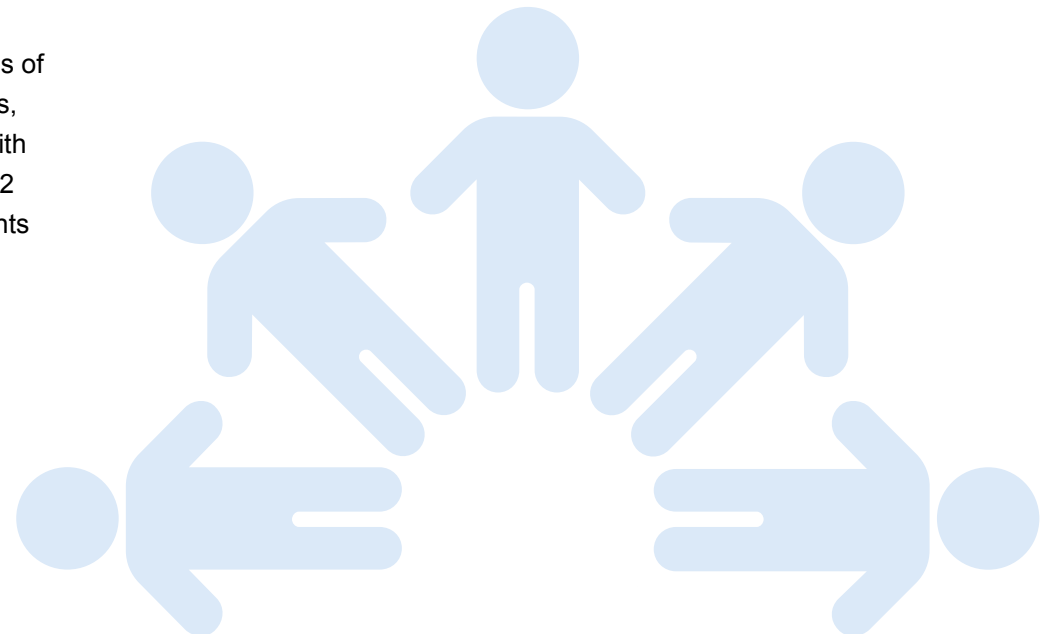
People who are most disadvantaged by their lack of access to services and are also more likely to experience a significant level of digital exclusion. In May 2023, building on the success of a previous project, the Libraries Service resumed its Digital Skills classes, which is a tailored Digital Inclusion outreach service provided to residents within Inverclyde's most deprived communities in Greenock East & Central and Port Glasgow.

On offer across five library branches were a range of classes for all levels of ability, ranging from those with little or no experience with digital activities, those with basic skills but wanting to learn more and classes for those with their own device who wished to build on existing skills for life. In total, 112 sessions were delivered, with 559 attendances recorded, helping residents to build, or enhance, their digital skills.

### Support to develop numeracy skills

Additional support for adults to improve their core skills in numeracy was established during the year with the launch of the 'Multiply: Make Numbers Count' project in September 2023, funded from the Shared Prosperity initiative.

Whilst still at an early stage, a total of 80 adult learners had engaged with the project by the end of 2023/24, receiving support to boost their ability to use maths in their daily life, at home and work through the delivery of bespoke adult numeracy programmes. The Multiply project is due to run until March 2025.







## Outcome 3: People are supported to improve their health and wellbeing

### How did we support the delivery of this outcome in 2023/24?

#### Refocusing health priorities for Inverclyde

Improving the health and wellbeing of the residents of Inverclyde has been a long-standing priority for Inverclyde Council and HSCP. In recognition of the fact that Inverclyde's communities are in a different place due to the pandemic, a review of the Inverclyde HSCP strategic priorities was carried out during the year to ensure that there is a clear strategic focus on the right outcomes.

Central to the new three-year Strategic Commissioning Plan 2024/27 is a partnership plan, which reflects the close working relationship between the HSCP, the local third and independent sector partners and communities. It builds on the work of the Six Big Actions for Inverclyde to inform the delivery of health and social care services.

Going forward, the focus is on the delivery of four strategic priorities: (i) the provision of early help to respond to health and social care needs, (ii) improving local mental health and embedding recovery focused services (iii) supporting the development of stronger communities and (iv) strengthening the support that is provided to families and carers.

Progress in delivering these objectives will be reported to the IJB, the Strategic Planning Group and other relevant groups and agencies.

The new HSCP Strategic Commissioning Plan 2024/27 can be found here: <https://www.inverclyde.gov.uk/health-and-social-care/strategies-policies-and-plans>

#### Implementation of an Active Living Strategy to reduce health inequalities

Physical activity and sport can play a key role in improving outcomes and tackling inequalities across many different aspects of lives. The Inverclyde Active Living Strategy provides a framework for partners to work together to increase participation in physical activity and in June 2023, the Inverclyde Alliance Board approved an Active Inverclyde Action Plan that sets out how the aspirations of the Strategy will be delivered.

The Action Plan was developed by a cross-partnership implementation group, comprising of local clubs and Community Sports Hubs, young people, Inverclyde Leisure, Inverclyde HSCP, SportScotland, and other local services. It is structured around the four Active Inverclyde themes identified by partners which are integral to achieving a reduction in health inequalities and an increase in levels of physical activity: Active People, Active Communities, Active Partnerships and Active Environment.

The first year of implementing the action plan focused on laying the groundwork to ensure its successful delivery. This included strengthening the partnership to ensure the inclusion of the right people to work on the Plan and gaining a fuller understanding of resident activity levels. An eight-week public consultation was carried out, which received 1,086 responses and highlighted the need for more information to be publicly available regarding local activity. In response to this, the Active Inverclyde Working Group (AIWG) started work on the creation of a public portal for groups and organisations.

A logo for the strategy and programme/projects associated with an active





lifestyle has also been approved to support the wider promotion and marketing of the strategy. Once ready for launch, the AIWG plans to host community road shows within each locality to raise awareness so that groups and organisations are fully included.

### Supporting positive mental health and wellbeing in our children and young people

The Action for Children Inverclyde Wellbeing Service (IWS), which is delivered by Action for Children in partnership with HSCP and Education Services, entered its fourth year in 2023/24, continuing to provide support to children and young people in Inverclyde. It promotes children and young people's emotional health and wellbeing and increased resilience through a range of therapeutic support, including targeted one-to-one counselling. As well as direct counselling support, Action for Children offer drop-in sessions, curriculum-based support groups for secondary school pupils as well as an innovative transition support programme for Primary 7 pupils as they move into S1.

Over the period July 2023 – June 2024, 203 new referrals were received by the service. More than 78% of referrals offered support were from secondary schools whilst less than 22% were from primary schools. **A total of 205 children and young people were offered access to counselling support during July 2023 – June 2024. The impact of the service has been highly positive with over 98% of children and young people that completed the sessions showing an improvement.**

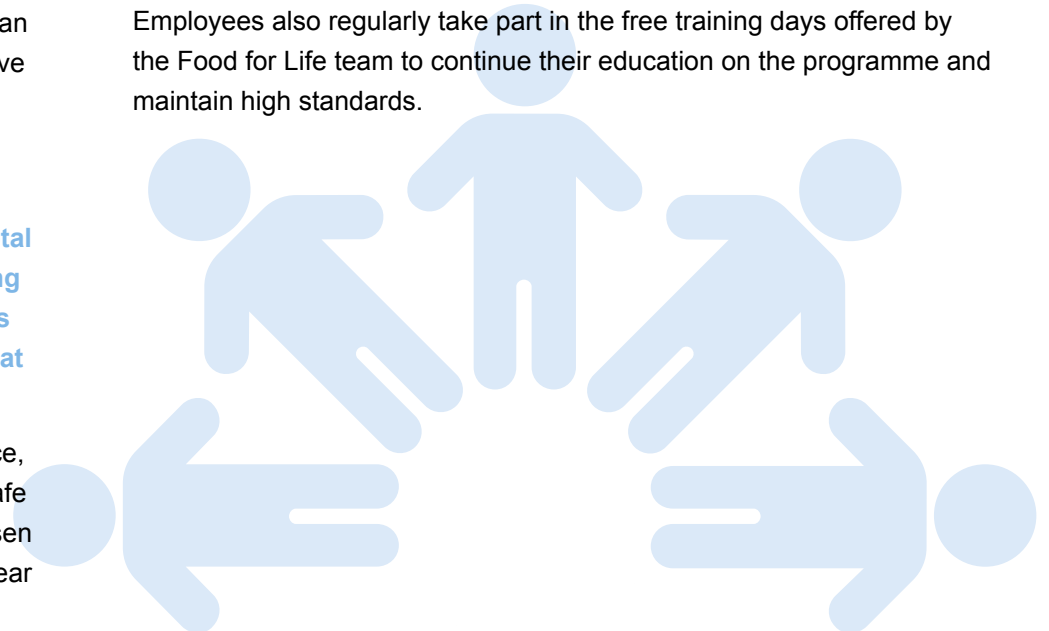
In addition to the Wellbeing Service, an online self-referral support service, Kooth, was introduced in April 2023 to provide a free, anonymous and safe mental health safe to young people aged 16 to 26. The service was chosen by the Council and HSCP for its out of hours provision and 365 days a year availability. A one-to-one text-based chat service also provides access to

experienced counsellors and wellbeing practitioners, 12noon-10pm during the week, and 6pm-10pm at the weekend. Impact information for the year is currently being collated.

### Food for Life accreditation achieved for the sixth year

Inverclyde Council's catering team achieved the Food for Life Served Here Bronze award for the sixth year in a row. The Council serves around 5,000 nutritious, sustainable and locally sourced Food for Life meals every day in 20 primary schools and 19 nurseries. The Bronze Award recognises that a minimum of 75 percent of dishes are freshly prepared from unprocessed ingredients. Meals are also free from undesirable trans fats, sweeteners, additives, and all genetically modified ingredients.

Employees also regularly take part in the free training days offered by the Food for Life team to continue their education on the programme and maintain high standards.





## Outcome 4: More people will be in employment, with fair pay and conditions

### How did we support the delivery of this outcome in 2023/24?

#### Delivering the Inverclyde Economic Regeneration Strategy 2021/25

The Inverclyde Economic Regeneration Strategy 2021/25 and supporting Action Plan were developed in consultation with the business community. The main ambition of the strategy is to create, attract and safeguard more and better jobs in Inverclyde, however in response to new developments it has grown to incorporate community benefits, community wealth building, a reduction in carbon / net zero whilst at the same time addressing the impact of Brexit, and COVID-19.

A wide range of Services are delivered under the umbrella of the Economic Strategy, including the Local Employability Partnership, the Inverclyde Parental Employment Programme and Modern Apprenticeship Programme:

#### Delivering Employability Services in partnership

The Inverclyde Local Employability Partnership (ILEP) is the strategic employability partnership for Inverclyde, which was established to support the effective implementation of relevant local and national policy. The partnership meets every eight weeks and reports to the Inverclyde Alliance via the 'Economy' Sub-Group.

The ILEP provide services that meet the needs of local residents, particularly those with barriers to employment and who require more support than others, such as the long term unemployed, lived experience of criminal justice, young people with no or limited work experience, those with a long term health condition, disability and learning disability and parents from the

six priority types known to be most at risk of poverty.

A three-year Employability Delivery Plan 2022/25 has been implemented with the core purpose of supporting those at risk of being left behind to move closer to and into fair, sustainable jobs. Partners review their core services and those available from other organisations annually, identifying gaps in provision or areas where further resources should be targeted.

**In 2023/24, 565 residents started on their employability journey, in addition to clients already in receipt of services but who began prior to April 2023.** Using 'No-One Left Behind' funding, services are procured to meet the needs of all client groups.

#### Support for parents to enter employment

Utilising money from the Scottish Government's 'No One Left Behind' (NOLB) workstream, boosted by Inverclyde Council funding to support as many residents as possible, a job creation programme called 'Inverclyde Parental Employment Programme' (I-PEP) for parents / kinship carers was designed and implemented in 2023/24.

Local third sector organisations and River Clyde Homes Group provided flexible employment opportunities for local parents/kinship carers who were unemployed or were looking to diversify their skills/experience and to gain employment that better suited their family responsibilities. **The Programme provided 26 one-year posts on the same terms and conditions as other employees in the organisation, paid at Real Living Wage, with weekly hours to suit each individual employee.**



The project has supported parents to overcome barriers, increase confidence and improve motivation to take action to gain employment, or progress within their current employment and increase family income. In addition to the employment, IPEP clients were also able to access wider Parental Employment Support (PES), which included better off in work calculations, training/learning opportunities, childcare and contributions to driving lessons.

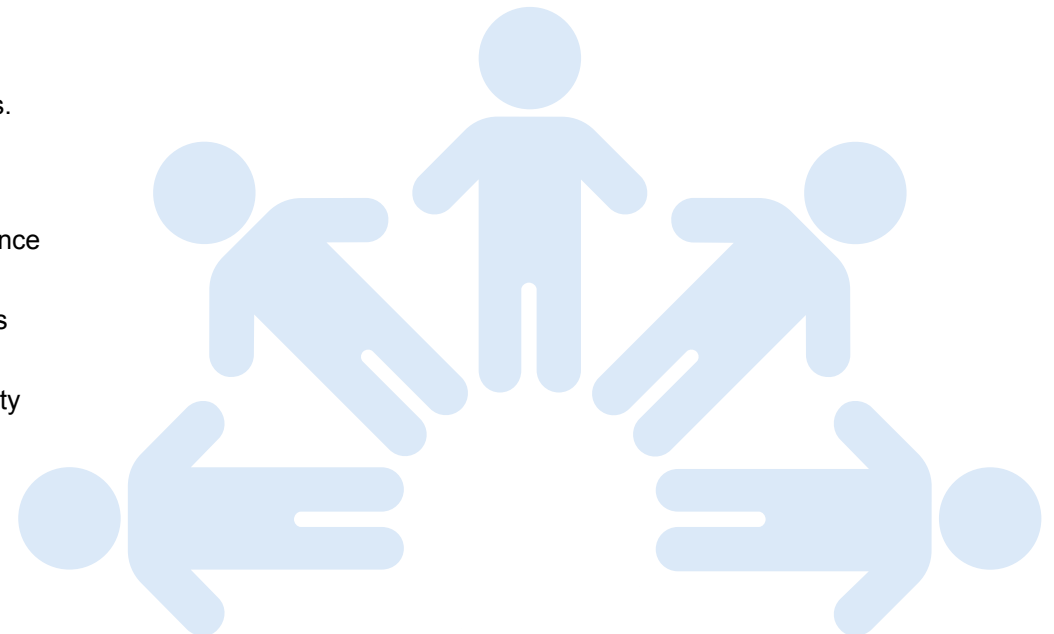
### **Apprenticeships for local people to deliver positive outcomes**

As one of the largest employers in the area, Inverclyde Council seeks to provide opportunities in the workplace wherever possible. Building on the success of the established modern apprenticeship (MA) programme, 20 new apprenticeships were created in summer 2023 with the recruitment programme limited to only Inverclyde residents. Apprenticeships were offered across a wide age range, including opportunities for the over 25s.

Working alongside training providers and drawing on the extensive experience of Council employees across various departments, the programme combines a mix of work-based learning and college attendance / support. Additional on-the-job learning was added to the programme in 2023/24 through partnership working with local third sector organisations including Parklea Branching Out, Branchton Community Centre, Morton in the Community, Belville Community Gardens and Broomhill Community Hub.

Apprentices are employed in a wide range of roles including horticulture, roads maintenance, childcare, business administration, customer service, school technician, vehicle mechanic, stores, waste management and sports coaching. All study at SCQF Level 5, 6 or 7 as appropriate to the vocational route and the individual. As well as a formal apprentice qualification, additional training opportunities are also available, for example, childcare MA's undertake certification in childcare first aid and are given an awareness of some of the specific requirements of working with children with additional support needs.

**The programme has a 93% positive destination rate, with 85% of MAs securing employment post programme (within or outwith the Council) and 8% progressing to further or higher education.**





## Outcome 5: Our most vulnerable families and residents are safeguarded and supported

### How did we support the delivery of this outcome in 2023/24?

#### Support for care experienced children and young people (I-Promise)

Inverclyde Council is a Corporate Parent to children who are looked after and is responsible for safeguarding their physical, mental and emotional wellbeing. As such, the Council is fully committed to involving our care experienced children and young people in decision making, with a promise that there will be nothing decided about them, without them.

I-Promise Inverclyde is leading on the delivery of the national initiative 'The Promise' at a local level. All care experienced children and young people in Inverclyde have been invited to share their views about their experiences of being looked after in Inverclyde. **From this learning, a 'Language Matters' film was created to challenge depersonalisation of children and young people's experiences of care.** Guidance for the workforce, partner agencies and third sector organisations accompanied the film, which was launched at an event, attended by Clare Haughey MSP, then Minister for Children and Young People. This film was also delivered to all primary and secondary schools in Inverclyde.

Changes in practice have also been taken forward, include the 'Mind of My Own' app, supported by HSCP Transformation Board funding, to gather the views of children and young people who are looked after, with training for 99 staff and 'hug kits' developed by young people, for children moving to live in children's houses or with foster carers.

#### Ideas to Action: The Lens

Inverclyde HSCP collaborated with 'The Lens' to develop an 'Ideas to Action' Programme which supports the local vision to deliver 'The Promise'. The Lens is a social enterprise that aims to develop intrapreneurship (acting with the mind-set of an entrepreneur within your organisation to generate improvement and innovation) to create opportunities for change

Employees were encouraged to submit ideas that could improve the lives of children, young people and families. An initial twelve applications were submitted, with four selected to receive investment from the HSCP Transformation Board following an 'Investment Event' in December 2023 where shortlisted practitioners presented their ideas. **These four ideas have received a combined financial investment of more than £60,000:**

- **The Practice Pad** - To provide independent living skills to our young people at an earlier age and support them to practice living on their own in a safe, supported environment, before they take on a tenancy of their own.
- **Home from Home** - the creation of a home from home for relationships to thrive in an environment made for families.
- **Feel good fund** - Investing in young people in our children's houses by creating bespoke experiences for them, investing in staff and young people's relationships, equipment and activities.
- **Throughcare Hub** - A person-centred, flexible, and supportive environment for young people to learn new skills, gain qualifications and grown in confidence at their own pace.



Additionally, two ideas which did not seek financial investment will be included in the forthcoming redesign of children and families' services. All six ideas have the potential to improve the lives of children, young people, and families in Inverclyde. These ideas are now being supported towards implementation and will challenge existing systems and structures which will be taken forward into the redesign of children and families services, all with the aim of improving outcomes for local children, young people, and families.

## Community Safety

Following a conscious decision to develop a new Community Safety Strategy separate to a Violence Against Women and Girls Strategy, both strategies were approved by the Inverclyde Alliance Board in June 2023. The decision to have these as stand-alone documents was to ensure that each had its own individual focus and objectives.

The key priorities within each Strategy were identified following a comprehensive strategic needs assessment which helped to identify the key issues for the area. All partners participated in setting the vision, strategic outcomes and potential partnership actions that would follow the strategy development.

After a Public Space, Activity and Women's Safety Survey highlighted that safe walking spaces were a concern, the Council successfully bid for UK Government funding to enhance the lighting in Battery Park, Gourock in a bid to make people feel safer during darker mornings and evenings. A further public consultation on the Battery Park, which took place during summer 2023, received more than 500 responses, with 90% of people agreeing that lighting the park would increase their perception of safety and they would use it more. Consequently, work started during 2023/24 to install 35 new LED lampposts in the area. This work is due for completion mid-2024.

Progress in the delivery of both strategies will be presented to the Alliance Board annually, with the first report due in the second half of 2024.

## Delivering our commitment to raise trauma awareness

In June 2023, the Council gave its approval to adopt the National Trauma Training Programme Leadership Pledge of Support. This pledge was made to enable Inverclyde to continue its progress towards developing a trauma informed and responsive workforce and services. By adopting the Pledge, the Council is publicly declaring its intention to respond to needs and improve outcomes for people in Inverclyde who have experienced psychological trauma.

The roll out of the National Trauma Transformation Programme began during the year. New Trauma champions were identified within the organisation and learning resources for employees, sourced from the National Trauma Transformation Programme, have been promoted through the Council's own training platform 'Inverclyde Learns'. These resources aim to support everyone in the workforce to know how to adapt the way in which we work to make a positive difference to anyone who has been impacted by trauma and adversity.

In addition, all Action for Children Inverclyde Wellbeing Service staff have completed online Trauma Skilled Practice modules and attended in-person Trauma Informed Training delivered by Inverclyde Trauma Informed Practice Lead Officer. Training and awareness raising will continue in 2024/25 to ensure that the organisational culture, workforce and services are trauma informed and responsive, and embody the principles of collaboration, choice, safety, empowerment and trust in all that we do.



## Encouraging community kindness through the 'Warm Hand of Friendship'

In December 2023, Inverclyde Council awarded a total of £100,000 to local community groups and organisations to create warm spaces, food, companionship and entertainment during winter 2023/24. This was the second year of the 'Warm Hand of Friendship' initiative, and 52 local groups were successful in their applications for funding. The range of projects delivered included:

- The purchase of winter clothing/footwear for children; food hamper for elderly / housebound; assistance with heating costs.
- Provision of 'Soup and Blether' for the elderly.
- Social spaces for people to attend to take part in activities, socialise and keep warm and enjoy some food.
- Provision of a drop-in café for all ages during the winter months offering food and drinks.
- Parkinson's classes offering weekly activities for those affected, giving warm space and alleviating loneliness.
- Provision of zero cost family entertainment day.
- Waterproof clothing for all children to allow for more outdoor play.

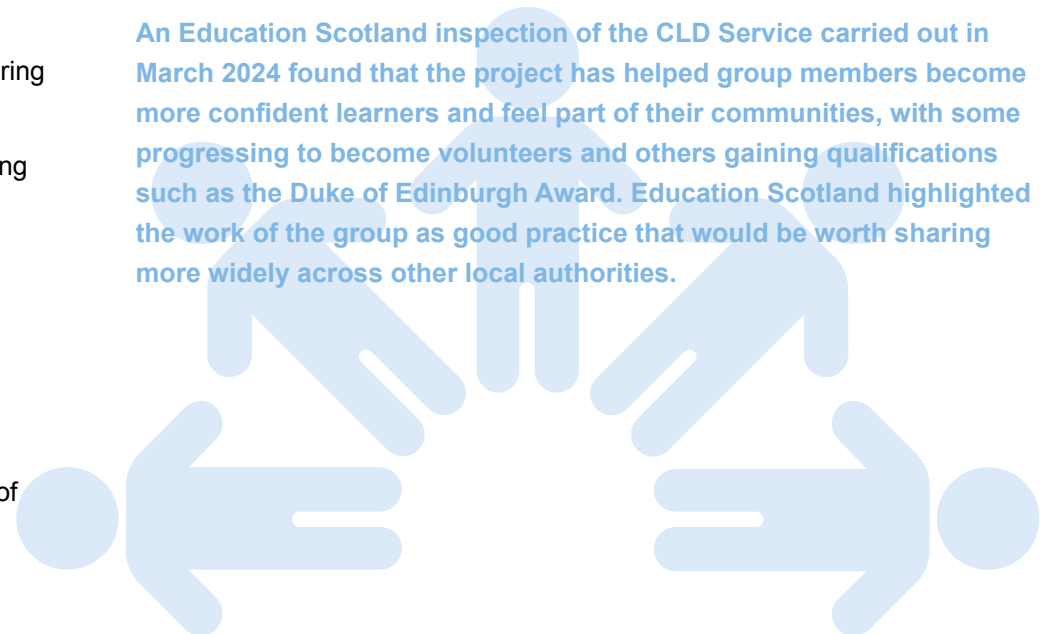
As well as Warm Hand of Friendship Grants, hundreds of 'Warm Boxes' were created over the winter, packed with useful items to help our most vulnerable keep comfortable throughout the cold winter days and nights. These essentials were distributed free to Inverclyde residents in receipt of Home Care support.

## Supporting New to Scotland young people

The English as an Additional Language (EAL) group for young people grew in strength during the year and now supports young people aged from 12-17 from over 10 different countries, who meet in a dedicated EAL youth club night to improve their verbal skills, build confidence, promote wellbeing and reduce social isolation.

The project is being delivered by youth work staff from the Community Learning and Development (CLD) service working closely with secondary education staff to signpost New to Scotland young people attending school within Inverclyde. The young people have taken the lead in the creation, design and shaping the project such as creating posters and social media posts, translating into various languages, planning and setting up activities during the youth club.

**An Education Scotland inspection of the CLD Service carried out in March 2024 found that the project has helped group members become more confident learners and feel part of their communities, with some progressing to become volunteers and others gaining qualifications such as the Duke of Edinburgh Award. Education Scotland highlighted the work of the group as good practice that would be worth sharing more widely across other local authorities.**







# THEME 1: PEOPLE KPI DASHBOARD

KEY PERFORMANCE INDICATORS	2021 /22	2022 /23	2023 /24	Target	Current Status	Annual change	5-year trend
1. The percentage of P1, P4 and P7 pupils (combined) achieving expected Curriculum for Excellence in literacy (LGBF)	73.7 %	<b>76.4 %</b>	Due Feb 2025	Match/ exceed our Family Group average (72.8%)			
2. The percentage of P1, P4 and P7 pupils (combined) achieving expected Curriculum for Excellence in numeracy (LGBF)	80.2 %	<b>83.3 %</b>	Due Feb 2025	Match/ exceed our Family Group average (79.4%)			
3. The percentage of pupils gaining 5+ awards at level 5 (LGBF)	69%	<b>67%</b>	Due Feb 2025	Match / exceed our Family Group average (61%)			
4. The percentage of pupils from the 20% most deprived areas gaining 5+ awards at level 5 (LGBF)	58%	<b>58%</b>	Due Feb 2025	Match / exceed our Family Group average (51%)			
5. The percentage of children living in relative poverty (after housing costs)	24.4 %	<b>26.1 %</b>	Due July 2025	Decrease %			
6. The percentage of school leavers participating in education, training or employment (taken over the year 1 April – 31 March) (LGBF)	93.8 %	94%	<b>93.5 %</b>	94.5%			
7. The claimant count in Inverclyde as a percentage of 16–24-year-old population (LGBF)	6.4%	4.8%	<b>4.7%</b>	Match / lower than our Family Group average (4.5%)			

KEY PERFORMANCE INDICATORS	2021 /22	2022 /23	2023 /24	Target	Current Status	Annual change	5-year trend
8. The claimant count in Inverclyde as a percentage of the working age population (LGBF)	5.3%	3.9%	<b>3.6%</b>	Match/ lower than our Family Group average (3.8%)			
9. Percentage of clients waiting no longer than 3 weeks from referral to receive an appropriate drug or alcohol treatment that supports their recovery	82%	96%	<b>98%</b>	90%			
10. Percentage of children issued with a new supervision requirement seen by a supervising officer within timescale	100 %	100 %	<b>100 %</b>	95%			
11. Percentage of looked after children with a permanence plan within 6 months of being accommodated	18%	32%	<b>11%</b>	60%			
12. Percentage of Child Protection review case conferences taking place within the first 3 months of registration (Based on 93 days = 6 months)	24%	50%	<b>20%</b>	80%			
13. Number of clients with a self-directed support package (one option)	3,103	2,995	<b>2,954</b>		-		
14. Average time (weeks) between presentation and completion of duty by the council for cases assessed as unintentionally homeless or unintentionally threatened by homelessness	21.9 weeks	24.9 weeks	<b>23.3 weeks</b>		-		

**Status**  
 On or above target  
 Below target, but within 5% tolerance  
 5% or more below target  
 Data only PI, no target set

**Trend**  
 Improving performance / got better  
 Declining performance / got worse



## Theme 2 PLACE

### Why is this a priority?

Inverclyde is a collection of places - its towns and villages – each with its own identity but with a keen sense that by being part of a wider group moving forward together helps make sure we are all benefitting from success and opportunities.







## Outcome 6: Communities are thriving, growing and sustainable

### How did we support the delivery of this outcome in 2023/24?

#### Supporting communities through the 'Inverclyde Cares' project

The need to be appreciated, respected and cared for is essential to positive well-being. The 'Inverclyde Cares' project, established in June 2020, built on 'Compassionate Inverclyde' to deliver a whole systems approach across businesses, organisations and neighbourhoods, building on the strength of Inverclyde's people and communities. Led by CVS Inverclyde, the local third sector partner, in collaboration between Inverclyde Council, the Inverclyde Health and Social Care Partnership and the Ardgowan Hospice, four workstreams were established, reflecting the feelings of loss caused by the pandemic and hope for the future:

##### **Bereavement**

The No-One Grieves Alone Programme builds on the Scotland Child and Adult Bereavement Charter to offer bereavement support across Inverclyde. As of September 2023, 12 organisations earned a Bereavement Charter Mark. In collaboration with the Culture Collective, the first No-One Grieves Alone Creative Arts event was held in May 2023.

##### **Kindness**

The Kindness Awards, first launched in July 2022, grew in strength with 193 Kindness Awards distributed across Inverclyde.

##### **Remembering Together**

The Remembering Together Initiative is a Scottish Government backed initiative which seeks to co-create memorials to honour the people we have

lost and preserve the best of what has been learned and created together during the Covid pandemic. Plans for a series of co-created labyrinths in five parks across Inverclyde were approved in early 2024 and will be progressed in 2024/25.

##### **Challenging Stigma**

The Challenge Stigma workstream brought together communities and professionals from all sectors to discuss how to address stigma in Inverclyde. This led to the development of the Language of Kindness, which prompts people to consider both what they want to say and how it will be received by others. In response to requests from the third sector and public sector partners, the Resilience Network developed a series of training modules, co-created with people with lived and living experience, service providers and strategic partners with the aim of increasing an understanding of stigma and to help people to challenge it.

The impact of 'Inverclyde Cares' was such that in May 2023, **representatives presented at the 23rd International Conference on Integrated Care in Belgium. An article entitled 'Inverclyde Cares: compassionate and resilience communities in the face of multiple disadvantage' also featured in the International Journey of Integrated Care in December 2023.**

The project's shared principles with the new Inverclyde Alliance Partnership Plan 2023/28, has resulted in Inverclyde Cares becoming a sub-group of the Inverclyde Alliance Board, whilst still retaining the core values and ethos that underpinned the inception of Inverclyde Cares.



## Increasing community representation on Community Councils

The review of the Scheme for the Establishment for Community Councils in Inverclyde concluded in early 2024 with the result **that Inverclyde now has nine out of 11 Community Councils formed, including two new Community Councils and a 30% increase in the number of Community Councillors in Inverclyde.**

Maximum community involvement was encouraged as part of the election process. Publicity material and targeted promotion was carried out via social media and the local press. Two digital information sessions and four community drop-in sessions were hosted by the Community Learning and Development Service to allow community members to gain more information on the role of a Community Councillor and offer the opportunity to ask any questions.

Whilst it was not possible to establish a Community Council in two areas of Inverclyde due to insufficient nominations these areas will continue to be supported by the Community Learning and Development team to ensure that they have a platform to have their say and for their views to be represented.

## Working with Community Planning Partners to deliver local priorities

Oversight of locality planning in Inverclyde is provided by the Inverclyde Alliance. Inverclyde is divided into six areas for the purposes of locality planning, with each having its own locality plan in place since 2020. Key successes include:

- Members of the public in Kilmacolm and Quarriers Village prioritising projects for the spend of £85,000 funding in their area.

- Port Glasgow Communication and Engagement Group working with the Community Council and GGCNHS to effect change in public transport to hospital appointment and the allocation of appointments.
- A new working group formed in Greenock's East End to deliver positive change on issues such as anti-social behaviour, improving the environment and public spaces.
- The Greenock South and Southwest Grieve Rd Committee has secured over £20,000 to fund events and activities for the local community.
- The Greenock West and Gourock Community Engagement Group (CEG) has provided support for the various warm spaces and sports hubs in the community and organised dementia-friendly training.
- In Inverkip and Wemyss Bay, the organisers of Kipfest have successfully hosted two events bringing the community together. In 2023, the group sought feedback from the wider community, encouraging more members to join the steering group.

The Inverclyde Alliance plans to further develop the locality planning model to support greater community engagement and empowerment. To support this, in March 2024 a new approach to community engagement was approved following development of new Locality Plans. This includes the establishment of an Inverclyde People's Network (IPN) in 2024/25 which will combine online and face-to-face engagement methods and be available for gauging community opinion within and across localities. A key feature is the "Community Conversation Week" which will be held in each locality annually to provide residents with a dedicated opportunity to participate in shaping their Locality Plan.

Progress in the roll out of the IPN and the delivery of refreshed Locality Plans will be monitored by the Alliance Board.



## Expanding the local arts infrastructure through the Inverclyde Culture Collective

An evaluation of the Inverclyde Culture Collective was published in September 2023, highlighting the success of the project. The Collective was originally an 18-month project set up in early 2021, supported by £275,000 funding from Creative Scotland. Inverclyde was subsequently awarded an additional £198,000 to continue the project for a further 12 months.

The external evaluation report concluded that the various stakeholders involved were extremely positive about the Culture Collective and that sustained and consistent progress had been made in building and expanding the local arts infrastructure, and in developing and supporting an impactful creative approach. **Across the span of the Culture Collective period an estimated 2,456 participants engaged with Culture Collective activity across 791 organised sessions. In addition, an estimated 56 community partners were involved.**

Although the project has ended, lead partners continue to explore opportunities to support and resource continued activity. In addition, as active participants in the Inverclyde Cultural Partnership they will contribute to the development of a new Arts and Creativity Action Plan that will seek to capitalise on the success of the Culture Collective.

The full evaluation report is available on the Council's website, Culture and Heritage - Inverclyde Council

## Support for new local peer group, Inverpride Network

Following a request from a member of the LGBTQ+ community for support to establish a local adult peer support group, the Community Learning and Development team, in partnership with the LGBTQ+ community, launched an online consultation to identify Inverclyde residents who would be interested in becoming involved. 22 LGBTQ+ community members expressed an interest which has led to the development of the 'Inverpride Network'. The Network is now fully constituted with a logo, office bearers, co-produced code of conduct and grievance process. It also independently plans and hosts its own meetings and links in with other local and national networks to support its activities.





## Support to deliver the Community Food Growing Strategy

The Inverclyde Community Food Growing Strategy received Alliance Board approval in March 2023, with governance and accountability of the strategy provided by a new Food Growing Strategic Group.

**A new initiative, 'Invergrow' was established to support the Inverclyde Food Network and to help implement the priorities in the Food Growing Strategy.** The project, which is funded from the UK Shared Prosperity Fund, encourages the development of area wide community gardening and food growing through support for community-based voluntary groups to develop growing spaces. Dedicated support, via a new Invergrow Project Officer, was created in November 2023 to increase the capacity of communities to grow their own food. As well as this, a dedicated fund was established offering community groups and organisations the opportunity to apply for a grant of between £1,000 and £6,000 to assist in the development of growing spaces across Inverclyde.

Details of the progress made across all the workstreams within the Food Growing Strategy in year one can be found in the Annual Report which is available here:

<https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/local-food-growing-strategy>

## Financial support for community groups

The Inverclyde Community Grants Fund provides one-off financial support to community, sports and voluntary organisations within Inverclyde. **In September 2023, 102 local organisations were awarded a share of over £280,000 to support community work.** Organisations applying for funding had to specify how it would be used to contribute to and benefit the wider community in line with the local priorities. The grant funding was used to support costs such as hall hire, running costs, staff and volunteer training, community events and sports kit for groups reaching all ages across the area.





## Outcome 7: Our strategic housing function is robust

### How did we support the delivery of this outcome in 2023/24?

#### New Local Housing Strategy launched

A five-year Local Housing Strategy 2023/28, which was co-produced with local partners including the Inverclyde Health & Social Care Partnership, Registered Social Landlords and the third sector, was implemented by the Council in November 2023.

A Partnership Steering Group oversees the Strategy implementation with individual delivery groups, each chaired by a lead partner, responsible for delivering the four outcomes namely:

**Outcome 1:**

People in Inverclyde live in quality homes in connected communities.

**Outcome 2:**

People in Inverclyde find it easier to access and sustain a home.

**Outcome 3:**

People in Inverclyde are supported to live independently and well at home.

**Outcome 4:**

People in Inverclyde live in good quality, carbon friendly and energy efficient homes which reduce fuel poverty.

The first annual report on the progress that has been made in delivering the Local Housing Strategy action plan will be considered by the Environment & Regeneration Committee in October 2024.

#### Progressing a joined-up vision for housing

The development of the Local Housing Strategy highlighted the view of partners that housing-led regeneration can play a major role in improving the quality and supply of housing and supporting wider regeneration. Similarly, the Fraser of Allander report and the Inverclyde Task Force also highlighted a role for housing-led regeneration in reversing the economic decline and population loss in Greenock.

A master planning approach helps to ensure that a joined-up vision for the area is articulated, taking a holistic view of a range of 'priority places' in Inverclyde, including Greenock Town Centre and central Port Glasgow. A central Greenock Regeneration Strategy, approved by the Environment and Regeneration Committee in August 2023, identifies five potential sites, each with its own level of challenge and achievability, which will inform Housing Led Regeneration in Greenock town centre going forward. The development of a regeneration masterplan for central Port Glasgow also began in 2023/24 and is expected to be complete by the end of 2024.





## Outcome 8: Our economy and skills base are developed

### How did we support the delivery of this outcome in 2023/24?

#### Developing Shared Prosperity Fund projects

The UK Shared Prosperity Fund is a £2.6 billion fund for local investment, with all areas of the UK receiving an allocation of funding. Inverclyde received a total allocation of £3,563,961 from the Fund.

**In April 2023, approval was given for a series of investment projects, to be delivered over the period 2023/25, funded from Inverclyde's allocation of the £3.5 million Shared Prosperity Fund.** In total, 23 initiatives were approved, 17 of which were core Shared Prosperity Fund projects and 6 Multiply Projects. As well as this, funding was allocated to three Glasgow City Region projects; Extend, Clyde Climate Forest and Multiply marketing within Inverclyde's funding allocation. Amongst the projects approved for implementation were:

- Over £1 million for employability schemes to help residents, particularly those in hard-to-reach areas and who are currently out of work, to help equip them with skills for employment, training or further or higher education.
- Just under £750,000 for a range of schemes supporting local businesses covering everything from budgeting and growth to developing net zero plans and networking.
- Six projects amounting to more than £600,000 aimed at developing numeracy skills for people aged 19 and over, supported specifically through the Shared Prosperity Fund's Multiply grants scheme.

Implementation of the projects, which mainly started in quarters three and four 2023/24, is being delivered wholly, or alongside, partner organisations

including CVS Inverclyde, Parklea Branching Out and West College Scotland.

#### Securing external investment to support the local economy

In 2023/24 Inverclyde Council was successful in securing additional investment to support growth in the local economy and economic regeneration.

#### City Region Investment

As a member of the Glasgow City Region (GCR) group of local authorities, Inverclyde will benefit from the region's selection as one of only two Scottish locations identified as an Investment Zone, following an £80 million funding announcement in June 2023. This provides an opportunity to build on the work already delivered as part of the Inverclyde City Deal projects. The collation of formal proposals and projects that will be put forward for Government approval will take place in 2024/25.

#### Long Term Plans for Towns

At the end of September 2023, it was announced that Greenock town centre was chosen as the recipient of £20 million investment from the UK Government to improve the town centre and boost regeneration. Under the new approach, local people will be put in charge and given the tools to change their town's long-term future. The aim of the investment is to generate more jobs, more opportunities, and a positive future for towns and the people who live and work in them.





Following the award announcement, the first step was the establishment of a Town Board and working with Government officials to undertake the preparatory work to support the Board to engage, consult and establish a delivery programme. It is anticipated that the Town Board will oversee all arrangements for implementation of the Long-Term Plan for Towns Fund. The initial milestone for the Board, as set by UK Government, is to produce an initial 3-year delivery plan by August 2024.

## Regenerating Greenock Town Centre

Following a successful Levelling Up funding bid which resulted in £19.39 million being awarded towards a transformative £21.57 million town centre regeneration project, preparatory work progressed between the Council and its partners and stakeholders.

The overall project objectives are to address over provision of retail capacity within Greenock town centre and to better facilitate all user connectivity with the aim of making the town centre more attractive, bring in new visitors, create new opportunities and make the town more accessible for residents and visitors. Updates on progress will be considered by the Environment and Regeneration Committee, with reports also submitted on a quarterly basis to the UK Government.

## Delivering the City Deal Projects for Inverclyde

### Ocean Terminal

Following the terminal and restaurant elements of Greenock Ocean Terminal becoming fully operational in July 2023, the new cruise ship visitor centre was officially launched in August 2023. **Over 70 new jobs have been created by the project and in wider terms, it is expected to deliver a £26 million boost to the Scottish economy. It is also expected that the**

**new facility will play a role in attracting and growing tourist numbers to the terminal in the future years.**

### Inverkip

The Inverkip City Deal project is an infrastructure project which seeks to unlock follow-on economic investment through the development of the vacant Inverkip Power Station. It is anticipated that the project will provide many benefits, including on-site jobs in new commercial and industrial space, outdoor community activity space, residential units and commercial and industrial floorspace.

Following approval of the Outline Business Case (OBC) for the Inverkip City Deal Project in November 2023, the focus shifted to developing the Final Business Case (FBC), which sets out the infrastructure improvements on the A78 to facilitate the development of the former Inverkip Power Station, which has been a vacant site since the mid-2000s. The FBC will be presented for approval to the Environment and Regeneration Committee in August 2024 and the City Deal Programme Management Office thereafter.

### Inchgreen

The third element of Inverclyde's City Deal Projects is the **Inchgreen Marine Park project, which was completed in February 2024. Over £11m has been invested in a major upgrade of the facilities to help attract new tenants to the site.** The improvement works at the facility in Greenock were carried out over two years as part of a formal joint venture partnership between Peel Ports Clydeport and Inverclyde Council, funded through the Glasgow City Region City Deal. New utility connections, new roadways and the purchase of extra land to make the site more usable are among the developments completed.



## Employability Support for residents and employers

The Wage Subsidy Programme continued in 2023/24 as part of the wider 'Inverclyde Works' initiative. The programme consisted of two strands (i) support for apprenticeships by providing a wage subsidy to companies in the area to employ apprentices and (ii) helping local employers to hire residents into fair work.

This support enabled organisations to add to their local workforce and provided them with the opportunity to plan for future recruitment needs.

**100 local people were employed as apprentices in a range of sectors including manufacturing, childcare, engineering, hospitality, property management, health & beauty, finance, creative industry and construction.**

In addition to the apprenticeships, 40 employers benefitted from the Programme, with 62 local people being employed across a wide range of sectors. Support with training costs was also provided.

Overall, the Wage Subsidy Programmes were well received by local employers and provided excellent opportunities to ensure that residents received first consideration for local jobs







## Outcome 9: We have a sufficient supply of business premises

### How did we support the delivery of this outcome in 2023/24?

#### Developing local businesses

A new and intensive business support programme, called the 'Inverclyde Business Growth Programme' was launched in February 2024. The eight-week programme, which was funded from the UK Government Shared Prosperity Fund, aimed to help grow the local economy, create jobs and support the community as part of the delivery of the local Economic Strategy.

Thirteen established small and medium sized Inverclyde companies participated in the programme, which was run on behalf of Inverclyde Council, by Inspirent, a leading not-for-profit business consultancy. The businesses that participated covered a wide range of industry sector from construction and childcare, to manufacturing and retail.

The support provided consisted of themed workshops led by expert consultants followed by individual one-to-one sessions with each business owner and consultant, to help them to apply the learnings into their own business. Themes covered in the programme included innovation, strategy, marketing and Net Zero/sustainability. The support was tailored to help local companies take the next step to develop their business, which in turn supports local jobs and helps to grow the local economy.

#### Supporting independent retailers

As well as the 'Inverclyde Business Growth Programme' the 'Inverclyde Independent Retailers Growth Programme' was launched at start of 2024 and delivered by Tickety Boo Training and associates, on behalf of Inverclyde Council.

The purpose of the programme was to create an opportunity for twelve independent retailers to collaborate with entrepreneurs to encourage and stimulate growth and provide a platform to connect, share, and learn from each other. This was delivered via five interactive in-person sessions as well as the flexibility to opt for on-site or online 1-2-1 sessions, all under the supervision of industry experts.

As well as practical help, financial support was also available on the successful completion of the programme, with participants able to apply for a grant to help them with implementing the business growth recommendations.





## Financial support to encourage new business growth

Proposals for a range of business support interventions to boost the Inverclyde marketplace were developed during the year and received approval from the Environment and Regeneration Committee in March 2024. The new interventions will focus on:

- An Incubator ‘Test the market’ Space within Port Glasgow and Greenock town centre locations in which the Council will allocate a vacant shop premise, potentially a long-term vacant property. The intervention will offer support to businesses to ‘test the market’ with their business ideas for a period of 4 months each, supported by the Business Development Team. Cost will include rent, rates, small changes to the commercial property, marketing, temporary signage, and support for the business.
- An Export Grant discretionary fund which can provide an Exporting Grant to businesses that are trading in the area. The grant can be used to cover up to 100% of eligible costs (excluding VAT) of exporting activities up to a maximum contribution of £5,000.
- A Digital Assistance Grant to provide support for businesses to enhance their digital presence e.g. websites with a grant which would be 100% of eligible costs up to a maximum contribution of £2,500.
- Introduction of a Commercial Premises Start Up Grant of £2,000 for those setting up in commercial premises. The grant will be a contribution to the set-up costs for a business and would complement other grants offered e.g. Property Assistance Grant.
- An improved Enhance Start-up Grant offer from £500 to £750 for those not setting up in commercial premises.

- A Business: Employee Wellbeing Grant meeting 100% of costs up to a maximum contribution of £250 for wellbeing activities to support both the mental and physical health of staff.

## Non-Domestic Rates Empty Property Relief Policy

With effect from 1 April 2023 local authorities were required to set their own policy for the rating and reliefs of unoccupied properties. This provided the opportunity to make changes to encourage owners to bring empty premises back into use, thereby supporting the aims of the Economic Strategy to strengthen the local economy, support existing businesses and encourage businesses to locate in Inverclyde.

Inverclyde Council’s own Non-Domestic Rates Empty Property Relief (NDR EPR) policy was agreed on the basis that relief mirrors the legislation it replaced, but with a commitment to develop a local scheme during 2023/24, with any financial implications considered as part of the 2024/25 Budget. To inform this, an NDR EPR Policy Consultation 2023 was conducted between September-October 2023 and 153 responses were received. The consultation responses showed an overall desire to reduce the number of unoccupied premises and agreement over the provision of incentives and support to encourage occupation of empty premises.

The final NRD EPR policy was approved by the Policy and Resources Committee on 6th February 2024 with an implementation date of 1st October 2024.



## Outcome 10: Our natural environment is protected

### How did we support the delivery of this outcome in 2023/24?

#### Delivery of our Net Zero Strategy

Inverclyde Council's Net Zero Strategy sets out a route map to achieving net zero direct greenhouse gas emissions by 2045. The primary focus is on reducing emissions from the Council's buildings, transport, street lighting, water, and waste, before considering options for offsetting emissions that cannot be eliminated. The Net Zero Action Plan 2022/27 sets out the carbon reduction actions that will be targeted over the five years of the plan. Progress across a wide spectrum was achieved in 2023/24, including:

- The Net Zero Strategy priorities are a golden thread across key strategic planning documents such as the Council Plan 2023/28 and Partnership Plan 2023/33.
- A collaborative Glasgow City Region study into funding models for the development of the Electric Vehicle network was conducted, whilst a new Ultra-Low Emissions Vehicle procurement programme phasing is now in place for the Council vehicle fleet.
- Energy efficiency improvements have been carried out, including improvements to the Greenock Town Hall and the Cornalees Visitor Centre.
- An e-Learning module on the Climate Emergency has been developed and will be launched and promoted to employees to raise awareness of the issue.
- A Primary Science Development Officer was appointed at the start of the school year with responsibility for sharing sustainable development practice from across Scotland on initiatives that are successful and to

support teachers in the classroom. Other school developments include kitchens no longer using single use plastic food packaging and cutlery and the introduction of a new ICT catering system to enable pre-ordering in all secondary schools with the aim of reducing food waste.

Progress reports on the delivery of the action plan are presented to the Environment and Regeneration Committee annually, with interim updates also provided to keep the Committee apprised of developments in key areas.

#### Improving the natural environment

In April 2023, Inverclyde Council agreed to become a signatory to the Clyde Climate Forest Concordat. The aim of the Clyde Climate Forest is to enable and co-ordinate an approach that will deliver a major increase in tree planting across the Glasgow City Region by 2032 as a response to the Climate Emergency. Specific objectives for the Clyde Climate Forest are based on three 'C's':

- Canopy: to increase average urban tree canopy cover to 20%.
- Connectivity: to increase the average woodland habitat network area by 20%.
- Carbon: to increase forest and woodland land cover in the Region to 20%.

**In 2023/24, 11,760 natural species trees were planted across Inverclyde, with over 10,000 planted at the Coves Local Nature Reserve, which also saw the enhancement of the beauty spot with**



the creation of new paths, improved access and habitats through the thinning of overgrown areas. The project was identified and undertaken through procuring the services of The Green Action Trust in an innovative approach to partnership working which goes beyond the Coves Local Nature Reserve initiative. Funding of over £200,000 was secured from the Scottish Government's Nature Restoration Fund.

Alongside this, projects to maximise carbon storage potential of land through peatland restoration and conservation were progressed following approval to deliver Peatland projects at Hardridge and Dowries farms. The Council was awarded £768,705 to carry out peatland restoration at Hardridge Farm from the NatureScot's Peatland Action Fund, whilst a £140,000 grant offer for Dowries, to deliver a one season /year project was also received.

At the end of the first year of the initiative, a reduction in carbon of approximately 279 tonnes CO2 was achieved. **Inverclyde Council is one of the first local authorities in Scotland to carry out peatland restoration on this scale, with this work being cited as an example of best practice by NatureScot.**

## Developing a Strategy to improve energy efficiency

As part of its efforts to tackle climate change and fuel poverty, the Scottish Government introduced a statutory duty for all Local Authorities in Scotland to produce a Local Heat and Energy Efficiency Strategy that sets out how the energy efficiency of buildings in the Local Authority area can be improved and how they can be heated using 'non-polluting' heating systems.

The Council appointed Turner and Townsend in August 2023 to complete the Inverclyde LHEES Strategy 2024 and accompanying Delivery Plan. A public consultation on the draft LHEES ran from March - April 2024 and following analysis of the feedback, the final strategy was published in April 2024. As well as being aligned to the Scottish Government national policies, the Strategy focuses on local priorities in Inverclyde: to maximise the potential for heat networks and addressing fuel poverty.

The Strategy will be delivered in partnership with stakeholders to enable the delivery of the LHEES to reach net zero and tackle fuel poverty, which will bring many benefits to the Inverclyde area, residents and businesses.

You can find the both the Inverclyde LHEES and the Delivery Plan here: <https://www.inverclyde.gov.uk/planning-and-the-environment/local-heat-and-energy-efficiency-strategy>



## THEME 2: PLACE KPI DASHBOARD

KEY PERFORMANCE INDICATORS	2021 /22	2022 /23	2023 /24	Target	Stat us	Ann al change	5- year trend
1. The percentage of the population with an active Community Council	62.95 %	62.95 %	84.72 %	100%			
2. The percentage of the Citizens' Panel that are satisfied with their neighbourhood as a place to live	(2021) 86%	Biennial PI	(2023) 79%	Maintain %			
3. The number of adult learners supported by the CLD service that achieved a core skills qualification (SCQF levels 2 - 4)	149	126	143	150			
4. The number of community organisations involved in the Community Asset Transfer process	8	4	7		-		
5. Median earnings for employees living in the area (all full-time workers) (NOMIS)	£568.00	£633.80	£718.50	Match / exceed the Scottish average (£702)			
6. Number of employability clients supported by the Employability Service who gained a partial / full vocational qualification	363	326	457	400			
7. Number of unemployed people that progressed into employment from Council funded/operated employability programmes.	459	467	414	420			
8. Number of business gateway start up per 10,000 population (LGBF)	29.5	25.4	20.2	To match/ exceed our Family Group average (15.8)			
9. Number of Council funded business / property grant assists	16	10	13	16			
10. Number of sites in Inverclyde used for community food growing (2023/24 baseline year, first year of data)	Not measured	Not measured	8	-	-	-	-

KEY PERFORMANCE INDICATORS	2021 /22	2022 /23	2023 /24	Target	Stat us	Ann al change	5- year trend
11. The percentage of household waste that is recycled (LGBF) (*Data is subject to SEPA verification)	48.5 %	47%	48%*	45%			
12. CO <sub>2</sub> emissions area wide; emissions within scope of Local Authority per capita (in tonnes). (LGBF)	4.2t per capita	3.7t per capita	Due July 2025	4t per capita			
13. Tonnes of waste sent to landfill	2021 27,318t	2022 25,775t	2023 25,757t		-		

**Stat us** On or above target     Below target, but within 5% tolerance     5% or more below target     Data only PI, no target set  
**Tre nd** Improving performance / got better     Declining performance / got worse

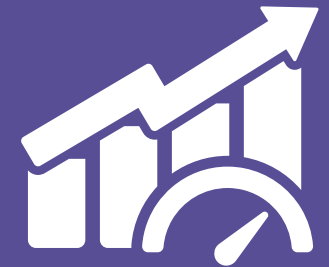




## Theme 2 PERFORMANCE

### Why is this a priority?

We are an ambitious Council, always striving to improve and develop.





## Outcome 11: We are an ambitious Council, always striving to improve and develop

### How did we support the delivery of this outcome in 2023/24?

#### Delivering innovative services

National recognition of the high standard of service provided by Inverclyde Council was received during the year with Inverclyde Council reaching the finals in both the Local Government Chronicle Council of the Year 2023 and Association of Public Sector Excellence (APSE) Council of the Year 2023 Awards.

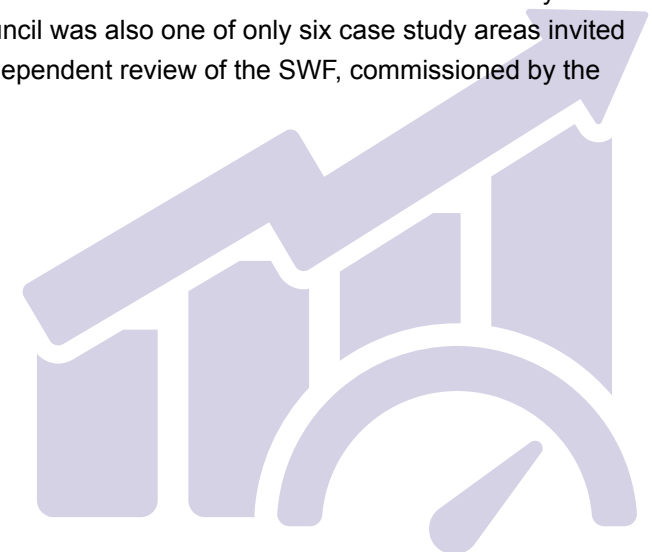
At the APSE Awards in September 2023, Inverclyde Council won the Best Workforce Initiative category for the delivery of the Workforce Refresh Programme. This was followed by success at the COSLA Awards 2023, also held in September, when Inverclyde Council was announced as the winner in the Strengthening communities and local democracy category for the work that was undertaken in examining historic links to slavery.

The Homelessness Service was nominated for Scotland Housing Awards and made the shortlist to the finals in six out of the seven categories including Housing Team of the Year, Excellence in Learning and Development, and Working in Partnership. In addition to this the Service also received an unannounced inspection in September 2023 and achieved the following very positive evaluation:

- 5 - Very good in both categories Leadership and Staffing
- 4 - Good in both categories Planning and Wellbeing Evidencing strengths that have a significant effect on people's experiences which outweigh the areas found for improvement.

Inverclyde Libraries Service was Highly Commended in the Library Service Excellence Award category at the Scottish Library and Information Council (SLIC) Awards 2023 in November 2023. The service was recognised for its efforts in delivering the Collective Force for Health and Wellbeing initiative, supporting individuals in communities across Inverclyde to access health literature; self-manage health concerns; and prevent ill health.

The Discretionary Payments Team was invited by the Improvement Service to participate in the testing of the Peer Collaborative Improvement approach, launched with the Scottish Welfare Fund (SWF). As part of the process, a new step was suggested by Inverclyde Council to conduct a self-assessment to compare our results with the results of the Council being supported (i.e. the host Council). The results were independently analysed by the Improvement Service which described them as 'very good'. Inverclyde Council was also one of only six case study areas invited to contribute to an independent review of the SWF, commissioned by the Scottish Government.







## Delivering a balanced budget

An updated Financial Strategy 2023/33 was approved by Inverclyde Council in June 2023. The Strategy is refreshed every six months to ensure that it reflects changes in the national and local financial landscape, as well as clearly setting out the considerable financial challenges facing the Council in the short, medium and longer term.

The strategy also provides the platform for the development of the Revenue and Capital Budgets. In February 2024, the Council approved a two-year budget, worth an overall £250million each year and a four-year capital budget of £72 million. The budget addressed an estimated funding gap of £12.5million over two years and helps to provide some short-term stability and a greater degree of certainty for both employees and residents.

Funding allocated within the budget included support for young people and families by making summer playschemes free to attend on a permanent basis and to pay the Real Living Wage to the Council's Modern Apprentices. Funding was also earmarked for universal free school meals for all primary school pupils, the only local authority in Scotland to do so.

## Improving services through digital modernisation

As part of the March 2023 Budget, the Council allocated a further £1 million to support Digital Modernisation, creating a £1.25 million fund, which is managed by the Digital Modernisation Programme Board and chaired by the Chief Executive.

A development session, attended by front-line managers was held in partnership with the Improvement Service at the end of September 2023, with a view to identifying new areas for digital improvement. Projects that were progressed during the year include:

- **The implementation of a replacement Schools Catering System after the school Easter holiday.**
- **The procurement of a Service desk replacement was completed, and a new system under development.**
- **Approval for the implementation of Victoria Forms for Council Tax and Non-Domestic Rates and a stand-alone e-billing for Council Tax customers.**
- **The modernisation of the current Payroll and HR21 system to provide additional functionality.**

In a related workstream, work began on the integration of ICT Strategy with the Digital Strategy and the Customer Services Strategy to become a fully comprehensive Digital and Customer Service Strategy. This is due to be completed by November 2024.





## Strengthening our performance management arrangements

Following a review of the strategic planning and performance management framework, a new Performance Management Framework was implemented in 2023/24. The framework clearly sets out the arrangements for the planning, delivery, review and improvement of what we aim to achieve, both as a Council and a community planning partner through the delivery of the Inverclyde Alliance Partnership Plan 2023/33 and the Inverclyde Council Plan 2023/28.

A new Self-Evaluation Framework was also developed and implemented alongside the Performance Management Framework. Together, they provide a robust structure to enable the Council to manage and improve as an organisation and ensure a cohesive approach to improvement that supports the delivery of the partnership and organisational priorities.

A review of the new arrangements is planned in 2024 to ensure that it is meeting the needs of the organisation, the management team and supports Councillors in their scrutiny role.

## Quality assuring our procurement practice

Scotland Excel's Procurement & Commercial Improvement Programme (PCIP) is designed to support and encourage the continuous improvement of procurement and commercial practices.

Inverclyde Council signed up to the PCIP pilot working group and participated in a Procurement and Commercial Improvement Programme (PCIP) pilot assessment in November 2023. 11 areas of procurement practice were assessed as part of the PCIP assessment, 5 were graded as 'developing' and 6 as 'improving'. The audit supports the Council's own continuous improvement in procurement practice to ensure that value for money continues to be achieved.





## Outcome 12: Our employees are supported and developed

### How did we support the delivery of this outcome in 2023/24?

#### Setting the strategic direction for workforce planning

The People and Organisational Development (POD) Strategy seeks to ensure that the Council can continue to deliver its core objectives with an engaged and motivated workforce in a climate of financial and resource constraints, alongside increased service delivery demands. As well as recognising that a strong workforce is integral to delivering the Council Plan 2023/28 aspirations, it has a particular focus on the outcomes of “High quality and innovative services are provided, giving value for money” and “Our employees are supported and developed”.

As the POD 2020/23 reached the end of its lifespan, a new POD 2024/27 was developed in consultation with key stakeholders and approved by the Policy and Resources Committee on 26th March 2024. The new Strategy sets out several key workforce and organisational development priorities across the themes of Organisational Development; Employee Skills Development, Leadership, Succession Planning; Employer of Choice and Fairness & Equality.

The Council’s Workforce Planning & Development group will contribute to the development and monitoring of the key components and actions of the plan. It will ensure greater awareness of specific initiatives and plans and inform policy development.

#### Developing the leadership skills of our employees

The Council introduced an updated Leadership Programme in 2023 with the aim of providing a pragmatic hands-on approach to leadership development and reconnect teams across the council after the COVID pandemic. The programme covered:

- Leading in a hybrid world,
- managing people,
- getting the culture of leadership right,
- leading in a political and public service environment,
- managing change, and
- using self-evaluation to bring about improvement.

An evaluation showed that the programme was rated highly by those that participated, welcoming the opportunity to network as well as finding the content useful. It also provided valuable feedback from participants on further training or development needs that would be found helpful, such as equalities assessments and development of mentoring programmes.

The intention is to run a programme of this nature at least once every two to three years.



## Developing employee potential

It is widely recognised that mentoring can deliver significant learning and development benefits and support employees to fulfil their potential. It enables mentees to develop their knowledge, skills, and mind-set, gain practical insights and constructive challenge whilst mentors will benefit from passing on their knowledge, expertise, experience and develop their own leadership skills.

In January 2024, the Council launched the Inverclyde Mentoring Programme, which built upon a previous cross-organisational Mentoring Programme that the Council carried out in 2018/19. **A total of 22 employees signed up to the Mentoring Programme**, which will continue into 2024/25. The overall aim of the Programme is to increase employee satisfaction, leading to better staff retention in management positions as well as improved leadership skills. The impact of the programme and its success in meeting these aims will be evaluated upon completion.

## New initiative to reduce workforce pressures

Increasing workforce challenges, including national skill shortages in critical service areas such as Health and Social Care, are putting all Councils in Scotland under continued pressure. These challenges have been exacerbated by the Covid-19 pandemic.

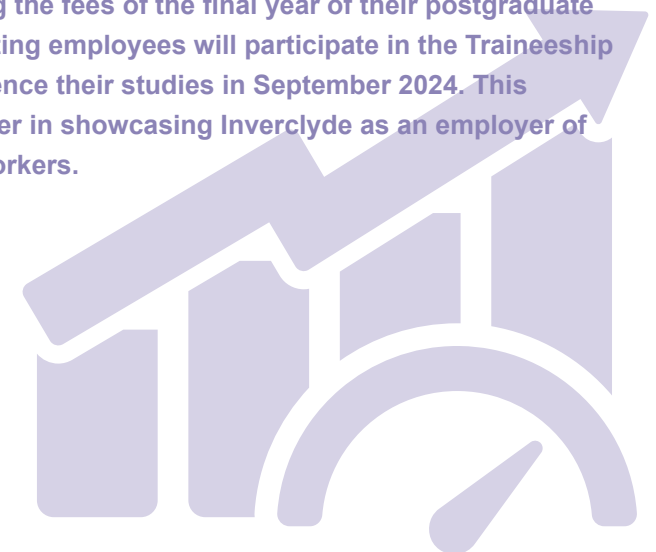
The HSCP Workforce Plan 2022/25 identified specific issues around the recruitment, support, and retention of staff in the health and social care sector. Reducing the turnover of Qualified Social Workers was identified as a priority to ensure the continuation of support to the most vulnerable members of our community. To tackle this, an innovative project was developed with the aim of 'futureproofing' the service by combating the

core challenges around recruiting, supporting and retaining Qualified Social Workers. The focus of the initiative was:

- to provide support during the first year of practice for newly qualified Social Workers.
- to provide financial incentives for final year MSc Social Work students, with the aim of promoting Inverclyde as an employer of choice.
- to implement our fully funded and supported pathways for existing para-professional staff to enable them to obtain a professional social work qualification.

It also provides a foundation to meet local and national priorities, for example the delivery of our obligations around The Promise which aims to ensure that care-experienced children and young people in Scotland will grow up loved, safe and respected.

**The year one results proved very positive, six Social Workers were supported by paying the fees of the final year of their postgraduate course; and 12 existing employees will participate in the Traineeship Scheme and commence their studies in September 2024. This represents a key offer in showcasing Inverclyde as an employer of choice for Social Workers.**





## Supporting workplace equality

Inverclyde Council made a pledge in August 2022 to take part in a range of activities and develop policies and practice towards becoming an Equally Safe at Work accredited employer. Equally Safe at Work is an innovative employer accreditation programme developed to support the local implementation of Scotland's Equally Safe Strategy. The aim of the programme is to support employers to understand how gender inequality and violence against women (VAW) affects women in the workforce, and to provide a framework to generate change.

In a bid to achieve accreditation, over a period of 16 months Inverclyde Council put significant effort into collecting and analysing data, reviewing and updating policies, practices and resources.

**In December 2023, the Council was awarded bronze accreditation for Equally Safe at Work, in recognition that it is committed to advancing gender equality and preventing violence against women, which affects all aspects of women's lives, including the workplace.**

In March 2024, the Council also successfully completed the assessment to retain its membership of the Disability Confident Scheme (DCS). The scheme aims to challenge attitudes, remove barriers and improve opportunities for disabled people and those with long-term health conditions. By maintaining its involvement with the DCS at 'Leader' level, the Council has been recognised for acting as a champion within the Inverclyde business and local communities.

## Building positive relationships in the workplace

A new appraisal process for employees, 'Positive Conversations' was introduced in September 2023. The ethos of the innovative approach is to actively facilitate relationship development, build motivation and engagement and creating value for employees. It replaced a formal appraisal process which took place annually, shifting the focus to managers and their teams having regular discussions on work related goals, performance, feedback, wellbeing, and development needs. The purpose of the conversations is to enable meaningful conversations with an aim of building relationships and securing continuous improvement.





# THEME 3: PERFORMANCE KPI DASHBOARD

KEY PERFORMANCE INDICATORS	2021 /22	2022 /23	2023 /24	Target	Sta tus	Ann ual cha nge	5- year tren d
1. Proportion of adults satisfied with refuse collection (LGBF) (data is presented as a rolling 3-year average)	2018/21 88.4 %	2019/22 92.3 %	<b>2020/23</b> <b>91.3 %</b>	To match/exceed Family Group (82.7%)	✓	↓	↑
2. Proportion of adults satisfied with leisure facilities (LGBF) (data is presented as a rolling 3-year average)	2018/21 77.8 %	2019/22 77%	<b>2020/23</b> <b>75.7 %</b>	To match/exceed Family Group (65.3%)	✓	↓	↓
3. Proportion of adults satisfied with parks and open spaces (LGBF) (data is presented as a rolling 3-year average)	2018/21 86%	2019/22 87%	<b>2020/23</b> <b>88.3 %</b>	To match/exceed Family Group (87.6%)	✓	↑	↑
4. Proportion of adults satisfied with libraries (LGBF) (data is presented as a rolling 3-year average)	2018/21 76.5 %	2019/22 74.3 %	<b>2020/23</b> <b>70%</b>	To match/exceed Family Group (64.5%)	✓	↓	↓
5. The total number of days lost due to sickness absence (employee full time equivalent)	8.3 days	11.1 days	<b>11.3 days</b>	9 days	●	↓	↓
6. The employee gender pay gap (LGBF)	6.6%	4.38 %	<b>4.16 %</b>	4.2%	✓	↑	↑
7. The percentage of Council Tax collected in the year (LGBF)	95.5 %	95.9 %	<b>94.7 %</b>	95%	⚠	↓	↓
8. The percentage of invoices that were paid within 30 days (LGBF)	95.5 %	96.15 %	<b>96.08 %</b>	95.5%	✓	↓	↓
9. The percentage of customer transactions made via the Customer Services Centre portal that are digital	2021 66%	2022 71%	2023 <b>67%</b>	75%	●	↓	↑
10. The percentage of housing benefit cases where the calculation of benefit due was accurate	100 %	100 %	<b>100 %</b>	99%	✓	-	↑

KEY PERFORMANCE INDICATORS	2021 /22	2022 /23	2023 /24	Target	Sta tus	Ann ual cha nge	5- year tren d
11. The percentage of category 1 pothole repairs made safe within 24 hours of identification	100 %	91.7 %	<b>100 %</b>	92%	✓	↑	↑
12. The percentage of all planning applications decided in under 2 months	66%	38.6 %	<b>49%</b>	80%	●	↑	↓
13. The percentage of the Inverclyde road network that requires maintenance	32.7 %	31.2 %	<b>33.2 %</b>	32%	⚠	↓	↑
14. Number of complaints received (per 1,000 population)	4.1	4	<b>3.73</b>	4	✓	↑	↑

**Stat us**  
 ✓ On or above target  
 ⚠ Below target, but within 5% tolerance  
 ● 5% or more below target  
 📄 Data only PI, no target set

**Tre nd**  
 ↑ Improving performance / got better  
 ↓ Declining performance / got worse



# Contact us

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Write to Corporate Policy and  
Performance Team

Inverclyde Council Municipal Buildings Greenock  
Inverclyde PA15 1LY

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<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Head of Organisational Development, Policy and Communications</b>	<b>Report No:</b>	<b>PR/39/24/RB/MR</b>
<b>Contact Officer:</b>	<b>Morna Rae</b>	<b>Contact No:</b>	<b>07385434459</b>
<b>Subject:</b>	<b>Workforce Information and Activity Report 2023/24</b>		

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## **1.0 PURPOSE AND SUMMARY**

1.1  For Decision  For Information/Noting

1.2 The purpose of this report is to present for noting the Workforce Information and Activity Report (WIAR) 2023/24.

1.3 The WIAR 2023/24 – attached as an Appendix - aims to encourage participation in human resources (HR) and organisational development (OD) activity and workforce planning. The document includes information on employee attendance and demographics, together with details on sessional and agency workers, and health and safety at the Council. Appendix

## **2.0 RECOMMENDATION**

2.1 It is recommended that the Committee notes the contents of the WIAR 2023/24.

**Morna Rae**  
**Head of Organisational Development, Policy and Communications**

### **3.0 BACKGROUND AND CONTEXT**

3.1 WIARs are produced to help inform workforce planning decisions by the Council's Extended Corporate Management Team, and to provide management with key performance information relating to the Council's workforce.

3.2 At the meeting of the Policy and Resources Committee on 8 August 2017, it was agreed that WIARs would be provided to the Committee on an annual basis. This report fulfils that remit for the reporting period 2023/24.

Min Ref  
P&R Cttee  
8.8.17  
Para 404

3.3 The WIAR 2022/23 was considered by the Committee at its meeting on 6 February 2024.

Min Ref  
P&R Cttee  
6.2.24  
Para 55

3.4 The content of the WIARs has been expanded in recent years to encourage OD and workforce planning activity across a range of workforce analytics. It is recognised that the success of OD at the Council must be underpinned by robust data which helps to identify improvement actions in a number of key areas, including employee attendance and health and safety.

3.5 Annual WIARs are complemented by quarterly WIARs which are submitted to the Policy and Resources Committee, as well as to individual Service Committees. Quarterly WIARs are widely distributed to Council Services via service managers and team leaders. The Inverclyde Health and Social Care Partnership quarterly WIAR also includes NHS information and is presented to the Staff Partnership Forum.

3.6 Annual WIARs are considered by the Council's Workforce Development Group to help inform key workforce planning action and HR policy decisions. Additionally, the annual WIARs are shared and discussed with the Trade Unions at the Trade Union Liaison Meetings.

3.7 The WIAR 2023/24 includes information on the following topics:

- Employee attendance
- Employee demographics
- Sessional and agency workers
- HR support activity
- OD support activity
- Health and safety.

3.8 Supporting employee attendance and effective absence management is an area of focus for the Corporate Management Team. Improved occupational health arrangements have been put in place, along with strengthened reporting functionality for managers to better understand any absence issues within their teams. A pilot is being undertaken in areas of "absence hotspots" to provide additional support and guidance.

3.9 A Briefing for the Elected Members on the WIAR 2023/24 has been arranged for 19 November 2024.

### **4.0 PROPOSALS**

4.1 It is proposed that Committee notes the contents of the WIAR 2023/24.



## 5.0 IMPLICATIONS

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

SUBJECT	YES	NO	N/A
Financial		X	
Legal/Risk		X	
Human Resources	X		
Strategic (Inverclyde Alliance Partnership Plan 2023/33/Council Plan 2023/28)	X		
Equalities and the Fairer Scotland Duty		X	
Children and Young People's Rights and Wellbeing		X	
Environmental and Sustainability		X	
Data Protection		X	

## 5.2 Finance

One off Costs

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

Annually Recurring Costs/(Savings)

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

## 5.3 Legal/Risk

There are no Legal/Risk implications arising from this report.

## 5.4 Human Resources

The WIAR 2023/24 will help to inform the delivery of OD improvement actions and the development of HR policy.

## 5.5 Strategic

The matters referred to in this report are of relevance to the following Council Plan 2023/28 Themes:

- **Theme 1:** People - More people will be in employment, with fair pay and conditions
- **Theme 3:** Performance - High quality and innovative services are provided, giving value for money; and Our employees are supported and developed.

## 5.6 Equalities

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

	Yes – Assessed as relevant and an EIA is required and is attached as an 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, assessed as not relevant and no EIA is required. Provide any other relevant reasons why an EIA is not necessary/screening statement.

## 5.7 Environmental and Sustainability

There are no Environmental and Sustainability implications arising from this Report.

## 6.0 CONSULTATION

6.1 As outlined at paragraphs 3.5 and 3.6, annual WIARs are distributed to a number of stakeholder groups.

## 7.0 BACKGROUND PAPERS

7.1 None.

**Workforce Information and Activity Report 2023/24**

## Workforce Information and Activity Report (WIAR) 2023/24

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<sup>1</sup> From 2023/24, the Chief Executive's Directorate includes Finance Services and Legal, Democratic, Digital and Customer Services. The information contained in the WIAR 2023/24 reflects this structure.

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## 1.0 Introduction

Inverclyde Council believes in, and is committed to, the principle of equality of opportunity. The Council recognises its responsibilities as a community leader, service provider and employer to encourage the fair treatment of all individuals and to tackle social exclusion and inequality. It also recognises the benefits this brings to the community, the Council and its employees.

### 1.1 Background

Workforce Information and Activity Reports (WIARs) are developed quarterly, while an annual WIAR is produced at the end of each financial year and includes comparisons with historical information, with the aim of identifying trends, other developments and potential areas for improvement. WIARs are widely distributed across Council Services via service managers and team leaders. The Inverclyde Health and Social Care Partnership (HSCP) quarterly WIARs also include NHS information and are presented to the Staff Partnership Forum.

### 1.2 Strategic Fit

The Council's People and Organisational Development Strategy 2024/27 was approved by the Policy and Resources Committee on 26 March 2024. To view the document, visit: [Policy and Resources Committee - 26 March 2024](#) (agenda item 8). The Strategy 2024/27 was developed in conjunction with stakeholders and sets out a number of key workforce and OD priorities across the following four Themes:

- OD - Planning for the future
- Employee skills development, leadership, succession planning - Employees are our most valuable resource
- Employer of choice - Continuous improvement; and
- Fairness and equality - Promoting equality, dignity and respect.

During the development of the Strategy 2024/27, consultation took place with a number of stakeholder groups including the Council's Extended Corporate Management Team; Heads of Educational Establishments; service managers; the Trade Unions; the Women's Forum, the Staff Disability Forum, and the Workforce Planning and Development Group. Cognisance was also taken of feedback from the Council's Employee Survey 2022.

The implementation of the People and OD Strategy 2024/27 aims to support a skilled and engaged workforce to deliver across all the Council Plan 2023/28 Themes, with a particular focus on the following Themes:

- **Theme 1:** More people will be in employment, with fair pay and conditions
- **Theme 3:** High quality and innovative services are provided, giving value for money; and Our employees are supported and developed.

**2.0 Employee attendance<sup>2</sup>**

**2.1 Workdays lost per FTE employee**

Workdays lost per FTE employee				
2019/20	2020/21	2021/22	2022/23	2023/24
9.18	6.92	8.29	11.19	11.47

**What the data tells us:** Following a decrease in 2020/21, the number of workdays lost per FTE employee increased by 2.9 days between 2021/22 and 2022/23. Between 2022/23 and 2023/24, however, the increase was much smaller (0.28 days).

**2.2 Absence by Directorate**

Directorate	Absence by Directorate				
	Workdays lost per FTE employee				
	2019/20	2020/21	2021/22	2022/23	2023/24
HSCP	12.96	10.93	11.05	12.98	14.12
Education, Communities and OD (ECOD)	7.69	5.59	7.15	10.22	10.20
Environment and Regeneration (E&R)	8.70	5.59	8.32	11.97	13.20

<sup>2</sup> From 2022/23, the figures in the Employee attendance section of this Report incorporate Covid-19 sickness (including isolation) and respiratory infection-related absences.

Chief Executive	0.59	0.51	0.91	3.75	7.64
<b>Total</b>	<b>9.18</b>	<b>6.92</b>	<b>8.29</b>	<b>11.19</b>	<b>11.47</b>

**What the data tells us:** Reflecting the number of workdays lost per FTE employee, the absence figures by individual Directorate increased between 2021/22 and 2022/23, followed by a smaller increase between 2022/23 and 2023/24.

**2.3 Reasons for absence**

Reasons for absence					
Reason	% of Workdays lost per FTE employee				
	2019/20	2020/21	2021/22	2022/23	2023/24
Accidents	0.89	0.41	0.53	0.94	1.23
Major medical/surgery	15.98	15.54	14.47	14.8	12.27
Maternity-related illness	1.56	1.37	1.06	0.94	0.80
Mental health	31.66	37.38	33.76	30.29	36.07
Musculoskeletal	20.34	24.58	21.88	17.98	18.90
Virus/short-term	29.57	20.72	28.30	34.95	30.57

**What the data tells us:** Generally speaking, musculoskeletal issues and mental health-related illness tend to represent the largest percentage of absence at the Council.

**2.4 Absence - number of days**

Absence - number of days					
	2019/20	2020/21	2021/22	2022/23	2023/24



No. of days	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%	No. of employees	%
< 9	1,371	33	870	20	1,029	24	1,428	34	1,531	34
> 10	898	21.5	728	17	392	9.1	1,077	26	1,206	26
None	1,876	45.5	2,694	63	2,873	66.9	1,650	40	1,846	40

**What the data tells us:** There is significant variation in these figures over the period, some of which can be linked to the pandemic, levels of Covid-19 and related changes in working practice.

**Additional contextual information:** The Council is committed to reducing absence rates. A challenging absence rate of nine working days per FTE employee has been set and the Council will continue to work to improve absence rates.

Through robust absence management procedures, the Council endeavours to support employees and reduce the level of absence. The Council works closely with its occupational health provider to ensure that absent employees are given the necessary assistance to enable them to return to work as soon as possible. As indicated above, musculoskeletal issues and mental health-related illness tend to represent the largest percentage of absence at the Council. Referrals to physiotherapy and counselling services can be made as appropriate.

Absence reporting mechanisms support Council Services to better identify any issues and assistance is given by HR to manage absences effectively.

Further information on the Council's performance in terms of absence management – including a comparison with other Local Authorities – is available from the report on the Local Government Benchmarking Framework 2022/23 which was submitted to the meeting of the Policy and Resources Committee on 4 June 2024 and is available to view here: [Policy and Resources Committee - 4 June 2024](#) (agenda item 7).

Additionally, our Supporting Employee Attendance Policy and Procedures were reviewed in 2024 to reflect legislative changes and best practice and the refreshed document was approved by the Policy and Resources Committee at its meeting on 17 September 2024; to view the document, visit: [Policy and Resources Committee - 17 September 2024](#) (agenda item 11).

### 3.0 Employee demographics<sup>3</sup>

#### 3.1. Number of employees

Number of employees								
Directorate	FTE				No. of employees			
	2021	2022	2023	2024	2021	2022	2023	2024
HSCP	874.41	889.83	857.5	898.8	1,103	1,113	1,074	1,134
ECOD	2,003.72	2,086.21	1,987.3	2,005.1	2,509	2,559	2,454	2,829
E&R	603.26	585.91	592.5	423.4	634	613	618	440
Chief Executive	7.81	8.81	8.8	164.9	8	9	9	180
<b>Total</b>	<b>3,489.20</b>	<b>3,570.76</b>	<b>3,446.1</b>	<b>3,492.2</b>	<b>4,254</b>	<b>4,294</b>	<b>4,155</b>	<b>4,583</b>

**What the data tells us:** From 2023/24, the Chief Executive's Directorate includes Finance Services and Legal, Democratic, Digital and Customer Services.

The information in the table is the position as at March each year. The number of FTE posts remained fairly steady during all reporting years. Between 2021 and 2023, the number of employees was almost the same, followed by an increase of 428 in 2024.

**Contextual information:** Following a change in 2022/23 to temporarily use Joint Staff Watch figures, the methodology then returned to the previous method of calculation.

<sup>3</sup> Some employees have more than one job at the Council, especially in the HSCP and the ECOD Directorates.

### 3.2. Part-time and full-time employees

Part-time and full-time employees								
	2021		2022		2023		2024	
	No. of employees	% of workforce	No. of employees	% of workforce	No. of employees	% of workforce	No. of employees	% of workforce
Part-time	2,152	51	2,079	48	1,909	46	2,426	53
Full-time	2,102	49	2,215	52	2,246	54	2,157	47

**What the data tells us:** During all reporting years, the part-time/full-time split of Inverclyde Council's employees was broadly similar: our workforce comprised around a half (50%) part-time employees, with a similar number (50%) occupying full-time posts.

### 3.3. Permanent and temporary employees

Permanent and temporary employees								
	2021		2022		2023		2024	
	No. of employees	% of workforce	No. of employees	% of workforce	No. of employees	% of workforce	No. of employees	% of workforce
Permanent	3,392	80	3,345	78	3,246	78	3,578	78
Temporary	862	20	949	22	909	22	1,005	22

**What the data tells us:** Since 2021, the split between permanent and temporary staff has been fairly consistent: just over three quarters (75%) of our employees have a permanent contract with the Council, while slightly less than a quarter (25%) are employed on a temporary basis.

### 3.4. Modern Apprentices

Directorate	Modern Apprentices			
	2020/21	2021/22	2022/23	2023/24
HSCP	3	5	4	6
ECOD	26	26	35	32
E&R	9	19	34	26
Chief Executive	0	0	0	2
<b>Total</b>	<b>38</b>	<b>50</b>	<b>73</b>	<b>66</b>

**What the data tells us:** The Council has employed an increasing number of Modern Apprentices over the period. They work in a number of areas, ranging from early years' centres to horticulture, joiners, electricians, technicians, customer service and business and administration.

### 3.5 Leavers

	Leavers	
	No.	%
2020/21	305	7.17
2021/22	432	10.09
2022/23	481	11.57
2023/24	607	13.2

**What the data tells us:** Since 2021/22, the number of employees leaving the Council – expressed as a percentage - has increased year-on-year.

**Contextual information:** Details of the reasons given by people who left the Council's employment in 2023/24 are outlined at paragraph 3.6.

### 3.6 Reasons for leaving

<b>Reasons for leaving</b>	
	<b>No. of employees 2023/24</b>
Capability – ill-health	35
Capability - performance	0
Death	4
Dismissal	3
End of temporary/fixed contract	116
Other	14
Redundancy - voluntary severance	14
Resignation - career progression	60
Resignation – personal	125
Resignation - Terms and Conditions	8
Resignation – work-related	7
Retirement - age (no pension)	5
Retirement - age (pension)	93
Retirement - efficiency of service	5
Retirement - ill-health (pension)	9
Retirement – severance	26
Teaching in Scotland	0
Terminating additional contract only	70
Transfer to other Local Authority	13
<b>Total</b>	<b>607</b>

**What the data tells us:** In 2023/24, the top reason for leaving the Council was *personal reasons*, cited by 125 staff. The second most popular reason was the ending of a temporary/fixed term contract (applicable to 116 employees). Meanwhile, 138 members of staff left the Council during the last financial year when they chose to retire.

**Contextual information:** Anecdotally, the Council is aware that the Covid-19 pandemic may have prompted people to reassess their priorities, with the result that a number of employees decided to retire who might have otherwise worked for a longer period of time.

### 3.7 Annual leave payments to leavers

Annual leave payments to leavers						
Directorate	2021/22		2022/23		2023/24	
	No. of employees	Amount £	No. of employees	Amount £	No. of employees	Amount £
HSCP	28	27,965.35	39	48,137.96	35	37,457.25
ECOD	101	69,461.40	78	54,905.21	88	79,106.76
E&R	7	7,761.62	3	4,744.70	6	9,850.97
Chief Executive	0	0	0	0	2	2,547.76
<b>Total</b>	<b>136</b>	<b>£105,188.37</b>	<b>120</b>	<b>£107,787.87</b>	<b>131</b>	<b>£128,962.74</b>

**What the data tells us:** The number of employees who were paid for leave that was outstanding after they left the Council was broadly similar in all reporting years, while the amount paid was almost identical in 2021/22 and 2022/23. Between 2022/23 and 2023/24, however, there was an increase in this figure of £21,174.87.

**Contextual information:** Where possible, the Council aims to limit the amount paid to staff who have left the Council without using their annual leave entitlement. Employees who have tendered their resignation are encouraged to use their full allocation of annual leave before leaving the Council's employment.

### 3.8. Employee profile - Age

Employee profile - Age				
Age in years	2021 %	2022 %	2023 %	2024 %

16-25	6	6	6	6
26-35	16	17	17	17
36-45	21	22	22	23
46-55	29	27	27	25
56-65	26	26	26	27
66-75	1.80	1.81	1.81	1.80
≥ 76	0.2	0.19	0.2	0.2

**What the data tells us:** The information in the table is the position as at March each year. During all reporting years, the majority of the Council's employees were aged 46-55 years and 56-65 years, with a figure in each age range of between 25-29%. Between 2021 and 2024, the number of staff aged 66-75 and ≥ 75 years was almost identical at around 1.8% and 0.2% respectively.

**Contextual information:** The Council devises Service Workforce Plans with the aim of developing proposals to address wider issues relating to succession planning, including the ageing profile of some staff groups, staff retention challenges and single person dependencies.

### 3.9. Employee profile - Sex

Employee Profile – Sex								
	2020/21		2021/22		2022/23		2023/24	
	No.	%	No.	%	No.	%	No.	%
Female	3,259	76.61	3,270	76.15	3,134	75.43	3,527	76.96
Male	995	23.39	1,024	23.85	1,021	24.57	1,056	23.04

**What the data tells us:** During all reporting years, the female/male split of Inverclyde Council's employees was broadly similar: our workforce comprised just under a quarter (25%) male employees, with females making up a little over three quarters (75%) of our staff.

**3.10 Employees in the SPF Scheme**

Employees in the SPF Scheme								
Directorate	No. of employees	% of employees in Directorate	No. of employees	% of employees in Directorate	No. of employees	% of employees in Directorate	No. of employees	% of employees in Directorate
	2020/21		2021/22		2022/23		2023/24	
HSCP	996	90	1,024	92	1,038	97	1,048	92
ECOD	2,278	91	2,372	93	2,400	98	2,347	83
E&R	586	91	576	94	592	96	414	94
Chief Executive	7	100	9	100	8	89	174	97

**What the data tells us:** During all reporting years, the number of Council staff who were members of the SPF Scheme in each Directorate was very high, ranging from 83% to 100%.

**Contextual information:** When new members of staff are appointed to the Council, they are automatically entered into the SPF.

**3.11 Salary protection and responsibility allowances**

Salary protection and responsibility allowances												
Directorate	2020/21			2021/22			2022/23			2023/24		
	Resp. allow	Conservation (teachers only)	Salary prot.	Resp. allow	Conservation (teachers only)	Salary prot. (SJC only)	Resp. allow	Conservation (teachers only)	Salary prot. (SJC only)	Resp. allow	Conservation (teachers only)	Salary prot.



			(SJC <sup>4</sup> only)									
HSCP	3	0	1 (1)	0	0	3 (2)	1	0	5 (2)	1	0	1
ECOD	2	3 (1)	8 (3)	0	3 (2)	8 (6)	0	0	8 (3)	3 (2)	1 (1)	6 (3)
E&R	2 (2)	0	1	0	0	0	0	0	0	0	0	1 (1)
Chief Executive	0	0	0	2	0	0	0	0	0	1 (1)	0	3 (1)
<b>Total</b>	<b>7</b>	<b>3</b>	<b>10</b>	<b>2</b>	<b>3</b>	<b>11</b>	<b>1</b>	<b>0</b>	<b>13</b>	<b>5</b>	<b>1</b>	<b>11</b>

**What the data tells us:** In 2023/24, five employees were paid a responsibility allowance, one employee was paid a conserved salary and a total of 11 employees received salary protection.

**Contextual information:** The figures in brackets in the above table refer to those cases that are ongoing.

### 3.12 Contractual overtime

Contractual overtime				
Directorate	No. of employees			
	2020/21	2021/22	2022/23	2023/24
HSCP	0	0	0	1
ECOD	9 (9)	8	3 (3)	3 (2)
E&R	12 (12)	15 (13)	14 (14)	14 (14)
Chief Executive	0	0	0	0
<b>Total</b>	<b>21</b>	<b>23</b>	<b>17</b>	<b>18</b>

<sup>4</sup> Scottish Joint Council

**What the data tells us:** While there are variations between reporting years, overall, the number of Council staff who are paid contractual overtime is very small.

**Contextual information:** The figures in brackets in the table refer to those cases that are ongoing.

### 3.13 Night work - atypical night payments

Night work - atypical night payments								
Directorate	2020/21		2021/22		2022/23		2023/24	
	No. of employees occasionally undertaking night shifts	No. of employees working nights as their normal work pattern	No. of employees occasionally undertaking night shifts	No. of employees working nights as their normal work pattern	No. of employees occasionally undertaking night shifts	No. of employees working nights as their normal work pattern	No. of employees occasionally undertaking night shifts	No. of employees working nights as their normal work pattern
HSCP	32 (31)	14 (9)	34 (32)	16 (9)	26 (11)	35 (32)	47 (5)	36 (33)
ECOD	0	0	1	0	0	0	0	0
E&R	4 (4)	13	3 (3)	0	0	3 (3)	0	3 (3)
Chief Executive	0	0	0	0	0	0	0	0
<b>Total</b>	<b>36</b>	<b>27</b>	<b>38</b>	<b>16</b>	<b>26</b>	<b>38</b>	<b>47</b>	<b>39</b>

**What the data tells us:** While there are variations between reporting years, overall, the number of Council staff who work night shift occasionally, or as part of their normal working pattern, is very small.

**Contextual information:** A small number of Council employees are required to work at night; examples of such postholders include those in care-related roles like staff employed in local children's residential units.

In 2023, the Council's Conditions of Service were amended regarding the payment of atypical allowances to part-time employees so that those allowances would be paid in respect of all normal working hours (i.e. for the first 37 hours whether contractual or not). The policy change aims

to support service delivery and the recruitment and retention of employees; more information can be viewed here: [Policy and Resources Committee - 31 January 2024](#) (agenda item 14).

The figures in brackets in the table refer to those cases that are ongoing.

### 3.14 Sleepover payments

Sleepover payments								
	2020/21		2021/22		2022/23		2023/24	
Directorate	No. of hours	£	No. of hours	£	No. of hours	£	No. of hours	£
HSCP	7,284	66,065.89	6,739	61,823.50	7,421	75,682.04	8,671.5	97,167.97
ECOD	108	979	243	2,280.69	2,706	26,750.08	2,203	24,348.94
E&R	0	0	0	0	0	0	0	0
Chief Executive	0	0	0	0	0	0	0	0
<b>Total</b>	<b>7,392</b>	<b>£67,044.89</b>	<b>6,982</b>	<b>£64,104.19</b>	<b>10,127</b>	<b>£102,432.12</b>	<b>10,874.5</b>	<b>£121,516.91</b>

**What the data tells us:** With the exception of 2021/22, the number of sleepover hours has increased year-on-year. There were also corresponding increases in the amount of sleepover payments i.e. a rise of £38,327.93 between 2021/22 and 2022/23, and of £19,084.79 between 2022/23 and 2023/24.

**Contextual information:** A small number of Council staff are required to sleepover as part of their roles; examples of such postholders include those in care-related roles. From 2018, sleepover payments were paid as an hourly rate.

## 3.15 Contractual atypical allowances

Contractual atypical allowances								
	2020/21		2021/22		2022/23		2023/24	
Directorate	No. of employees	£	No. of employees	£	No. of employees	£	No. of employees	£
HSCP	483	272,029.96	545	263,641.44	625	348,087.47	487	301,451.29
ECOD	17	6,678.09	19	7,466.17	57	7,260.37	20	6,073.07
E&R	35	42,674.63	34	33,786.86	82	39,265.25	27	32,086.55
Chief Executive	0	0	0	0	0	0	0	0
<b>Total</b>	<b>535</b>	<b>£321,382.68</b>	<b>598</b>	<b>£304,894.47</b>	<b>764</b>	<b>£394,613.09</b>	<b>534</b>	<b>£339,610.91</b>

**What the data tells us:** With the exception of 2022/23, the number of employees in receipt of contractual atypical allowance was between 530 and 600 in all reporting years.

**Contextual information:** Contractual allowances are those which are not paid following the submission of timesheets.

#### 4.0 Sessional and agency workers

##### 4.1 Sessional workers

Directorate	Sessional workers			
	2020/21	2021/22	2022/23	2023/24
HSCP	137	175	232	174
ECOD	385	455	408	234
ECOD – Supply teachers	262	291	349	408
E&R	4	4	3	0
Chief Executive	0	0	0	1
<b>Total</b>	<b>788</b>	<b>925</b>	<b>992</b>	<b>817</b>

**What the data tells us:** The number of sessional workers employed has varied by 200 over the period.

**Contextual information:** Quarterly reports are issued to Council Services providing information on sessional usage, while statistics regarding supply teachers are provided at the end of every school term.

##### 4.2 Agency workers

As at March 2024, five agency workers were engaged for a period of more than 12 weeks by both the Physical Assets Service and by the Mental Health, Alcohol and Drug Recovery Support and Homelessness Service.

**5.0 Human Resources Support Activity****5.1 Overtime**

Overtime								
2023/24								
Directorate	Additional basic hours at plain time		Overtime at 1.5		Overtime (Public Holidays) at 2.0		Total	
	£	Hours	£	Hours	£	Hours	£	Hours
HSCP	631,510.40	47,453.03	409,766.95	17,304.25	14,638.09	507.58	1,055,915.44	65,264.86
ECOD	380,374.67	30,532.53	163,348.44	8,610.28	181.65	7.5	543,904.76	39,150.31
E&R	18,318.19	1,531.5	453,155.78	21,444.98	4,896.25	173.34	476,370.22	23,149.82
Chief Executive	1,555.66	112.75	13,161.28	548.75	0	0	14,716.94	661.5
<b>Total</b>	<b>£1,031,758.92</b>	<b>79,629.81</b>	<b>£1,039,432.45</b>	<b>47,908.26</b>	<b>£19,715.99</b>	<b>688.42</b>	<b>£2,090,907.36</b>	<b>128,226.49</b>

**What the data tells us:** In 2023/24, the majority of overtime worked by Council employees was additional basic hours paid at plain time or overtime which was paid at time and a half. In contrast, a fairly small amount of overtime occurred during Public Holidays.

**Contextual information:** Employees will be paid the hourly rate for the job for all hours worked. Enhancements relating to overtime, night work and weekend work are paid by applying a percentage to the hourly rate and are paid according to when the hours are worked.

## 5.2 Overtime – by Directorate

Overtime – by Directorate								
	2020/21		2021/22		2022/23		2023/24	
	Hours	£	Hours	£	Hours	£	Hours	£
HSCP	63,432.47	887,227.28	60,974.72	847,537.44	59,364.71	888,706.49	65,264.86	1,055,915.44
ECOD	44,822.22	540,475.30	47,958.01	563,626.44	53,602	558,215.93	39,150.31	543,904.76
E&R	32,535.83	581,685.78	25,982.70	483,505.08	25,619.15	487,336.95	23,149.82	476,370.22
Chief Executive	0	0	0	0	0	0	661.5	14,716.94
<b>Total</b>	<b>140,790.52</b>	<b>£2,009,388.36</b>	<b>134,915.43</b>	<b>£1,894,668.96</b>	<b>138,585.86</b>	<b>£1,934,259.34</b>	<b>128,226.49</b>	<b>£2,090,907.36</b>

**What the data tells us:**

**Contextual information:** Employees will be paid the hourly rate for the job for all hours worked. Enhancements relating to overtime, night work and weekend work are paid by applying a percentage to the hourly rate and are paid according to when the hours are worked.

## 5.3 Employee relations activity

Employee relations activity

	2020/21	2021/22	2022/23	2023/24
Investigations <sup>5</sup>	21	31	40	66
Disciplinary cases	26	37	52	55
Grievance, and Dignity and Respect submissions	20	37	52	55
Absence cases supported <sup>6</sup>	242	271	220	510
Letters of concern	40	81	108	108
Union members <sup>7</sup>	1,505 (35%)	1,454 (34%)	1,500 (36%)	1,480 (32%)
Trade Union activity <sup>8</sup> – in hours	3,909.20	4,907.88	6,007.81	5,823.46
Work Life Balance requests	61 Received 55 Approved	107 Received 89 Approved	126 Received 120 Approved	151 Received 141 Approved
Work Life Balance requests – male/female employees	Not previously recorded	Not previously recorded	Not previously recorded	14 Male employees 127 Female employees
Work Life Balance requests approved – Grades of employees	Grades 1-6: 27 Grade $\geq$ 7 & Teachers: 28	Grades 1-6: 53 Grade $\geq$ 7 & Teachers: 36	Grades 1-6: 65 Grade $\geq$ 7 & Teachers: 55	Grades 1-6: 54 Grade $\geq$ 7 & Teachers: 76
Time off in lieu (TOIL) requests for approval	62	48	108	113
TOIL taken – in days	29	36	63	42

**What the data tells us:** The rise in the number of disciplinary cases and of Grievance, and Dignity and Respect submissions is partially attributable to increased efforts by the Organisational Development, Policy and Communications Service to promote relevant policy updates. This includes the provision of corporate or Service-requested training, supporting materials and communication of relevant policies and processes.

<sup>5</sup> Relating to discipline, grievance, and dignity and respect

<sup>6</sup> Includes Homecare referrals which are recorded separately and were previously not included. The figure comprises absence management forms and support referrals received where advice or further actions have been provided for an absence case.

<sup>7</sup> Excludes The Educational Institute of Scotland members.

<sup>8</sup> Trade Union activity is paid facility time in hours, including hours for training, Branch meetings etc.



Slightly less than a third (32%) of Council staff pay Trade Union subscriptions via the payroll system. It is estimated that around 14,800 employees are members of a Trade Union.

**Contextual information:** Details of the number of Council employees who are members of The Educational Institute of Scotland are not available as the payments are not made by payroll deduction.

#### 5.4 New starts and leavers surveys

New starts surveys								
	2020/21		2021/22		2022/23		2023/24	
	Issued	Completed	Issued	Completed	Issued	Completed	Issued	Completed
HSCP	131	44	138	36	125	19	135	31
ECOD	230	50	252	50	220	37	191	21
E&R	52	10	53	14	46	15	31	8
Chief Executive	0	0	0	0	1	1	8	1
Unknown	0	16	0	7	0	2	0	3
<b>Total</b>	<b>413</b>	<b>120</b>	<b>443</b>	<b>107</b>	<b>392</b>	<b>74</b>	<b>365</b>	<b>64</b>

**What the data tells us:** The percentage of new starts who complete and return the survey has decreased over the period.

Leavers surveys								
	2020/21		2021/22		2022/23		2023/24	
	Issued	Completed	Issued	Completed	Issued	Completed	Issued	Completed
HSCP	91	25	116	40	115	17	91	13
ECOD	133	40	221	63	218	41	205	34
E&R	22	10	58	14	40	7	48	9

Chief Executive	1	0	1	0	0	0	10	2
Unknown	0	31	0	11	0	1	0	0
<b>Total</b>	<b>247</b>	<b>106</b>	<b>396</b>	<b>128</b>	<b>373</b>	<b>66</b>	<b>354</b>	<b>58</b>

**What the data tells us:** The percentage of leavers who complete and return the survey has decreased over the period.

**5.5 New starts and leavers – employment experience**

Overall, how would you rate your employment experience to date?								
	2020/21		2021/22		2022/23		2023/24	
	New starts	Leavers	New starts	Leavers	New starts	Leavers	New starts	Leavers
Excellent	67	27	60	42	29	12	33	10
Good	37	60	39	65	33	38	28	38
Average	3	14	5	15	10	10	2	7
Poor	2	5	1	6	2	6	1	3
Prefer not to answer	11	0	2	0	0	0	0	0
<b>Total</b>	<b>120</b>	<b>106</b>	<b>107</b>	<b>128</b>	<b>74</b>	<b>66</b>	<b>64</b>	<b>58</b>

**What the data tells us:** The majority of employees respond with good/excellent.

**6.0 OD support activity****6.1 Training – corporate and e-learning**

Training – corporate and e-learning				
Type of training	2020/21	2021/22	2022/23	2023/24
Corporate	110	211	435	712
E-learning	9,693	7,746	5,354	12,755

**What the data tells us:** Overall, the amount of face-to-face training delivered by the Council was kept to a minimum in the early part of this period. Clearly, this was directly attributable to the Covid-19 lockdown restrictions – initially introduced in March 2020 – when people were encouraged to minimise face-to-face interaction in the interest of public health. There was a significant increase in training uptake in 2023/24. Some of this is attributed to employees picking training back up again in addition to an increased focus on training provision by Human Resources and Organisational Development.

**Contextual information:** A wide range of e-learning courses are available to employees, in addition to both in person and on-line provision by the Council.

**6.2 Training matrix for senior managers**

Training matrix for senior managers								
	2020/21		2021/22		2022/23		2023/24	
	No. of courses		No. of courses		No. of courses		No. of courses	
	Mandatory	Completed	Mandatory	Completed	Mandatory	Completed	Mandatory	Completed
HSCP	339	21	462	33	453	17	440	55

ECOD	158	12	224	20	223	31	384	48
E&R	370	8	378	27	393	22	220	17
Chief Executive	24	0	35	5	35	7	136	27
<b>Total</b>	<b>891</b>	<b>41</b>	<b>1,099</b>	<b>85</b>	<b>1,104</b>	<b>77</b>	<b>1,180</b>	<b>147</b>

**What the data tells us:** The number of mandatory training courses attended by senior managers rose by 208 between 2020/21 and 2021/22 and was at just over 1,000 during the other three reporting periods. The number of mandatory courses is the total number of courses for every manager, per the training matrix; this includes those which are required to be completed yearly, three-yearly, five-yearly and one-off courses.

**Contextual information:** A training matrix for senior managers was devised to support personal development. Topics covered in the training matrix include information governance, equality and diversity, information security, and fire safety. A refreshed approach to mandatory training for all employees is being progressed in 2024-25.

### 6.3 First aiders

Employees registered as first aiders			
2020/21	2021/22	2022/23	2023/24
109	91	105	112

**What the data tells us:** There has been an increase in the number of first aiders.

**Contextual information:** Employees who are designated first aiders are required by the Council to hold a current certificate in first aid and are paid an appropriate allowance per annum.

### 6.4 Employee benefits - Buy and Bank Leave Scheme

Buy and Bank Leave Scheme								
Directorate	2020/21		2021/22		2022/23		2023/24	
	No. of employees	Value £	No. of employees	Value £	No. of employees	Value £	No. of employees	Value £
<b>Total</b>	<b>99</b>	<b>£48,702.63</b>	<b>309</b>	<b>£155,591.80</b>	<b>386</b>	<b>£207,020.88</b>	<b>464</b>	<b>£266,473.36</b>

**What the data tells us:** Following the Covid-19 pandemic, there has been an upward trend in the number of employees participating in the Buy and Bank Leave Scheme, rising from 309 in 2021/22 to 464 in the last reporting period.

**Contextual information:** Buying and banking leave allows employees greater choice and flexibility over how and when they take their annual leave entitlement. Employees can enhance their work life balance by increasing their annual leave entitlement by either banking leave from the previous year or buying leave to take additional time off within the scope of the Buy and Bank Leave Scheme.

## 6.5 Employee benefits - Cycle to Work Scheme

Cycle to Work Scheme								
Directorate	2020/21		2021/22		2022/23		2023/24	
	No. of employees							
<b>Total</b>	<b>47</b>		<b>51</b>		<b>26</b>		<b>16</b>	

**What the data tells us:** There has been a decrease in the uptake of the scheme.

**Contextual information:** The Cycle to Work Scheme is a Government-approved salary sacrifice initiative which allows staff to access a bike and accessories for the purpose of cycling to work (or for part of the journey). The hire is free of Tax and National Insurance.

### 6.6 Employee benefits – Childcare Vouchers Scheme

Childcare Vouchers Scheme				
	No. of employees			
	2020/21	2021/22	2022/23	2023/24
<b>Total</b>	<b>38</b>	<b>32</b>	<b>25</b>	<b>19</b>

**What the data tells us:** The Scheme closed to new entrants in 2018 which explains the reduction in the number of employees participating in during the reporting years 2020/21-2023/24.

**Contextual information:** By opting to take part of their salary in childcare vouchers, employees could make Tax and National Insurance savings each year. They can then use the vouchers to pay for a range of childcare such as nurseries, crèches, child-minders, and after-school clubs.

### 6.7 Job evaluation

Job evaluation							
2020/21		2021/22		2022/23		2023/24	
Requests	Appeals	Requests	Appeals	Requests	Appeals	Requests	Appeals
57	0	87	0	52	0	68	0

**What the data tells us:** While the number of requests for a job valuation varied during the reporting periods, there were no appeals between 2020/21 and 2023/24.

**Contextual information:** The pay and grading of jobs must be fair and non-discriminatory, complying with equal pay legislation and associated Codes of Practice. The Council has a Pay and Grading Model that satisfies these aims. Where an employee believe their job has changed and needs to be reconsidered, this is done under the Council's Job Evaluation: Maintenance of the Scheme guidelines.

## **6.8 Quarterly reports**

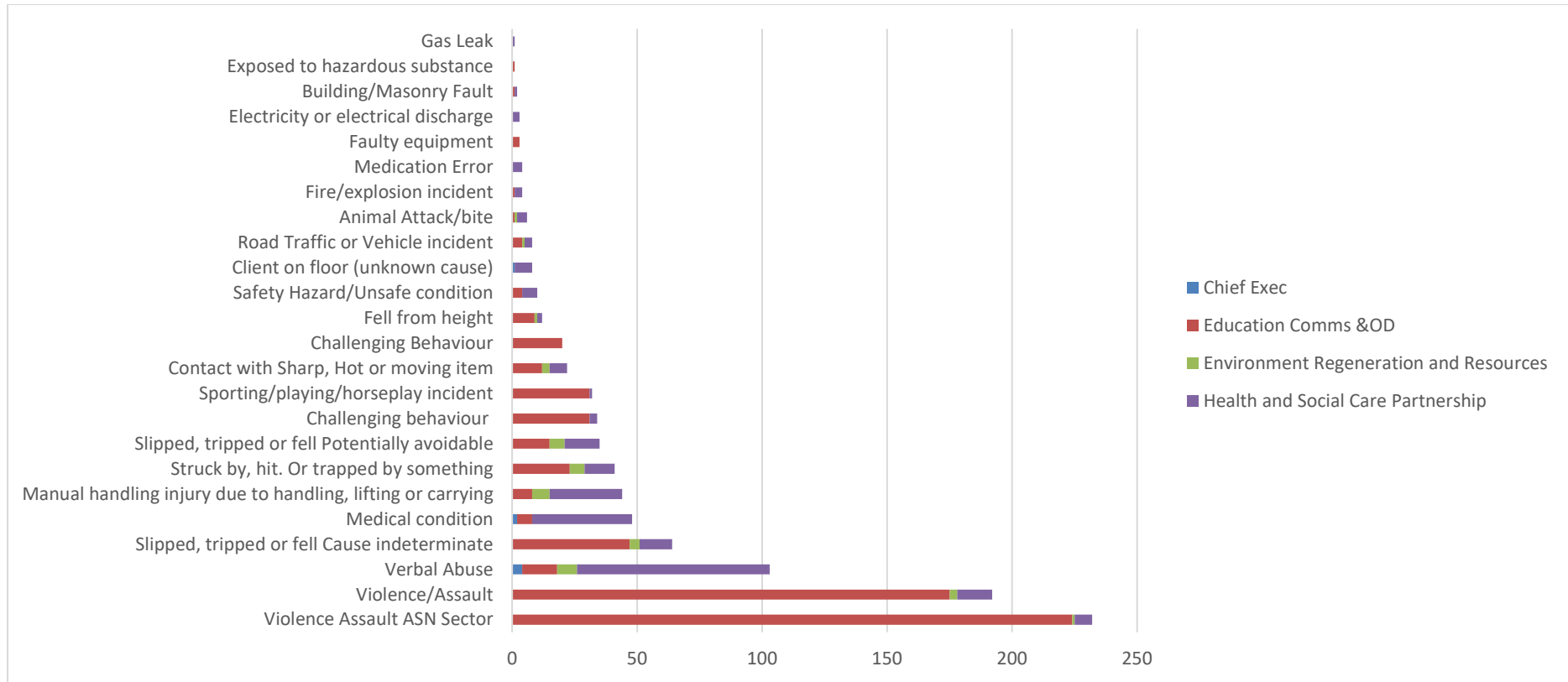
The following reports are provided on a quarterly basis:

- Sessional workers usage
- Temporary end date
- Absence management
- Council turnover
- Job sizing spreadsheet

## **7.0 Health and safety**

### **7.1 Causes of accidents**

The graph shows the causes of accidents to employees in 2023/24, categorised by Directorate.



**What the data tells us:** The main cause of accidents in 2023/24 – comprising 224 incidents in the ECOD Directorate - was ‘Violence Assault Additional Support Needs Sector’.

## 7.2 Incidents reported to the HSE





2020/21	2021/22	2022/23	2023/24
28	12	13	24

**What the data tells us:** The table provides details of the number of incidents which have been reported to the HSE under the requirements of The (RIDDOR) 2013.

**Contextual information:** The Council is required to report some types of incidents to the HSE, including accidents resulting in a death; accidents resulting in specified injuries to staff; non-fatal accidents following which non-workers require hospital treatment; and dangerous occurrences. Reports must be submitted within 10 days of the incident occurring.

### 7.3 RIDDOR incidents by Directorate

RIDDOR incidents by Directorate				
Directorate	2020/21	2021/22	2022/23	2023/24
HSCP	7	1	0	4
ECOD	17	2	6	12
E&R	4	9	7	8
Chief Executive	0	0	0	0
<b>Total</b>	<b>28</b>	<b>12</b>	<b>13</b>	<b>24</b>

**What the data tells us:** There was fluctuation over the period in terms of incident levels.

**Contextual information:** A RIDDOR report must be submitted in cases when the accident is work-related and results in a reportable injury. Examples of reportable injuries include the death of a person if it is a result of a work-related accident; specified, reportable injuries to staff like the amputation of a limb; or a crush injury to the head or torso which causes brain damage or damage to internal organs in the chest and abdomen.

## 7.4 Cost of incidents

Incident type	Cost of incidents							
	2023/24							
	HSCP		ECOD		E&R		Total	
	Hours lost	£	Hours lost	£	Hours lost	£	Hours lost	£
Slipped, tripped, or fell	188.4	2,617.41	1,242.04	17,921.94	539	6,566.05	1,969.44	<b>27,105.40</b>
Violence or assault (Additional Support Needs)	22.2	504.83	1,024.44	13,246.38	0	0	1,046.64	<b>13,751.21</b>
Manual handling injury due to handling, lifting or carrying	88.8	1,164.16	333	5,451.21	370.2	5,465.77	792	<b>12,081.14</b>
Road traffic or vehicle incident	440.3	7,147.40	0	0	0	0	440.3	<b>7,147.40</b>
Hit by a moving, flying, falling or machined object	41.6	575.25	325.6	4,268.62	44.4	451.99	411.6	<b>5,295.86</b>
Violence or assault	0	0	64.49	895.77	303.4	4,326.48	367.89	<b>5,222.25</b>
Faulty equipment	0	0	318	4,884.48			318	<b>4,884.48</b>
Fell from height	0	0	44	675.84	14.8	179.23	58.8	<b>855.07</b>
Medical condition/allergic reaction	66	850.08	0	0	0	0	66	<b>850.08</b>

Challenging behaviour	0	0	37	485.07	0	0	37	<b>485.07</b>
Physical activity/sporting injury	0	0	18.5	242.54	0	0	18.5	<b>242.54</b>
Contact with a sharp object	0	0	7.4	108.41	0	0	7.4	<b>108.41</b>
<b>Total</b>	<b>847.3</b>	<b>£12,859.13</b>	<b>3,414.47</b>	<b>£48,180.26</b>	<b>1,271.8</b>	<b>£16,989.52</b>	<b>5,533.57</b>	<b>£78,028.91</b>

**What the data tells us:** Incidents can result in employees being absent from work. The table shows the number of workdays lost for each category of incident reported and the cost of time lost based on salary of the employees.

For the HSCP, the main reason for hours lost due to incidents in 2023/24 was a road traffic or vehicle incident. This may be because a significant proportion of the HSCP staff work remotely and their jobs require the use of a vehicle, for example, Home Support Workers. For both the ECOD and E&R Directorates, the top reason for hours lost due to incidents was a slip, trip or fall.

**Contextual information:** The impact of incidents is monitored closely, both in terms of workdays lost and the cost to the Council. Remedial action is taken, as appropriate, following each incident to minimise a recurrence and the potential impact on Council employees and non-workers and any costs involved.

**Additional contextual information:** We are committed to a health and safety culture at Inverclyde Council. The Council's Health and Safety Committee provides a means of regular consultation between the Council (or Council Directorates) and its Safety Representatives or Representatives of Employee Safety. Chaired by the Chief Executive, its membership comprises Officers from a number of Council Services, together with representatives of the Trade Unions. The main piece of legislation which underpins the Council's activity around this topic is The Health and Safety at Work Etc Act 1974. Our obligations under the legislation include the provision of information, instruction and training to employees. A programme of updating health and safety policies is underway.



### **3.0 BACKGROUND AND CONTEXT**

- 3.1 The use of surveillance to provide information is a valuable resource for the protection of the public and the maintenance of law and order. To ensure that local authorities and law enforcement agencies are able to discharge their responsibilities, use is made of unaided surveillance and surveillance devices.
- 3.2 Where this surveillance is covert i.e. the subject of the surveillance is unaware that it is taking place, then it must be authorised in accordance with the relevant regulations to ensure that it is lawful. CCTV systems in the main will not be subject to this procedure as they are “overt” forms of surveillance. However, where CCTV is used as part of a pre-planned operation of covert surveillance, then authorisation must be obtained.
- 3.3 The Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) provides a legal framework for the use, deployment, duration and effectiveness of covert surveillance and the use of covert human intelligence sources. The Council must comply with RIPSA and adhere to the authorisation procedures specified in the Council’s RIPSA Policy and related procedures. The Investigatory Powers Commissioner’s Office (IPCO) provides independent oversight of the use of the powers contained within RIPSA. This oversight includes inspection visits by IPCO inspectors on a 3-yearly basis.
- 3.4 Under the Council’s authorisation procedures, applications for directed surveillance are authorised by a restricted number of Authorising Officers at Appendix 4 of the Council’s RIPSA Policy. A central register of authorisations is maintained by the Head of Legal, Democratic, Digital and Customer Services who also carries out a gate-keeping role in connection with draft applications.

### **4.0 PROPOSALS**

#### **Overview of RIPSA**

- 4.1 The Council’s RIPSA Policy and its procedures applies where ‘Directed Surveillance’ is being planned or carried out. Directed Surveillance can only be conducted to achieve one of more of the permitted RIPSA purposes, namely (i) preventing or detecting crime or prevention of disorder, (ii) in the interests of public safety or (iii) protecting public health. Directed surveillance is covert and is undertaken for the purpose of a specific investigation to obtain private information.
- 4.2 All applications for authorisations or renewals of authorisations must be reviewed by one of the Council’s Authorising Officers, with an appropriate form having first been completed by a relevant Council officer. Authorisations should be made in writing but can be made verbally in cases of emergency. Authorising Officers must be satisfied that the authorisation is (i) necessary - where there is no reasonable and alternative way of achieving the objective, and (ii) proportionate - any use of the surveillance shall not be excessive i.e. it shall be in proportion to the significance of the matter being investigated.
- 4.3 Key points in relation to the Authorisation Process are outlined below:-

#### Time Periods

Written authorisations expire after three months in the case of directed surveillance. Oral applications expire after 72 hours.

#### Review

If required, authorisations can be renewed for a further period, three months in the case of directed surveillance and 12 months for use of a covert human intelligence source.

### Renewals

If at any time before an authorisation would expire the Authorising Officer considers it necessary for the authorisation to continue for the purpose for which it was given, it may be renewed for a further period beginning on the day on which the previous authorisation ceases to have effect.

### Cancellation

The Authorising Officer must cancel an authorisation if satisfied that the directed surveillance no longer satisfies the criteria for authorisation, the use or conduct of the source no longer satisfies the criteria for authorisation or procedures for the management of the source are no longer in place.

- 4.4 Appendix 2 of the RIPSAs Policy gives guidance on information that should be included by those that complete RIPSAs authorisations and is for the benefit of Authorising Officers in reviewing the application. Appendix 3 also gives guidance for officers to consider on the potential application of RIPSAs when using the internet or social media sites for Council purposes. Whilst this guidance is of a more operational nature it is felt appropriate to include in the Policy, given the developments in this area, and the need to ensure any such covert surveillance is appropriate. The Council also advised IPCO that this additional guidance would be included.
- 4.5 The Committee was last updated on the Council's RIPSAs activity in November 2023, and it is important that elected members receive regular updates on the Council's use of its surveillance powers, given their potentially intrusive nature. Since the last report to the Committee in November 2023, there has been no further use of surveillance which was authorised under RIPSAs. It should also be noted that the Council has not made any use of covert human intelligence sources in the period since the November 2023 report, and any such use is considered highly unlikely. A link to the report to the Committee in 2023 is included here <https://www.inverclyde.gov.uk/meetings/meeting/2608>. An updated version of the Policy will continue to assist with the Council's compliance.
- 4.6 All operational procedures and forms have been made available separately to staff and on ICON. Training was last provided to Authorised Officers and those officers that are most likely to make use of RIPSAs in August 2023 and refresher training will be provided in early 2025.

### **4.7 IPCO Inspection**

As reported to the Committee in November 2023, the Council was the subject of a regular inspection by IPCO in June 2023. This inspection took the form of the Council providing a written update on its compliance with RIPSAs. As detailed in the November 2023 report, IPCO confirmed it was satisfied that the Council provided assurance that ongoing compliance with RIPSAs will be maintained and a further inspection will not be required until 2026.

### **4.8 Review of the Council's RIPSAs Policy**

The Council's RIPSAs Policy was last updated and approved in November 2023. The Council has conducted an annual review of its RIPSAs Policy, in order to meet IPCO's expectations and to also ensure the Policy and the Council's practices remain up to date with good awareness across the Council.

It is the view of officers that the Policy remains fit for purpose. Whilst no substantive changes are recommended as a result of this review, it is proposed to make a minor amendment to Appendix

4 of the Policy to reflect recent organisational changes within the Council. The Policy has also been updated to reflect the Council's new policy template. A table which summarises the proposed changes to the Policy is set out at Appendix 1, with the revised Policy set out at Appendix 2 for Committee's consideration.

## 5.0 IMPLICATIONS

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

SUBJECT	YES	NO
Financial		X
Legal/Risk	X	
Human Resources		X
Strategic (Partnership Plan/Council Plan)		X
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

### 5.2 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					

### 5.3 Legal/Risk

RIPSA provides a legal framework for authorising covert surveillance by public authorities and an independent inspection regime to monitor these activities within the United Kingdom. If RIPSA has been complied with, then any interference with an individual's privacy will be in accordance with the law. Failure to act in accordance with RIPSA could result in a complaint being raised with the Investigatory Powers Tribunal. There are clear risks to the Council if unlawful surveillance was to be undertaken, and keeping the RIPSA Policy under regular review, with appropriate support and training to staff, will mitigate against this,

### 5.4 Human Resources

There are no direct Human Resources implications arising from this report.

## 5.5 Strategic

There are no strategic implications directly arising from this report.

## 5.6 Equalities, Fairer Scotland Duty & Children/Young People

### (a) Equalities

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

	YES – Assessed as relevant, an EqIA is required and is available on the Council’s website.
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, 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?

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

### (c) Children and Young People

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

	YES – Assessed as relevant and a CRWIA is required.
X	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.

## 6.0 CONSULTATION

6.1 The Information Governance Steering Group and the Corporate Management Team have been consulted on the updated RIPSAs Policy.



## **7.0 BACKGROUND PAPERS**

7.1 None

**SUMMARY OF PROPOSED REVISIONS TO RIPSA POLICY – NOVEMBER 2024**

<b>PAGE</b>	<b>TITLE</b>	<b>SECTION</b>	<b>PROPOSED CHANGE</b>
Throughout	n/a	n/a	Use of new policy template
11	Security and Retention of Documents	3.11	Minor amendment to update legislation
18	Appendix 4 – Authorising Officers	n/a	Changes to reflect change in officer

# ***Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) Policy***

Version No 2.3

Produced by:

Information Governance Steering Group  
Inverclyde Council  
Municipal Buildings  
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## DOCUMENT CONTROL

<b>Document Responsibility</b>		
<b>Policy Title</b>	<b>Corporate Group</b>	<b>Service</b>
RIPSA Policy	Information Governance Steering Group	Legal, Democratic, Digital & Customer Services

<b>Change History</b>		
<b>Version</b>	<b>Date</b>	<b>Comments</b>
1.0	August 2020	RIPSA Policy Review
2.0	August 2023	Revisions made by Information Governance Solicitor
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<b>Distribution</b>
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## **1 INTRODUCTION**

### **1.1 EXECUTIVE SUMMARY**

The Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) places a requirement on public authorities to authorise certain types of covert surveillance (i.e. the subject of the surveillance is unaware that it is taking place) during planned investigations.

### **1.2 BACKGROUND**

The Council's RIPSA Policy and associated procedures allow for the appropriate authorisation of requests for covert surveillance to be considered/approved/refused and monitored through to completion.

### **1.3 STRATEGIC CONTEXT**

There are no strategic implications arising from this Policy.

### **1.4 LINKS TO LEGISLATION**

This Policy considers relevant legislation and regulatory requirements including the Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) and the Investigatory Powers Act 2016.

### **1.5 LINKS TO CORPORATE GROUPS**

This Policy is linked to the work of the Corporate Management Team and the Information Governance Steering Group.

## **2 SCOPE**

This Policy applies to all covert surveillance activities within Inverclyde Council and employees must adhere to the authorisation framework specified in this Policy and associated procedures.

## **3 POLICY CONTENT**

### **3.1 Introduction**

The use of surveillance to provide information is a valuable resource for the protection of the public and the maintenance of law and order. In order that local authorities and law enforcement agencies are able to discharge their responsibilities, use is made of unaided surveillance and surveillance devices. Where this surveillance is covert i.e. the subject of the surveillance is unaware that it is taking place, then it must be authorised to ensure that it is lawful.

CCTV systems in the main will not be subject to this policy as they are "overt" forms of surveillance. However, where CCTV is used as part of a pre-planned operation of covert surveillance, then authorisation should be obtained.

The use of human beings to provide information ("informants") is a valuable resource for the protection of the public and the maintenance of law and order. In order that local authorities and law enforcement agencies are able to discharge their responsibilities, use is sometimes made of "undercover" officers and informants. These will be referred to in this document as "covert human intelligence sources" ("CHIS") and the area of work of undercover officers and informants to whom this procedure applies will be referred to as "CHIS work".

Until October 2000 the use of covert surveillance and covert human intelligence sources was not subject to statutory control in the UK. From that date a legal framework ensures that the use, deployment, duration and effectiveness of covert surveillance and the use of covert human intelligence sources is subject to an authorisation, review and cancellation procedure.

## **3.2 Definitions**

Appendix 1 contains definitions of the terms used within this policy.

## **3.3 Policy Statement**

In some circumstances it may be necessary for Inverclyde Council employees in the course of their duties to make observations of a person in a covert manner and to make use of informants and to conduct undercover operations in a covert manner. By their nature such actions constitute an interference with that person's right to privacy and may give rise to legal challenge as a potential breach of Article 8 of the European Convention on Human Rights and the Human Rights Act 1998 ("the right to respect for private and family life").

The Regulation of Investigatory Powers Act 2000 (RIPA) and the Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA) together provide a legal framework for covert surveillance and the use of covert human intelligence sources by public authorities (including local authorities) and an independent oversight regime to monitor these activities.

Inverclyde Council employees must adhere to the authorisation framework specified in this policy, and the associated procedures, before conducting any covert surveillance or using a source or allowing or conducting an undercover operation.

Employees of Inverclyde Council will not carry out intrusive surveillance within the meaning of RIPSA. This is covert surveillance of anything taking place on residential premises or in a private vehicle that involves the presence of an individual on the premises or in the vehicle or is carried out by means of a surveillance device capable of providing information of the same quality and detail as might be expected to be obtained from a device actually present on the premises or in the vehicle.

## **3.4 Objective of the Policy**

The objective of this policy, and the associated procedures, is to ensure that all work involving directed surveillance by Inverclyde Council employees is carried out effectively while

remaining in accordance with the law. Directed surveillance is defined as covert surveillance undertaken "for the purposes of a specific investigation or operation" and "in such a manner as is likely to result in the obtaining of private information about a person". This policy, and the associated procedures, should be read in conjunction with RIPSA and the Scottish Government's Codes of Practice on covert surveillance and the use of covert human intelligence sources.

### 3.5 Scope of the Policy

This policy, and the associated procedures, apply in all cases where "directed surveillance" is being planned or carried out and in all cases where the use of an undercover officer or source is being planned or carried out. This includes the use of media such as the internet or social media sites (see Appendix 3).

This policy, and the associated procedures, do not apply to:-

- *ad hoc* covert observations that do not involve the systematic surveillance of a specific person.
- observations that are not carried out covertly.
- unplanned observations made as an immediate response to events.
- covert test purchase transactions under existing statutory powers where the officers involved do not establish a personal or other relationship for the purposes stated (see definition of a covert human intelligence source). As an example, the purchase of a music CD for subsequent expert examination would not require authorisation but where the intention is to ascertain from the seller where he buys suspected fakes, when he takes delivery etc, then authorisation should be sought beforehand.
- Tasks given to persons (whether those persons are employees of the Council or not) to ascertain information which is not private e.g. the location of cigarette vending machines in licensed premises.

In all cases of doubt, legal advice should be sought from the Head of Legal, Democratic, Digital and Customer Services.

Officers might also find it helpful to consider the Pre RIPSA Authorisation Review Form that is available from Legal, Democratic, Digital & Customer Services, to assist them in deciding whether or not a RIPSA authorisation is required in terms of this policy, and the associated procedures.

### 3.6 Principles of Directed Surveillance and the Use or Conduct of Covert Human Intelligence Sources

In planning and carrying out directed surveillance or CHIS work, Inverclyde Council employees shall comply with the following principles:-

#### Lawful purposes

Directed surveillance and source work shall only be carried out where necessary to achieve one or more of the permitted purposes (as defined in RIPSA) namely:-

- for the purposes of preventing or detecting crime or the prevention of disorder



- in the interests of public safety
- for the purpose of protecting public health

Employees carrying out surveillance shall not interfere with any property or harass any person.

Employees carrying out CHIS work or using sources must be aware that a source has no licence to commit crime. Any source that acts beyond the acceptable legal limits in regard to this principle risks prosecution.

### Confidential Material

Applications where a significant risk of acquiring confidential material has been identified shall always require the approval of an Authorising Officer.

Confidential material consists of:

- matters subject to legal privilege (for example between professional legal adviser and client)
- confidential personal information (for example relating to a person's physical or mental health)
- confidential journalistic material

### Vulnerable Individuals

Vulnerable individuals (such as the mentally impaired) will only be authorised to act as a source in the most exceptional circumstances and the authorisation of the Authorising Officer shall be required.

### Juvenile Sources

The use or conduct of any source under 16 years of age living with their parents (or any person having parental responsibilities for them) cannot be authorised in relation to giving information about their parents (or any person having parental responsibilities for them).

Sources under the age of 16 can give information about other members of their immediate family in exceptional cases.

A parent, guardian or other appropriate adult must be present at meetings with the juvenile source. There must always be an officer with responsibility for ensuring compliance with this requirement.

An authorisation for any source under the age of 18 shall not be granted or renewed unless or until:

- the safety and welfare of the juvenile have been fully considered;
- a risk assessment, or an updated risk assessment as appropriate, has been undertaken as part of the application to deploy a juvenile source, covering the physical dangers and the moral and psychological aspects of his/her deployment;
- the Authorising Officer has considered the risk assessment, or an updated risk assessment as appropriate, and is satisfied that any identified risks are justified; and

- the Authorising Officer has satisfied himself/herself that any identified risks will be suitably managed

Deployment of juvenile sources will only be authorised by an Authorising Officer.

### 3.7 The Authorisation Process

Applications for directed surveillance or the use or conduct of a source will be authorised at level of "Investigations Manager" or "Assistant Head of Service" as prescribed in the Regulation of Investigatory Powers (Prescription of Offices etc. and Specification of Public Authorities) (Scotland) Order 2010.

For the purposes of Inverclyde Council, the person granting authorisation shall be no lower than Head of Service or its equivalent. For public authorities such as Inverclyde Council, there are no substitutes of lower grade prescribed to authorise "urgent" cases. A list of the current Authorising Officers is attached at Appendix 4.

Authorising Officers within the meaning of this policy, and the associated procedures, shall avoid authorising their own activities wherever possible and only do so in exceptional circumstances. An Authorising Officer should not also act as a controller or handler of a source. These roles should be separate.

Authorisations shall be in writing. However, in urgent cases the authorising officer **may approve** applications orally. A case may be regarded as urgent if the time that would elapse before the Authorising Officer was available to grant the authorisation would, in the judgement of the Authorising Officer, be likely to endanger life or jeopardise the investigation or operation for which authorisation is being given.

All applications for authorisations or renewals of authorisations shall be made on the appropriate form, details of which can be obtained from Legal, Democratic, Digital & Customer Services. The applicant in all cases should complete the form. In urgent cases an oral approval may be given by the Authorising Officer and in such a case a statement that the Authorising Officer has expressly granted the authorisation should be recorded on the application form or, if that is not possible, in the applicant's notebook or diary. This should be done by the person to whom the Authorising Officer spoke (normally the applicant) and must later be endorsed by the Authorising Officer. A written authorisation shall be issued as soon as practicable.

Where an authorisation ceases to be either necessary or appropriate, the Authorising Officer or an appropriate deputy shall cancel the authorisation on the appropriate form.

All forms, codes of practice and supplementary material are available from the Head of Legal, Democratic, Digital and Customer Services.

Any person giving an authorisation must be satisfied that:

- account has been taken of the likely degree of intrusion into the privacy of persons other than those directly implicated in the operation or investigation ("collateral intrusion"). Measures must be taken, wherever practicable, to avoid unnecessary intrusion into the lives of those affected by collateral intrusion;
- the authorisation is necessary;

- the authorised surveillance is proportionate; and
- in the case of source work that satisfactory arrangements exist for the management of the source.

#### Necessity

Surveillance operations and CHIS work shall only be undertaken where there is no reasonable and effective alternative way of achieving the desired objectives.

#### Effectiveness

Surveillance operations and CHIS work shall be undertaken only by suitably trained or experienced employees or under their direct supervision.

The Standard Operating Procedure (SOP) shall be followed when technical equipment is used in any directed surveillance operation. The SOP is available from the Head of Legal, Democratic, Digital and Customer Services.

#### Proportionality

The use of surveillance and sources shall not be excessive i.e. it shall be in proportion to the significance of the matter being investigated. A balance requires to be struck between the degree of intrusion into a person's privacy against the necessity of the surveillance.

### **3.8 Time Periods**

#### Authorisations

Oral applications expire after 72 hours. If required, authorisations can be renewed for a further period (three months in the case of directed surveillance and 12 months in the case of the use of a covert human intelligence source) if renewed in writing.

Written authorisations expire after three months in the case of directed surveillance and 12 months in the case of the use of a covert human intelligence source; these periods begin on the day from which the authorisation took effect. Authorisations expire after a period of one month in relation to a source under the age of 18.

#### Review

The Authorising Officer shall review all authorisations at intervals of not more than one month. The appropriate review form should always be used. Details of the review and the decision reached shall be noted on the original application. The results of the review should be recorded on the central register of authorisations.

#### Renewals

If at any time before an authorisation would expire (including oral authorisations) the Authorising Officer considers it necessary for the authorisation to continue for the purpose for which it was given, it may be renewed in writing for a further period beginning on the day on which the previous authorisation ceases to have effect; the renewal periods are three months in the case of directed surveillance and 12 months in the case of the use of a covert

human intelligence source. Applications should only be made shortly before the authorisation is due to expire.

Any person entitled to authorise may renew authorisations. Authorisations may be renewed more than once, provided that they continue to meet the criteria for authorisation.

Authorisations for the deployment of a juvenile source are renewable for one further period of one month.

### **3.9 Cancellation**

The Authorising Officer or appropriate deputy (or a substitute of the same or more senior rank to that of the authorising officer) must cancel an authorisation if he/she is satisfied that the directed surveillance no longer satisfies the criteria for authorisation or the use or conduct of the source no longer satisfied the criteria for authorisation or that procedures for the management of the source are no longer in place. Where possible a source must be informed that the authorisation has been cancelled.

Records should be kept of the use that was made of an authorisation and in particular what material was acquired. This should contain detail of the covert activity conducted under the authorisation, what had been achieved by that covert activity and what surveillance material, if any, had been acquired. If material has been acquired, then the authorising officer must be satisfied that it is being properly handled, stored or destroyed (for reference see the Scottish Government's Covert Surveillance Code of Practice). The IPCO preferred form of cancellation should always be used.

### **3.10 Monitoring**

Each service or discrete location within services must maintain a record of all applications for authorisation (including its users), renewals, reviews and cancellations. The most senior authoriser in that service or at that location shall maintain the monitoring form. See Appendix 2 for the matters that must be included in the record.

### **3.11 Security and Retention of Documents**

Documents created under these procedures are highly confidential and shall be treated as such. Services shall make proper arrangements for their retention, security and destruction, in accordance with the requirements of the Data Protection Act 2018/the UK General Data Protection Regulation and Inverclyde Council's relevant policies and procedures.

The Head of Legal, Democratic, Digital and Customer Services shall maintain the central register of authorisations. Authorising Officers shall notify him/her of the grant, renewal or cancellation of any authorisations and the name of the Authorising Officer within one working day to ensure the accuracy of the central register.

The Authorising Officer shall retain the original authorisation and all renewal forms until cancelled. On cancellation, the original application, renewal and cancellation forms shall be forwarded to the Head of Legal, Democratic, Digital and Customer Services with the Authorising Officer retaining a copy.

The Authorising Officer shall retain the copy forms for at least one year after cancellation. The Head of Legal, Democratic, Digital and Customer Services shall retain the original forms for at least five years after cancellation. In both cases, these will not be destroyed without the authority of the Authorising Officer if practicable.

All information recovered through the use of a source which is relevant to the investigation shall be retained by the Authorising Officer for at least five years after the cancellation of the authorisation or the completion of any court proceeding in which said information was used or referred to. All other information shall be destroyed as soon as the operation is cancelled.

### **3.12 Oversight and Complaints**

The Investigatory Powers Commissioner's Office (IPCO) provides an independent review of the use of the powers contained within RIPSAs. This review includes inspection visits by inspectors appointed by the IPCO. An independent tribunal, the Investigatory Powers Tribunal has full powers to investigate cases for use of surveillance. The website for the Investigatory Powers Tribunal has more information on its role and its work, including details of how a person can make a complaint to the Tribunal. <https://investigatorypowerstribunal.org.uk/>.

## **4 ROLES AND RESPONSIBILITIES**

See Appendix 4 of this Policy (Authorising Officers).

## **5 IMPLEMENTATION**

### **5.1 TRAINING**

Training on RIPSAs and the content of this Policy is provided to relevant officers on a regular basis.

### **5.2 COMMUNICATION OF THE POLICY**

This Policy, along with the associated operational procedures and forms will be available on ICON and well as publicly available.

## **6 RISK**

### **6.1 LEGISLATIVE RISK**

This Policy takes into account the requirement of RIPSAs 2000 and the Investigatory Powers Act 2016

## 7 EQUALITIES

### 7.1 CONSULTATION AND ENGAGEMENT

This Policy was updated in consultation with the Corporate Management Team and the Information Governance Steering Group.

### 7.2 EQUALITY IMPACT ASSESSMENT

Equality Impact Assessment available at [Equality Impact Assessments 2023 - Inverclyde Council](#)

## APPENDIX 1

### DEFINITIONS

**Covert Human Intelligence Source** (“source” or “CHIS”) means a person who establishes or maintains a personal or other relationship with another person for the covert purpose of facilitating anything that:

- covertly uses such a relationship to obtain information or to provide information or to provide access to information to another person, or
- covertly discloses information obtained by the use of such a relationship or as a consequence of the existence of such a relationship.

A relationship is used covertly if, and only if, it is conducted in a manner calculated to ensure that the person is unaware of its purpose.

**Directed Surveillance** is surveillance that is covert but not intrusive and is undertaken

- for the purpose of a specific investigation or a specific operation, in such a manner as is likely to result in the obtaining of private information about a person (whether or not one specifically identified for the purposes of the investigation or operation, and
- otherwise than by way of an immediate response to events or circumstances the nature of which is such that it would not be reasonably practicable for an authorisation to be sought for the carrying out of the surveillance.

**Intrusive Surveillance** is covert surveillance that:

- is carried out in relation to anything taking place on residential premises or in a private vehicle and involves the presence of an individual on the premises or in the vehicle or
- is carried out by means of a surveillance device capable of providing information of the same quality and detail as might be expected to be obtained from a device actually present on the premises or in the vehicle.

**Authorising Officer** is the person who is entitled to give an authorisation for the use or conduct of a source in accordance with Section 5 of the Regulation of Investigatory Powers (Scotland) Act 2000.

**Private Information** includes information about a person relating to that person’s private or family life.

**Residential Premises** means any premises occupied or used, however temporarily, for residential purposes or otherwise as living accommodation.

**Private Vehicle** means any vehicle that is used primarily for the private purpose of the person who owns it or of a person otherwise having the right to use it. This does not include a person whose right to use a vehicle derives only from having paid, or undertaken to pay, for the use of the vehicle and its driver for a particular journey. A vehicle includes any vessel, aircraft or hovercraft.

**Handler** means the person referred to in Section 4(6)(a) of the Regulation of Investigatory Powers (Scotland) Act 2000 holding an office or position with the Local Authority and who will have day to day responsibility for:-

- dealing with the source on behalf of the Local Authority;
- directing the day to day activities of the source;
- recording the information supplied by the source; and
- monitoring the source's security and welfare.

**Controller** means the person/the designated managerial Officer within the Local Authority referred to in Section 4(6)(b) of the Regulation of Investigatory Powers (Scotland) Act 2000 responsible for the general oversight of the use of the source.

**The conduct** of a source is action of that source falling within the terms of the Regulation of Investigatory Powers (Scotland) Act 2000 or action incidental to it.

**The use** of a source is any action to induce, ask or assist a person to engage in the conduct of a source or to obtain information by means of an action of the source.

References to any legislation, regulation, statutory instrument or the like is to the same as it may be varied, supplemented or replaced from time to time.



## APPENDIX 2

### PARTICULARS TO BE CONTAINED IN RECORDS

- a) the identity of the source;
- b) the identity, where known, used by the source;
- c) any relevant investigating authority other than the authority maintaining the records;
- d) the means by which the source is referred to within each relevant investigating authority;
- e) any other significant information connected with the security and welfare of the source;
- f) any confirmation made by a person granting or renewing an authorisation for the conduct or use of a source that the information in paragraph (e) has been considered and that any identified risks to the security and welfare of the source have where appropriate been properly explained to and understood by the source;
- g) the date when, and the circumstances in which, the source was recruited;
- h) the identities of the persons who, in relation to the source, are discharging or have discharged the functions mentioned in section 7(6)(a) to (c) of the 2000 Act or in any order made by the Scottish Ministers under section 7(2)(c);
- i) the periods during which those persons have discharged those responsibilities;
- j) the tasks given to the source and the demands made of him or her in relation to their activities as a source;
- k) all contacts or communications between the source and a person acting on behalf of any relevant investigating authority;
- l) the information obtained by each relevant investigating authority by the conduct or use of the source;
- m) any dissemination by that authority of information obtained in that way; and
- n) in the case of a source who is not an undercover operative, every payment, benefit or reward and every offer of a payment, benefit or reward that is made or provided by or on behalf of any relevant investigating authority in respect of the source's activities for the benefit of that or any other relevant investigating authority.

## APPENDIX 3

### THE INTERNET AND SOCIAL MEDIA SITES

#### Circumstances that Might Give Rise to an Authorisation of Directed Surveillance

The fact that digital investigation is routine or easy to conduct does not reduce the need for RIPSA authorisation. It is important to note that individual social networking sites vary in their operation and care should be taken to understand how they work.

Council officers may be called upon in the course of their duties to undertake surveillance by accessing website or social media content. Online activity applies equally to activities that are offline/in person operations.

Surveillance activities needing authorisation might include:

- visiting a third-party website or accessing social media posts, profiles or groups
- visiting/viewing websites, posts, profiles and/or groups regularly over a period of time
- entering into a personal relationship with a third party or parties via online or social media platforms.

If there is any covert use (i.e. the other party does not realise the enquirer is a Council employee) made of these media in support of a specific investigation or operation and any privacy settings are passed, then there are good grounds to consider seeking an authorisation for directed surveillance.

Where privacy settings are available but not applied the data may be considered “open source” and an authorisation is not usually required. However, repeat viewing of “open source” sites may constitute directed surveillance and this has to be considered on a case by case basis.

It is not unlawful for a Council Officer to set up a false identity but it is inadvisable to do so for covert purposes without requisite authorisation.

#### CHIS

If a relationship is likely to be established or maintained (i.e. the activity is more than mere reading of the site’s content) then a CHIS authorisation should be considered.

The identity of a person likely to be known to the subject of interest should not be adopted without authorisation and explicit written consent of the person whose identity is used.

#### Online Social Media Research in Child Protection cases

In relation to child protection work, social workers carrying out research online on social networking sites in the interests of the child may still engage an individual’s rights under Article 8 of the European Convention of Human Rights.

A documented decision trail will ensure that parameters are set, both to avoid any interference with Convention rights which is or may be disproportionate to the legitimate aim pursued, and for the protection of individual employees.

Applications to conduct online research in child protection cases will need to be authorised by the Authorising Officer for Inverclyde Health & Social Care Partnership or failing this, the Chief Executive or Head of Legal, Democratic, Digital and Customer Services.

The same approach will also apply to the carrying out of such research in adult protection cases too.

#### Test Purchases

The criteria for directed surveillance should be applied on a case by case basis. Council officers making undisclosed site visits or test purchases do not count as 'covert human intelligence sources' and such activities generally do not require formal authorization. The use of disguised purchaser details in a simple, overt, electronic purchase does not require a CHIS authorisation, because no relationship is usually established at this stage. However, CHIS authorisation may be required for the use of an internet trading organisation such as eBay when a covert relationship is likely to be formed.

## **APPENDIX 4**

### **AUTHORISING OFFICERS**

1. Louise Long, Chief Executive
2. Ruth Binks, Corporate Director, Education, Communities & Organisational Development
3. Alan Puckrin, Chief Financial Officer
4. Stuart Jamieson, Director, Environment and Regeneration
5. Kate Rocks, Chief Officer, Inverclyde Health and Social Care Partnership
6. Lynsey Brown, Head of Legal, Democratic, Digital & Customer Services (but only (i) where the RIPSAs application is urgent and no other Authorising Officer is available and (ii) another Council solicitor with sufficient knowledge of RIPSAs is available to conduct a separate peer review of the application, given the Head of Legal, Democratic, Digital & Customer Services is also the RIPSAs Senior Responsible Officer)

(As at November 2024)

### **SENIOR RESPONSIBLE OFFICER**

Lynsey Brown, Head of Legal, Democratic, Digital and Customer Services

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Chief Financial Officer</b>	<b>Report No:</b>	<b>FIN/68/24/AP/LA</b>
<b>Contact Officer:</b>	<b>Alan Puckrin</b>	<b>Contact No:</b>	<b>01475 712090</b>
<b>Subject:</b>	<b>2025/26 Revenue Budget Update</b>		

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## **1.0 PURPOSE AND SUMMARY**

1.1  For Decision  For Information/Noting

1.2 The purpose of this report is to provide the Committee with an update on the 2025/26 Budget, including latest timelines, progress with savings workstreams delivery and emerging pressures. Thereafter, several decisions are sought.

1.3 Progress continues to be made by the CMT in developing savings/workstreams and discussing these with the Joint Budget Group (JBG), Members Budget Working Group (MBWG), Programme Board whilst analysing the results of any Voluntary Early Release (VER) trawls.

1.4 A number of these savings proposals are aligned to existing savings workstreams and the latest update on the overall Programme is attached at appendix 1. The appendix includes the proposed addition of two new workstreams and seeks approval to use £139,000 of the contingency.

1.5 In addition to quantifying the previously reported new service committee budget pressures, the report also flags up two other matters linked to the Chancellors Statement in late October and the Scottish Budget announcement in early December, which could add further pressure on the 2025/26 Budget.

1.6 Previously officers had indicated an aspiration to hold a special Council meeting in the week before the festive break to allow members to approve savings thus optimising savings delivery in 2025/26. Given the timing of the detailed Council grant settlement and the potentially downside risks facing the 2025/26 budget, it is now intended to hold an All Member Briefing the same week and delay the Council meeting to early 2025.

1.7 Hector McNeil House is due to close early 2025 and this will require the voluntary early release of some cleaning employees within the same timescale. Approval for officers to progress these releases is sought.

1.8 At present there is only limited new public consultation planned in relation to the 2025/26 Budget as outlined in appendix 2.

## **2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee approve the addition of a £700,000 pressures allowance to the 2025/26 Budget based on the latest monitoring reports.
- 2.2 It is recommended that the Committee note the updated projections and phasing relating to the savings workstreams in appendix 1 and agree to the addition of a teachers workstream and schools catering workstream to the overall workstream programme plus the utilisation of £139,000 of the contingency to fund two projected workstream shortfalls.
- 2.3 It is recommended that the Committee notes that the CMT/MBWG have undertaken a review of earmarked reserves and this will be reported to the elected members as part of future Budget update reports.
- 2.4 It is recommended that the Committee note the potential significant new 2025/26 budget pressure arising from the potential reduction in protection from the Floor and that, at this time, it is being assumed that the increase in employers' national insurance announced by the Chancellor on 30 October will be fully funded via Barnett Consequentials and will be passported to Local Government by the Scottish Government.
- 2.5 It is recommended that Committee note that the intended special meeting of the Inverclyde Council planned for 19 December will no longer takes place due to the limited time for officers to analyse the detail of the Council's grant settlement whilst allowing sufficient time for elected members to arrive at the potentially important decisions required.
- 2.6 It is recommended that Committee note that an All-Member briefing will take place week commencing 16 December covering the settlement and officers' initial assessment of implications.
- 2.7 It is recommended that Committee delegate authority to the Chief Executive to release sufficient cleaning employees to deliver the saving required as part of the closure of Hector McNeil House in early 2025 on the basis that the releases meet the Council's value for money criteria.
- 2.8 It is recommended that the Committee note the limited Budget consultation approach planned as set out in appendix 2.

**Alan Puckrin**  
**Chief Financial Officer**

### **3.0 BACKGROUND AND CONTEXT**

3.1 The Committee were previously advised that the Corporate Management Team (CMT) were developing around £0.7-0.8 million of new 2025/26 saving proposals with limited impact on service delivery to address several pressures identified during 2024/25.

3.2 In addition to the development of new savings proposals there have been several other budget related developments/updates which are covered in more detail below.

#### **3.3 Savings Proposals**

The CMT have developed savings proposals which would deliver an overall saving of £1.25m by 2026/27 of which £208,000 relate to existing workstreams, £780,000 relate to new workstreams or increases to existing workstreams and the remaining balance of £269,000 relating to specific savings proposals.

3.4 Savings sheets in the usual format have been developed where appropriate and are being discussed with the Trades Unions at the Joint Budget Group (JBG) and the Members Budget Working Group (MBWG). Those savings sheets which relate to workstreams or service reviews are also being discussed at the Programme Board.

3.5 Voluntary Early Release (VER) trawls have been undertaken and the results are being processed based on figures obtained from the Pension Fund Office. Once analysed, draft offers will be issued to employees, with releases following on from savings decisions by elected members.

#### **3.6 Budget pressures**

The Committee are aware that there are several recurring budget pressures in the 2024/25 Budget and whilst steps are being taken at committee level to address some of these, the CMT assess that around £0.7million require to be addressed at a corporate level.

3.7 This will require the approval of a £0.7million pressures allowance for 2025/26 and, if agreed, a proposed allocation of this allowance will be submitted to a Council meeting as part of a Budget Update report.

#### **3.8 Savings workstreams**

Elected members approved a savings workstream programme which formed a high proportion of the planned savings in 2025/26. At the time the 2024/26 Budget was approved the target to be achieved by 31 March 2026 was £2.89 million. This was increased by a further £45,000 Procurement saving target in June 2024.

3.9 An update on the overall programme was presented to the Programme Board on 22 October and this included two new proposed workstreams; Teachers and School Catering, plus reflected a further increase in the Procurement workstream target. The latest savings workstream position is shown in appendix 1 and the savings required by 31 March 2026 now total £3.43 million.

3.10 Within the asset management workstream is the saving arising from the closure and demolition of Hector McNeil House. Part of this saving arises from a net reduction in office cleaning requirements between Hector McNeil House and the reopened the James Watt Building. A VER trawl has been completed and, to deliver the saving from early 2025, the report seeks delegated authority for the Chief Executive to release the required number of cleaning employees.

#### **3.11 Review of Reserves**

In line with previous years, the CMT have undertaken a review of earmarked reserves and reported this along with identified pressures to the MBWG. Decisions on the use of reserves will be taken as part of the 2025/26 Budget starting with the 5 December Finance Strategy report.

### 3.12 **UK and Scottish Budget update**

There has been a large amount of press coverage for several months on the assessment of the UK finances by the incoming Government and a clear message regarding the need for tough choices in the short/medium term. The Chancellor delivered her first Autumn statement on 30 October and the key messages were a significant increase in taxes raised, borrowing and a commensurate increase in investment in the public sector. The impact on the Council of the announcements has yet to become clear and will clearly be linked to the Scottish Budget announcement in December.

3.13 At this time the view being advised by Cosla and the UK Government is that the increase in public sector employers' national insurance will be funded by the UK Government and therefore no further budget pressure has been factored into 2025/26 for this issue at this time. It is acknowledged that Scotland has a larger and higher paid public sector workforce and as such, depending on the negotiations between the UK and Scottish Government, there may be a funding gap which may not be known until the UK Government "Spring Supplementary estimates" in February 2025.

3.14 The Cabinet Secretary for Finance has confirmed that the draft Scottish budget will be presented on 4 December but that it will not be until the 12 December that councils will receive their individual settlement details. This latter issue will make it difficult to officers to have sufficient time to examine the detailed impact of settlement and for the Council to have sufficient time to consider savings proposals this side of the festive break.

### 3.15 **Review of The Floor**

One specific issue which may further increase the pressure on the 2025/26 Budget relates to "The Floor". The Floor is a mechanism introduced by the Scottish Government with support from Cosla in the early 2000s which redistributes funding from those councils receiving above average growth settlements to those receiving below average growth in settlements. The level of protection is determined by the Cabinet Secretary and is currently within a range of (0.25%-0.75%).

3.16 As part of last year's budget discussions, Cosla Leaders requested that officers carry out a review of the operation of the floor and report back prior to the 2025/26 settlement announcement. This report is currently scheduled to be considered by Leaders in late November. Following several years of the Floor being 0.25%, (the greatest protection), last year it was increased to 0.5% whereas the 2025/26 Budget was based on a 0.3% Floor. If it increases further to 0.75% then this is likely to create a further pressure in the 2025/26 Budget of up to £0.8million. This is not expected to be known until 12 December.

## **4.0 PROPOSALS**

4.1 It is proposed that the intended special meeting of the Inverclyde Council planned for 19 December no longer takes place due to the limited time for officers to analyse the detail of the Council's grant settlement, prepare a report whilst allowing sufficient time for elected members to arrive at the potentially important decisions required. Officers now propose to hold an All-Member briefing week commencing 16 December covering the settlement and officers initial assessment of implications.

4.2 It is proposed that an unavoidable pressures allowance of £700,000 be built into the 2025/26 Budget based on the latest monitoring reports and that a decision on the specific pressures to be funded be taken by the Council, early 2025.



- 4.3 It is proposed that the Committee note the updated projections and phasing relating to the savings workstreams in appendix 1 and agree to the inclusion of Teacher and Schools Catering workstreams within the overall workstream programme. Approval is also sought to use £139,000 from the contingency to meet shortfalls in the Management and Digital workstreams.
- 4.4 It is proposed that the Committee notes that the CMT and MBWG have carried out a review of earmarked reserves and that initial recommendations will form part of the 5 December Financial Strategy update to the Council.
- 4.5 It is proposed that the Committee note the assumptions around funding for the Chancellor's announced increase in employers' national insurance and a potential significant new pressure on the 2025/26 Budget arising from any reduction in protection from the Floor. Once the impact is clarified, elected members will require to consider how any increased funding gap is addressed.
- 4.6 Finally, it is proposed that delegated authority be granted to the Chief Executive to release cleaning employees to deliver the saving required as part of the closure of Hector McNeil House in early 2025.

## 5.0 IMPLICATIONS

- 5.1 The table below shows whether risks and implications apply if the recommendations are agreed:

SUBJECT	YES	NO
Financial	x	
Legal/Risk	x	
Human Resources	x	
Strategic (Partnership Plan/Council Plan)		x
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		x
Environmental & Sustainability		x
Data Protection		x

## 5.2 Finance

Pressure on the 2025/26 Budget is increasing with new pressures in service budgets and a potentially less generous Floor being considered by the Scottish Government.

Once clarification on the Floor and employers' national insurance increase funding is received then elected members will require to consider the options available to bring the 2025/26 Budget back into balance.

### One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Earmarked Reserves	Early Releases	2024/25	TBC		Cost will depend on the individual calculations for those being released. All subject to the Council's value for money criteria.

## Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
General Fund	Various	2025/26	£700,000		Pressures allowance for 2025/26.
Workstreams	Management & Digital		£139,000		Met from £300,000 unallocated contingency

### 5.3 Legal/Risk

Until all the detail of the 2025/26 Budget and settlement is known the risk of unforeseen budget pressures/gaps arising remains. Regular and transparent updates to elected members, JBG and CMT increase the ability for the Council to address these matters.

### 5.4 Human Resources

Any releases associated with the closure of Hector McNeil House will be managed in line with approved Council policies.

### 5.5 Strategic

There are no specific strategic matters arising from this report.

## 6.0 CONSULTATION

6.1 The report has been considered by the CMT and JBG and reviewed by the MBWG.

Given the low number of new savings proposals there is a very limited need for further public consultation. The approach is outlined in the attached note (appendix 2) from the Head of OD, Policy & Communications.

## 7.0 BACKGROUND PAPERS

7.1 None.

Policy & Resources Committee

Appendix 1

Workstreams Saving Monitoring at 31 October 2024

Saving Title	Chief Officer Update	Approved Saving	Achieved to Date	Projected Saving	Over achievement/ (Shortfall)	Approved Saving	Achieved to Date	Projected Saving	Total Projected Saving	Over achievement/ (Shortfall)	2026/27	Est FTE Impact
		2024/25 £000's	2024/25 £000's	2024/25 £000's	2024/25 £000's	2025/26 £000's	2025/26 £000's	2025/26 £000's	2024/26 £000's	2024/26 £000's	£000's	
Income Generation <b>Original Target £700k</b>	5% increases in fees/charges for both 2024/25 and 2025/26 agreed as part of the 2024/26 Budget. Balance anticipated to come from Inchgreen JV no later than 2025/26	250	245	245	(5)	450	256	455	700	0	0	0.0
Procurement <b>Original target £600k, then £750k , then £805k (to fund Procurement post) now £945k over 24/27 after £140k new target added.</b>	£671k achieved in 2024/25 from the new Residual Waste contract with £80k achieved from the new SWAN contract. This has been phased 50% 24/25 and 50% 25/26 and requires £350k investment from the Budget Delivery emr. CMT have increased the target by £55k in order to help increase capacity within the Procurement Team. Proposal to increase target further developed as part of August 2024 savings exercise by £140k including purchase cards.	710	711	711	1	165	40	164	875	0	70	(1.0)
Energy <b>Original Target £500k , now £850k</b>	£800k reduction in gas/electricity budgets over 2023/26 approved as part of the 2024/26 Budgets. The 2025/26 position will continue to be monitored given the global issues that could impact. A £50k reduction in fuel costs was applied from 2024/25 based on 2023/24 out-turn. Latest projections for 2025/26 confirm target is achievable.	250	250	250	0	600	600	600	850	0	0	0.0
Asset Management <b>Original Target £400k</b>	Initial saving will arise from the demolition of Hector McNeil House as part of the Levelling Up Fund project later in 2024/25. Officers developing a process for the consideration by members of other proposals which will be presented in November.	50	0	0	(50)	350	0	400	400	0	0	tbc
Management Restructure Ph3 <b>Original Target £200k</b>	Development of proposals incorporated within August 2024 savings target. Shortfall projected	0	0	0	0	200	0	96	96	(104)	8	2.0
Digital & Customer Services <b>Original Target £100k</b>	A number of projects delivering service improvements progressing . Updated via regular reports to Policy & Resources Committee. Specific proposals within August 2024 savings . Shortfall projected	20	0	0	(20)	80	0	65	65	(35)	23	2.0
Community Learning & Development- Delivering Differently Review <b>Original Target £180k</b>	Working Group set up now CLD inspection is concluded. Report due late 2024. Initial £40K anticipated to be delivered this year through vacancy management. Trawl undertaken to inform redesign.	40	40	40	0	140	0	140	180	0	0	tbc
Schools Catering Review <b>Original Target £120k</b>	Initial meeting with APSE to discuss review. Scope and cost being developed. To be funded from Budget Delivery Reserve. Looking to commence review early 2025. 2025/26 target can largely be achieved by deleting vacant posts/hours	0	0	0	0	100	0	100	100	0	20	tbc

Teachers <b>Target £520k</b>	<b>Original</b>	Saving sheet prepared on basis of 8 FTE reduction and on the assumption that mitigations will be accepted by the Scottish Government.	0	0	0	0
Over achievement Contingecy <b>Currently £300k</b>		This reflects the fact that targets exceed the overall allowance in the 2024/26 Budget. Any use of this will need approval by the Policy & Resources Committee.	0	0	0	0
<b>Totals</b>			<b>1,320</b>	<b>1,246</b>	<b>1,246</b>	<b>(74)</b>

<b>325</b>	<b>0</b>	<b>325</b>	<b>325</b>	<b>0</b>	<b>195</b>	<b>8.0</b>
<b>(300)</b>	<b>0</b>	<b>(161)</b>	<b>(161)</b>	<b>139</b>	<b>0</b>	<b>0.0</b>
<b>2,110</b>	<b>896</b>	<b>2184</b>	<b>3430</b>	<b>0</b>	<b>316</b>	<b>11.0</b>

**Notes**

- 1 - Asset Management Target is net of any reinvestment in either capital or recurring spend in remaining buildings.
- 2 - Procurement target increased by £55k to employ an extra procurement officer and £140k increase proposed by CMT as part of 25/26 savings exercise.
- 3- Currently projecting a £74k shortfall in 24/25 and £139k cummulative shortfall by 2025/26. This has reduced the contingency by the same amount.

## Proposed Approach to Budget Savings Consultation

Morna Rae

Head of Organisational Development, Policy and Communications

Effective consultation in relation to Budget savings proposals helps:

- to fulfil requirements in relation to Equality Impact Assessments,
- Elected Member decision making, and
- maintain positive relationships with our employees, trade unions and the local community.

It is also an area of interest for external audit and helps evidence Best Value.

In terms of trade union consultation effective arrangements are in place through the Joint Budget Group and supplementary discussions with representatives on specific proposals.

Individual employee engagement has taken place through the trawl process. Input from employees on any planned service redesigns. Updates on the Budget savings process have been provided to all employees by Corporate Communications.

This Budget savings exercise differs from recent years in that the number of proposals are small and service impacts are not anticipated to be significant. Therefore, it would be disproportionate to carry out the same scale of public consultation. For several of the proposals, there is existing consultation information that can be used to inform the decision making process and this is already referenced in the specific equality impact assessments.

The following targeted consultation is proposed:

1. Consultation with service users in relation to the proposed increased charge for Breakfast Clubs, and
2. Consultation with Parent Council Chairs, Headteachers and Pupil Councils on the proposed reduction of 8 teachers.

The feedback will be included in updated detailed budget savings sheets and Equality Impact Assessments.

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Chief Financial Officer</b>	<b>Report No:</b>	<b>FIN/76/24/AP/TB</b>
<b>Contact Officer:</b>	<b>Alan Puckrin</b>	<b>Contact No:</b>	<b>01475 712090</b>
<b>Subject:</b>	<b>Anti-Poverty Fund – Fuel Poverty Payments Proposal</b>		

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## **1.0 PURPOSE AND SUMMARY**

- 1.1  For Decision  For Information/Noting
- 1.2 The purpose of this report is to obtain approval from Committee for a proposal to create a Fuel Poverty Fund with a specific proposal for the use of this fund for Winter 2024.
- 1.3 Fuel Poverty remains a key concern with elected members with £360,000 agreed by the September meeting to fund the Warm Hand of Friendship for a further 3 years. After this there remains a relatively large unallocated balance in the Council's Anti-Poverty Fund.
- 1.4 Officers have developed a proposal to create a Fuel Poverty Fund set out in section 4 which is proposed to span this winter and next.
- 1.5 If approved by Committee, it is intended to process the credits to Council Tax accounts before Christmas and payments to those exempt from Council Tax early in 2025.

## **2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee approve the proposals developed by officers regarding Fuel Poverty payments to cover this winter and next funded from the unallocated balance in the Anti-Poverty Fund.
- 2.2 It is recommended that the Committee approve the specific proposal relating to the winter of 2024 and note that officers will bring back a proposal for the 2025/26 winter later in 2025.

**Alan Puckrin**  
**Chief Financial Officer**

### **3.0 BACKGROUND AND CONTEXT**

- 3.1 The on-going impact of fuel poverty has been a regular issue raised by elected members as part of the regular anti-poverty reports to the Policy & Resources Committee with the last meeting agreeing to extend the Warm Hand of Friendship funding for a further 3 years at a total cost of £360,000.
- 3.2 Announcements by the UK Government and thereafter the Scottish Government regarding changes in the scope of the Winter Fuel Payment (WFP) and Pension Age Winter Fuel Payment (PAWFP), have increased focus on this matter.
- 3.3 Considering the above and with approximately £800,000 remaining to be allocated from the Anti-Poverty Fund, officers have developed a proposal for Committee to consider.
- 3.4 If the proposal is agreed, then this would utilise the majority of the unallocated funds in the Anti-Poverty Fund over a two year period. Elected members need to be aware that this initiative is time limited as it uses Council Reserves and is not a universal provision but rather, remains targeted to those households of pensionable age assessed to be in highest need of support.
- 3.5 Approval has been obtained from the DWP to use their information for the purpose outlined below and a Data Protection Impact Assessment (DPIA) and Equalities Impact Assessment (EqIA) have been finalised.
- 3.6 It is envisaged that the proposals will assist approximately 1100 households which pay Council Tax and up to 200 who are exempt due to all members of the household being categorised as "Severe Mentally Impaired". Whilst there will be extra administration for the Revenues & Benefits team linked to the proposal, if the proposal to credit Council Tax accounts is supported, this should be manageable without any material impact on core tasks.

### **4.0 PROPOSALS**

- 4.1 It is proposed to utilise the Council's Council Tax Reduction and Housing Benefit records to identify pension age households not in receipt of one of the 7 qualifying benefits; Child Tax Credit, ESA (Income Related), Income Support, JSA (Income Based), Pension Credit Guarantee Credit, Pension Credit Savings Credit, Universal Credit, Working Tax Credit.
- 4.2 Thereafter, it is proposed to provide a credit to the 2024/25 Council Tax account before Christmas which will result in reductions in Council Tax instalments for the remainder of 2024/25 thus freeing up household income to meet fuel bills. Officers propose that the credit is £200 .
- 4.3 For the estimated 200 pension age households which are exempt from paying Council tax due to all chargeable adults being classed as "Severe Mentally Impaired", it is proposed that they be written to and, where required, provide the necessary evidence of qualification by age. It is envisaged that this will be required from 120-130 of the households. A separate form will need to be returned by all 200 with bank details to allow a payment to be made.
- 4.4 The above proposal is recommended to be applied for the winter of 2024 only at this stage to monitor national developments and to allow officers to consider ways by which support could be accessed by those non-pensionable age households in fuel poverty in the winter of 2025.

## 5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendations are agreed:

SUBJECT	YES	NO
Financial	x	
Legal/Risk		x
Human Resources		x
Strategic (Partnership Plan/Council Plan)	x	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing	x	
Environmental & Sustainability		x
Data Protection	x	

## 5.2 Finance

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Anti-Poverty Fund	Fuel Payments	2024/26	£600k		Estimated that up to £260k will be needed for the 2024/25 winter

Annually Recurring Costs/ (Savings)

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

## 5.3 Legal/Risk

There are no legal/risk matters to highlight.

## 5.4 Human Resources

There are no HR matters to highlight.

## 5.5 Strategic

This proposal supports a number of strategic outcomes in the Council Plan.

## 5.6 Equalities, Fairer Scotland Duty & Children/Young People

### (a) Equalities

This report is being considered under the Corporate Equalities Impact Assessment (EqIA) and an EqIA has been completed and can be accessed via the following link: <https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments>



## **5.7 Data Protection**

Has a Data Protection Impact Assessment been carried out?

Whilst the assessed risk is low, the proposal does involve processing data held by the Council and as such a DPIA has been reviewed by the Council's Information Governance Officer.

## **6.0 CONSULTATION**

6.1 The Corporate Management Team and Strategic Leadership Forum support the proposals in this report.

## **7.0 BACKGROUND PAPERS**

7.1 None.

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<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Head of OD, Policy and Communications</b>	<b>Report No:</b>	<b>PR/36/24/RB/KM</b>
<b>Contact Officer:</b>	<b>Rhoda Braddick</b>	<b>Contact No:</b>	<b>01475 712146</b>
<b>Subject:</b>	<b>SOLACE Improving Local Government Benchmarking Framework 2023/24 (September Refresh)</b>		

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## **1.0 PURPOSE AND SUMMARY**

- 1.1  For Decision  For Information/Noting
- 1.2 This report provides the Committee with details of Inverclyde Council's LGBF performance 2023/24 for those measures published as at 30<sup>th</sup> September 2024.
- 1.3 2023/24 data is now available for 37 LGBF measures. Inverclyde Council continues to perform strongly at a national level with 25 of the 37 measures (68%) having a ranking that places Inverclyde in the top two performance quartiles of all Scottish authorities. Details of performance for all 37 measures, along with comparator benchmarking data is provided in Appendix 1.

## **2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee:
- Note the publication of LGBF 2023/24 data for 37 measures and Inverclyde Council's overall strong performance.

**Morna Rae**  
**Head of OD, Policy and Communications**

### **3.0 BACKGROUND AND CONTEXT**

3.1 The Society of Local Authority Chief Executives (SOLACE) *Improving Local Government* initiative was developed to:

- support SOLACE to drive improvement in local government benchmarking.
- develop a comparative performance support framework for Scottish local authorities.
- support Councils to target transformational change in areas of greatest impact: efficiency, costs, productivity and outcomes.
- focus on the big ticket areas of spend, plus corporate services.

3.2 This led to the creation of the Local Government Benchmarking Framework (LGBF), which brings together a wide range of information about how all Scottish Councils perform in delivering services to local communities.

3.3 A new approach to reporting LGBF performance was introduced in spring 2023, with a move to an interactive dashboard which provides access to data for each measure at an authority, family group and national level. One significant advantage of the dashboard is that new data can be added throughout the year as it becomes available, providing Councils with benchmarking information in a more timely manner.

3.4 The latest dashboard update was published by the Improvement Service at the end of September 2024, with Inverclyde Council 2023/24 performance data now available for 37 measures.

### **3.5 LGBF 2023/24 PERFORMANCE OVERVIEW**

3.6 A review of Inverclyde Council's performance shows that:

- 25 (68%) measures have a ranking that places performance in the top two quartiles (1-16).
- 5 (13%) measures have a ranking that places performance in the third quartile (17-24).
- 7 (19%) measures have a ranking that places performance in the fourth quartile (25-32).

Paragraphs 3.7 to 3.11 highlight performance areas of note. More information, including comparator data for Inverclyde's family group and the performance average for Scotland, is provided in appendix 1.

### **3.7 Children's Services**

Biennial data for the attendance and exclusion for looked after pupils has been published, relating to reporting year 2022/23. It should be highlighted that the last reporting period for both measures was 2020/21, which was at the height of the pandemic. As such, it is not appropriate to make a direct performance comparison between the two reporting periods in the usual manner.

The attendance rate (per 100 looked after pupils) in Inverclyde is 82.2%, which is higher than the family group average, but lower than the Scotland average, 84.4%. The exclusion rate (per 1,000 looked after pupils) in Inverclyde was 77.9, which is lower than both the family group and national average.

The participation rate of 16–19-year-olds in Inverclyde increased by 0.9% from 92.6% in 2022/23 to 93.5% in 2023/24. Inverclyde's performance was higher than both the family group and Scottish average. This resulted in Inverclyde moving from the third quartile (20<sup>th</sup> position) to the second quartile (16<sup>th</sup> position).

The percentage of children living in poverty (after housing costs) increased from 24.4% to 26.1%. Child poverty also increased at a Scotland and Family Group level, however the increase was

less pronounced, with the family group recording a 0.5% increase and Scotland average increasing by 0.3%.

### **3.8 Corporate Services and Corporate Assets**

The Corporate Services and Corporate Assets element of the framework contains new data for 13 performance measures. Some of the data published was provided directly to the Improvement Service by Inverclyde Council as part of our annual LGBF return.

Further progress has been made in reducing Inverclyde's gender pay gap, which was 4.16% in 2023/24. This measure has improved year on year and has almost halved since 2018/19, when it was 8.2%. Despite the improvement, Inverclyde's national ranking fell into the fourth quartile, with performance ranking at 29.

There was a slight increase in the cost per dwelling of council tax collection in 2023/24, however the national ranking improved from 29 to 27. Inverclyde's costs were higher than both the national and family group average.

Inverclyde was the best performing Council in Scotland for the proportion of Scottish Welfare Fund (SWF) Community Care decisions within fifteen days, with 100% performance achieved, whilst the proportion of SWF Crisis Grant decisions within 1 day was the fourth highest in Scotland, with performance sitting at 99.8%.

Inverclyde's performance ranks in the top performing quartile for a further two measures, namely, days lost due to sickness absence (teachers) and the percentage of operational buildings that are suitable for their current use.

In terms of where performance has decreased, the number of sickness absence days for non-teachers in Inverclyde increased from 11.3 days in 2022/23 to 13.2 days in 2023/24 but remained lower (i.e. better than) than the Scottish and family group average. There was also a small decrease in the percentage of council tax income received by the end of the year, falling by 1.2% from 95.9% to 94.7%.

### **3.9 Adult Social Work**

All seven adult social care measure rank in the top two performance quartiles.

The rate of readmission to hospital within 20 days (per 1,000 discharges) increased slightly from 76 to 79.2, however performance remained significantly better than the national and family group average, 103.9 and 103.5, respectively.

New biennial data from the Health and Care Experience Survey has also been published. There was a small improvement in the percentage of adults supported at home who agree that they had a say in how their help, care or support was provided, rising from 66.7% in 2021/22 to 67.8% in 2023/24.

Conversely, the percentage of Inverclyde adults supported at home who agree that they are supported to live as independently as possible decreased from 82.9% in 2021/22 to 75.9% in 2023/24. There was also a decrease in the percentage of Inverclyde adults supported at home who agree that their services and support had an impact in maintaining or improving their quality of life, falling from 79.6% to 73.6%. The decrease in the level of positive responses for these measures is also replicated at a Scotland and family group level.

Following a drop in recent years, the percentage of carers who feel supported to continue in their caring role increased from 28.7% in 2021/22 to 31.9% in 2023/24, which is just above the Scottish average, 31.2% and on a par with the Family Group, 32%.

Inverclyde's national ranking for the number of days spent in hospital when ready to be discharged moved from 7 to 10 following an increase in bed days from 460 to 554. Despite this, Inverclyde outperformed the average national and family group performance for the eighth year in a row.

### **3.10 Environmental Services and Climate Change**

Eight of the ten Environmental Services and Climate Change measures rank in the top two performance quartiles.

The street cleanliness score improved from 83.9% to 94.1%, resulting in a significant improvement in Inverclyde's national ranking from 31 to 12.

Performance data was published for the new Climate Change measures relating to transport, electricity and natural gas, along with the most recent data for the two established carbon measures. All five measures show improved performance in 2022/23 (most recent data available), recording a drop in CO<sub>2</sub> emissions. With the exception of CO<sub>2</sub> emissions from natural gas per capita, performance for all other carbon indicators is better than both the Scottish and family group average, with Inverclyde's performance ranking in the top quartile for each measure.

Despite an increase in the percentage of A, B, C and U Class roads that should be considered for maintenance treatment between 2021/23 and 2022/24, three of the four measures continue to rank in the top two quartiles. One measure lies outwith the top two quartiles, namely performance in relation to the maintenance of C class roads, which has moved from the third quartile (ranking 24) in 2021/23 to the fourth quartile (ranking 27) in 2022/24. Performance for this measure is below the Scottish and family group average.

### **3.11 Economic Development**

There was an improvement in both LGBF claimant count measures. The claimant count as a percentage of the working age population fell to its lowest level since 2016/17, 3.6%, which was slightly lower (i.e. better than) than the family group average, 3.8%.

The claimant count as a percentage of the 16–24-year population, whilst remaining higher than the national and family group average, also fell to its lowest level since 2016/17. Performance for both indicators remained in the fourth quartile.

There was a decrease in the number of business gateway start-ups per 10,000 population at a local, family group and national level in Inverclyde. Performance fell from 25.4 in 2022/23 to 20.2 in 2023/24, however performance remained higher than both the national and family group average, 13.6 and 15.8, respectively.

## **4.0 PROPOSALS**

4.1 The Committee is asked to note the recent publication of LGBF data 2023/24 for 37 measures and that Inverclyde Council continues to perform well when benchmarked against other Scottish local authorities.

4.2 Details of Inverclyde Council's LGBF 2023/24 for the remaining framework measures will be brought to this Committee following publication, expected in Spring 2025.

## 5.0 IMPLICATIONS

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

SUBJECT	YES	NO
Financial		X
Legal/Risk		X
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

## 5.2 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					

## 5.3 Legal/Risk

There are no legal implications associated with this report.

## 5.4 Human Resources

There are no human resources implications associated with this report.

## 5.5 Strategic

This latest benchmarking data demonstrates that Inverclyde Council continues to be a high performing Council. This supports the delivery of the following Council Plan Theme of Performance: 'High quality, innovative services are provided, giving value for money'.

## 6.0 CONSULTATION

6.1 None.

## 7.0 BACKGROUND PAPERS

7.1 None.

## APPENDIX 1

## CHILDREN'S SERVICES

Ref	Title	2021/22	2022/23	2023/24	Scotland average	Family Group average	2021/22 Ranking	2022/23 Ranking	2023/24 Ranking
CHN19b	School Attendance Rate (per 100 Looked After Pupils) <b>Biennial data</b>	2020/21 84.9%	82.2%	-	84.4%	81.5%	2020/21 29	27	-
CHN20b	School Exclusion Rate (per 1,000 Looked After Pupils) <b>Biennial data</b>	2020/21 45.7	77.9	-	96.9	100.2	2020/21 4	19	-
CHN21	% of Participation Rate 16–19-year-olds	93.8%	92.6%	93.5%	92.7%	92.3%	8	20	16
CHN24	% of Children Living in Poverty	24.4%	26.1%	July 2025	21.8%	27.2%	21	22	-

## CORPORATE SERVICES

Ref	Title	2021/22	2022/23	2023/24	Scotland average	Family Group average	2021/22 Ranking	2022/23 Ranking	2023/24 Ranking
CORP03b	% of highest paid 5% of employees who are women	60.1%	59.5%	59.7%	60.8%	71.7%	11	14	15
CORP03c	Gender pay gap	6.6%	4.4%	4.2%	1.7%	1.8%	29	23	29
CORP04	Cost per dwelling of collecting Council Tax	£9.54	£11.62	£11.66	£5.89	£7.06	27	29	27
CORP06a	Sickness absence days (teacher)	4.4d	6.8d	6.7d	7.6 days	7.7days	2	15	7
CORP06b	Sickness absence days (non-teacher)	8.8d	11.3d	13.2d	13.9 days	15.1 days	2	6	12
CORP07	% of Income due from Council Tax Received by end of the year	95.7%	95.9%	94.7%	95.5%	94.2%	20	21	23
CORP08	% Invoices Sampled that were paid within 30 days	94.2%	95.1%	95%	93.1%	92.4%	10	4	13
CORP 09	Proportion of SWF crisis grant decisions within 1 day	99.8%	100%	99.8%	94%	91.9%	2	1	4
CORP 10	Proportion of SWF Community Care Grant decisions within 15 days	99.5%	99.5%	100%	83.3%	90%	4	3	1
CORP 11	Proportion of SWF budget spent	112.9%	108.6%	99.2%	128.9%	112.2%	13	21	27
CORP 12	Proportion of DHP funding spent	89.2%	97.6%	98%	101%	101.4%	16	10	17


Green = Rank 1-16 (Q1 & Q2)
  Yellow = Rank 17-24 (Q3)
  Red = Rank 25 – 32 (Q4)


**APPENDIX 1****CORPORATE ASSET**

Ref	Title	2021/22	2022/23	2023/24	Scotland average	Family Group average	2021/22 Ranking	2022/23 Ranking	2023/24 Ranking
<b>CORP ASSET1</b>	% of operational buildings suitable for current use	92.4%	94.1%	94%	85.5%	89.8%	7	7	<b>8</b>
<b>CORP ASSET2</b>	% of operational buildings in satisfactory condition	92.6%	93.3%	93.4%	89.8%	91.5%	14	10	<b>10</b>

**ADULT SOCIAL WORK**

Ref	Title	2021/22	2022/23	2023/24	Scotland average	Family Group average	2021/22 Ranking	2022/23 Ranking	2023/24 Ranking
<b>SW04b</b>	% of adults supported at home who agree that their services and support had an impact in maintaining or improving their quality of life	79.6%	-	73.6%	69.8%	69.4%	12	-	<b>10</b>
<b>SW04c</b>	% of adults supported at home who agree that they are supported to live as independently as possible	82.9%	-	75.9%	72.4%	72.9%	7	-	<b>13</b>
<b>SW04d</b>	% of adults supported at home who agree that they had a say in how their help, care or support was provided	66.7%	-	67.8%	59.6%	62.5%	25	-	<b>6</b>
<b>SW04e</b>	% of carers who feel supported to continue in their caring role	28.7%	-	31.9%	31.2%	32%	21	-	<b>15</b>
<b>SW06</b>	Rate of Readmission to hospital within 28 days per 1,000 discharges	90.6	76	79.2	103.9	103.5	8	4	<b>5</b>
<b>SW07</b>	% of adult care services graded good or better	85.1%	80%	80.6%	77%	81.1%	6	11	<b>16</b>
<b>SW08</b>	Number of days people spend in hospital when the are ready to be discharged per 1,000 population	291	460	554	901	934	7	7	<b>10</b>

 Green = Rank 1-16 (Q1 & Q2)

 Yellow = Rank 17-24 (Q3)

 Red = Rank 25 – 32 (Q4)



## APPENDIX 1

## TACKLING CLIMATE CHANGE

Ref	Title	2021/22	2022/23	2023/24	Scotland average	Family Group average	2021/22 Ranking	2022/23 Ranking	2023/24 Ranking
CLIM01	CO <sub>2</sub> emissions area wide per capita	4.06t	3.6t	dna	(2021/22) 4.81t	(2022/23) 5.24t	9	4	dna
CLIM02	CO <sub>2</sub> emissions per capita (within scope of LA)	4.15t	3.7t	dna	(2022/23) 4.27t	(2022/23) 4.12t	11	7	dna
CLIM03	CO <sub>2</sub> emissions from transport per capita	38.56t	15.11t	dna	(2022/23) 27.67t	(2022/23) 19.39t	30	4	dna
CLIM04	CO <sub>2</sub> emissions from electricity per capita	38.09t	31.64t	dna	(2022/23) 43.46t	(2022/23) 37.66t	6	3	dna
CLIM05	CO <sub>2</sub> emissions from natural gas per capita	69.39t	62.84t	dna	(2022/23) 57.32t	(2022/23) 63.22t	22	21	dna

## ECONOMIC DEVELOPMENT

Ref	Title	2021/22	2022/23	2023/24	Scotland average	Family Group average	2021/22 Ranking	2022/23 Ranking	2023/24 Ranking
ECON5	Number of business gateway start-ups, per 10,000 population	29.5	25.4	20.2	13.6	15.8	3	4	11
ECON12a	Claimant count as % of working age population	5.3%	3.9%	3.6%	3.1%	3.8%	27	25	26
ECON12b	Claimant count as % of 16-24 year old population	6.4%	4.8%	4.7%	3.5%	4.5%	29	27	25


## ENVIRONMENTAL SERVICES


Ref	Title	2021/22	2022/23	2023/24	Scotland average	Family Group average	2021/22 Ranking	2022/23 Ranking	2023/24 Ranking
ENV3C	Street Cleanliness Score	85.1%	83.9%	94.1%	92.1%	90%	29	31	12
ENV04b	% A Class Roads which should be considered for treatment	(2020/22) 16.7%	(2021/23) 16.0%	(2022/24) 17.4%	(2022/24) 28.9%	(2022/24) 24%	(2020/22) 2	(2021/23) 4	(2022/24) 3

Green = Rank 1-16 (Q1 & Q2)
  Yellow = Rank 17-24 (Q3)
  Red = Rank 25 – 32 (Q4)

**APPENDIX 1**

<b>ENV04c</b>	% B Class Roads which should be considered for treatment	(2020/22) 30.4%	(2021/23) 26.9%	<b>(2022/24)</b> 28.1%	<b>(2022/24)</b> 32.5%	<b>(2022/24)</b> 28.1%	(2020/22) 20	(2021/23) 14	<b>(2022/24)</b> 16
<b>ENV04d</b>	% C Class Roads which should be considered for treatment	(2020/22) 36.4%	(2021/23) 36.7%	<b>(2022/24)</b> 41.5%	<b>(2022/24)</b> 33.4%	<b>(2022/24)</b> 32.7%	(2020/22) 24	(2021/23) 24	<b>(2022/24)</b> 27
<b>ENV04e</b>	% U Class Roads which should be considered for treatment	(2018/22) 33.5%	(2019/23) 31.7%	<b>(2020/24)</b> 33.3%	<b>(2020/24)</b> 36.2%	<b>(2020/24)</b> 35.3%	(2018/22) 14	(2019/23) 12	<b>(2020/24)</b> 15

 Green = Rank 1-16 (Q1 & Q2)

 Yellow = Rank 17-24 (Q3)

 Red = Rank 25 – 32 (Q4)

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<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Head of Organisational Development, Policy, and Communications</b>	<b>Report No:</b>	<b>PR/35/24/RB/KM</b>
<b>Contact Officer:</b>	<b>Rhoda Braddick</b>	<b>Contact No:</b>	<b>01475 712146</b>
<b>Subject:</b>	<b>NRS Mid-2023 Population Estimates, Scotland</b>		

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## **1.0 PURPOSE AND SUMMARY**

1.1  For Decision  For Information/Noting

1.2 The purpose of this report is to provide the Committee with an overview of the latest mid-2023 population estimates, published by the National Records of Scotland (NRS) on 8<sup>th</sup> October 2024.

1.3 Inverclyde's estimated population as at 30<sup>th</sup> June 2023 was 78,330. This is a decrease of 20 from the previous year.

## **2.0 RECOMMENDATIONS**

2.1 It is recommended that the Committee:

- Note the national publication of the NRS Mid-2023 population estimates, and the latest population data for Inverclyde.

**Morna Rae,**  
**Head of OD, Policy and Communications**

### 3.0 BACKGROUND AND CONTEXT

3.1 The National Records of Scotland (NRS) is the responsible agency of the Scottish Government that handles all matters relating to population and household statistics. On 8<sup>th</sup> October 2024, NRS published 'Mid-2023 Population Estimates, Scotland', providing population estimates for Scotland, its Council areas and NHS boards by sex and age. This is the second set of mid-year population estimates (MYPE) to be produced using the Census Day population as the baseline.

#### 3.2 MID-2023 POPULATION ESTIMATES, 2023 (MYPE)

3.3 As at 30 June 2023, the population of Inverclyde was estimated to be 78,330, a decrease of 20 from the mid-2022 population estimate, and down 70 from the Census Day population, 78,400. Scotland meanwhile had its highest annual growth in at least 76 years, 0.79%, and it is estimated that the population of the country is now 5,490,100.

3.4 Inverclyde is one of seven Council areas reported as having population decline between mid-2022 to mid-2023. The fall in Inverclyde's population, along with Shetland Islands (-20), was however the smallest decline of all seven local authorities.

3.5 The remaining five Council areas with an estimated population decrease are Scottish Borders (-190), Argyll and Bute (-120) and Dumfries and Galloway (-100), Na h-Eileanan Siar (-90) and Orkney Islands (-30). Na h-Eileanan Siar had the largest percentage drop in population in Scotland, -0.3%.

3.6 It is estimated that the population in both North Ayrshire and West Dunbartonshire increased between mid-2022 and mid-2023, rising by 80 and 480 respectively. This was due to positive net migration being higher than the population decrease due to negative natural change. Prior to the publication of Census 2022 data, successive MYPE publications showed a decreasing population in both Council areas.

3.7 The fall in Inverclyde's population is solely attributable to negative natural change, with 1,174 deaths recorded compared to 626 births. A chart showing how natural change between mid-2022 to mid-2023 compares with previous years can be found in Appendix 1. Every Council area in Scotland had negative natural change between mid-2022 and mid-2023, leading to Scotland having the largest gap between births and deaths on record.

3.8 It is estimated that between mid-2022 and mid-2023 more people moved into Inverclyde than moved out, resulting in positive net migration of +500. Of the 1,940 people moving into Inverclyde:

- 1,050 people moving to the area from elsewhere in Scotland.
- 280 from the rest of the UK.
- 620 from international migration.

(n.b. all migration figures are rounded to nearest 10 and therefore do not always add up exactly).

Net migration was positive in all of Scotland's 32 council areas with international migration and migration from elsewhere in the UK driving Scotland's population growth.

3.9 Conversely, the total outflow from Inverclyde was estimated as -1,440 due to:

- 1,130 people moving from Inverclyde to elsewhere in Scotland,
- 200 people moving to the rest of the UK.
- 110 people moving overseas.

One other element, 'Other changes', accounts for a population increase of 28. This may be changes in the prison population and armed forces personnel, and the effects of rounding.

3.10 Measuring migration is the most difficult element of the population estimates and the Committee will be aware that previous MYPE indicated that negative net migration was a contributing factor in Inverclyde's population decline. Following Census 2022, NRS has recently published re-based MYPE for each year from 2011 on. Whilst the new data continues to show net migration in Inverclyde as negative at points over the ten-year period, the extent of this is not as significant

as originally estimated. This difference between the original annual net migration estimates and the re-based migration estimates for Inverclyde is presented in Appendix 2 for the information of the Committee.

3.11 Comparison of the age profile in Inverclyde and Scotland shows a slightly lower percentage of Inverclyde's population is of working age and a slightly higher proportion is aged over 65 years:

- 15% of the population is aged under 16 years (Scotland, 16%)
- 62% of the population is aged 16-64 years (Scotland, 63%)
- 23% of the population is aged 65 years and over (Scotland, 20%)

All 32 Scottish Council areas had an increase in the population aged 65 and over in the last decade.

### 3.12 RELATED POPULATION MATTERS

3.13 A report on Repopulation was considered by this Committee at its last meeting on 17<sup>th</sup> September 2024. At that meeting, the Committee approved the creation of a new Community Settlement Officer post, which is a two-year post, part-funded by the Scottish Government. The recruitment process for this post is now underway.

3.14 Data from the Census 2022 provides information on Inverclyde's population characteristics. A range of population topic releases are now available online on the Scotland Census website: <https://www.scotlandscensus.gov.uk/search-the-census#/topics>

3.15 The data shows that on Census Day (20<sup>th</sup> March 2022):

- The percentage of Inverclyde's population aged under 15 years had decreased by 12% since Census 2011.
- The proportion of the population aged 55 years and older living alone in Inverclyde is the third highest in Scotland (12.5%).
- A lower proportion of Inverclyde's population reported their health as 'very good' compared to the national average.
- The number of people who said that they had a mental health condition has more than doubled. This was driven by a large increase in young people reporting a mental health condition and in particular, young females.
- A higher proportion of Inverclyde's population provided unpaid care, compared to the national average.
- Around a quarter of Inverclyde's population have a degree level qualification, compared to around a third in Scotland.
- A higher proportion of Inverclyde's population is economically inactive due to long term sickness or disability, compared to the national average.

3.16 The Census data will be used alongside other robust local population data held by Services to inform planning at a service, corporate and partnership level.

## 4.0 PROPOSALS

4.1 The Committee is asked to note the publication of the NRS Mid-2023 Population Estimates which show a decrease of approximately 20 people in Inverclyde's population between 30<sup>th</sup> June 2022 and 30<sup>th</sup> June 2023. It should also be noted that for the first time, the significant increase in positive net migration in Inverclyde has almost counterbalanced the impact of negative natural change on the overall population level.

## 5.0 IMPLICATIONS

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

SUBJECT	YES	NO
Financial	X	
Legal/Risk		X
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

## 5.2 Finance

The figures outlined in this report will have a positive impact on the 2025/26 settlement initially however whether the Council receives any extra funding will depend upon a number of factors, including the level of The Floor set by the Scottish Government.

One off Costs: None

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

Annually Recurring Costs/ (Savings): None

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

## 5.3 Legal/Risk

There are no legal implications or risks associated with this report.

## 5.4 Human Resources

There are no human resources implications associated with this report at the present time.

## 5.5 Strategic

Tackling depopulation is a key strategic priority for the Council and the Alliance. It has the potential to positively contribute to all aspects of the Council's priorities relating to the themes of People and Place.

## 6.0 CONSULTATION

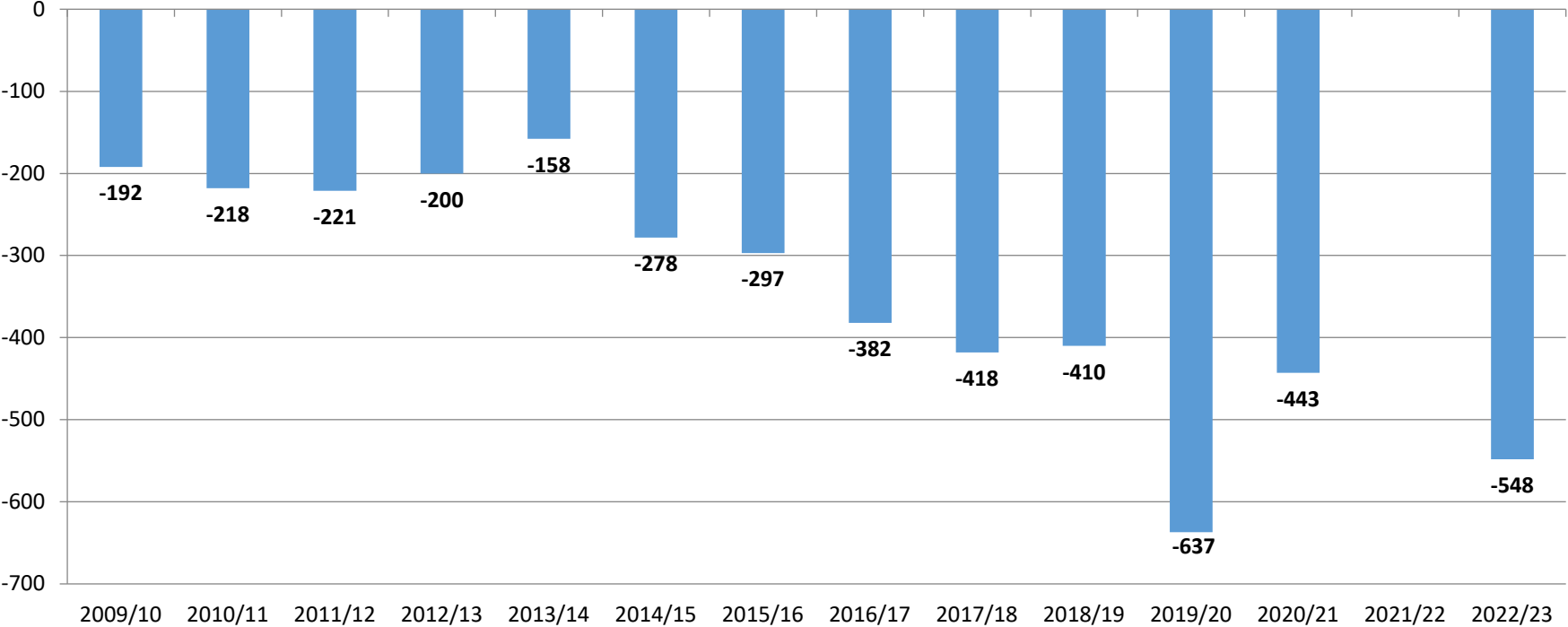
6.1 None.

## 7.0 BACKGROUND PAPERS

7.1 None.

Appendix 1

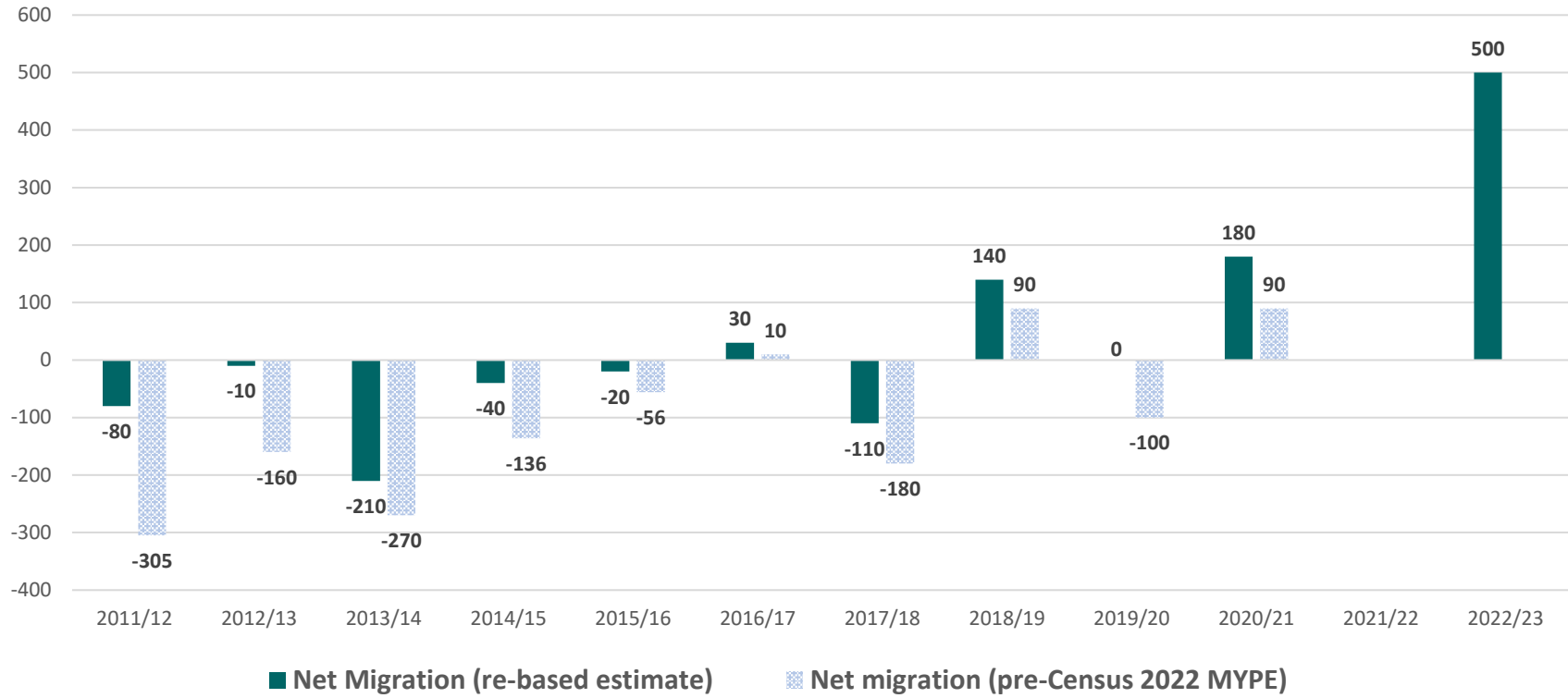
Natural Change in Inverclyde (number of births minus deaths)



Full year data is not available for mid-2021 to mid-2022 due to the Mid-2022 Population Estimates focusing only on population change between Census Day 2022 (March 2022) and 30th June 2022.

**Appendix 2**

Net Migration in Inverclyde (inflow-outflow): Rebased MYPE and Pre-Census 2022 estimates



The data presented in the chart shows how the re-based migration estimates for Inverclyde over the period 2011 – 2021 compare to the migration estimates published prior to Census 2022.

Full year migration data is not available for mid-2021 to mid-2022 due to the Mid-2022 Population Estimates focusing only on population change between Census Day 2022 (March 2022) to 30th June 2022.



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<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Head of OD, Policy &amp; Communications and Director Environment and Regeneration</b>	<b>Report No:</b>	<b>PR/41/24/SJ/MR</b>
<b>Contact Officer:</b>	<b>Morna Rae</b>	<b>Contact No:</b>	<b>01475 712924</b>
<b>Subject:</b>	<b>Fair Work First and the Real Living Wage</b>		

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## **1.0 PURPOSE AND SUMMARY**

- 1.1  For Decision  For Information/Noting
- 1.2 The purpose of this report is to provide an update on the impact on Fair Work First (FWF) grant conditionality implemented by the Scottish Government. It also makes proposals for the increase in Modern Apprentice pay to the real Living Wage (rLW) rate from 1 April 2025, and early implementation of the increased rate for Grade 1 employees.
- 1.3 Fair Work First is a Scottish Government policy for driving high quality and fair work, and workforce diversity across the labour market in Scotland by applying fair work criteria to grants, other funding and public contracts being awarded by and across the public sector, where it is relevant to do so. The default position is that all grant recipients awarded a public sector grant on or after 1 July 2023 are required as a minimum to pay at least the rLW from day one to all UK-based staff aged 16 and over, including apprentices. Officers obtained an exception agreement from the Scottish Government in 2024-25 in relation to the rLW.
- 1.4 The rLW wage is increased on an annual basis, with a 6 months implementation timescale. Inverclyde Council has previously implemented the new rate early and this report seeks approval to award the latest increase from January 2025 for Grade 1 employees.

## **2.0 RECOMMENDATIONS**

- 2.1 It is recommended the Policy and Resources Committee:
1. agree an increase in Modern Apprentice pay to the rLW from 1 April 2025;
  2. note that the number of Modern Apprentices employed beyond the current cohort will require to be reviewed in line with the budget requirements;
  3. note that where Inverclyde Council administers funding on behalf of the Scottish Government and other national organisations the Fair Work First criteria may also apply, and
  4. agrees that the 2024 annual increase in the rLW will be implemented early, from January 2025.

**Morna Rae**  
Head of OD, Policy and Communications

**Stuart Jamieson**  
Director, Environment and Regeneration

## **3.0 BACKGROUND AND CONTEXT**

### **3.1 Fair Work First**

Fair Work First is a Scottish Government policy for driving high quality and fair work, and workforce diversity across the labour market in Scotland by applying fair work criteria to grants, other funding and public contracts being awarded by and across the public sector, where it is relevant to do so. The default position is that all grant recipients awarded a public sector grant on or after 1 July 2023 are required as a minimum to:

- pay at least the rLW from day one to all UK-based staff aged 16 and over, including apprentices, who are directly employed by the grant recipient. Any UK-based workers who are not directly employed but are directly engaged in delivering the grant-funded activity, whether they be subcontractors or agency staff must also be paid at least the real Living Wage, and
- provide appropriate channels for effective workers' voice such as trade union recognition, staff engagement mechanisms and employee forums.

Officers obtained an exception agreement from the Scottish Government in 2024-25 in relation to the rLW for Modern Apprentices and Trainee Educational Psychologists.

### **3.2 Real Living Wage**

Accredited Living Wage employers, such as Inverclyde Council, are expected to pay the rLW to employees aged 18 and over. Living Wage accreditation is voluntary and doesn't require employers to pay the Living Wage to volunteers or apprentices.

rLW Living Wage rates are calculated annually by the Resolution Foundation and overseen by the Living Wage Commission. The 2024-25 rate was announced on 23 October and is £12.60 per hour. Following the latest national pay award Grade 1 employees are paid £12.56 per hour.

Living Wage employers have up to 6 months in which to implement the new rates. In 2022 and 2023 Inverclyde Council paid the increased rates early. It is recommended that this approach is taken again this year in order to best support our lower graded employees. It is anticipated the costs for 2024-25 for early implementation from January 2025 is £2670. These costs would be contained with service budgets.

### **3.3 Modern Apprentices**

Modern Apprentices join Inverclyde Council on £10.62 per hour. After a year this increases to £11.06, or to the National Living Wage of £11.44 per hour if they are aged 21 or over.

While we currently hold an exemption for 2024-25 officer opinion is that the Scottish Government will not permit this to be extended. It would therefore follow that we would not meet the Fair Work First conditionality requirements unless wages were increased. This, in turn, would prohibit access to a range of key funding streams.

It is anticipated that the costs of increasing the wages of the 14 Modern Apprentices whose contracts extend beyond 31 March 2025 is £32,500 for 2025/26 based on an employers SA contribution of 6.5%. Some contracts extend beyond 31 March 2026 which will result in a further cost of £9,760 at the increased employers SA rate of 17.5%.

### **3.4 Educational Psychologists**

The rate of pay for Trainee Educational Psychologists is the National Minimum Wage. This is the funding amount we receive for payment via the Dundee University course. We only normally have placement for 1 trainee each year. This amount is agreed with Scottish Government, COSLA and the Association of Scottish Principal Educational Psychologists and is the same in all Councils. COSLA have advised Councils not to pay a supplement in order to meet Fair Work First conditionality. Our exemption from the Scottish Government currently covers Trainee Educational Psychologists as well as Modern Apprentices. We are not currently proposing a change in the Trainee Educational Psychologist rate of pay.

### 3.5 Impact on Contracted Organisations

Where Inverclyde Council administers funding on behalf of the Scottish Government and other national organisations the Fair Work First criteria may also apply. The imposition of the rLW on contracted organisations has been managed effectively to date. Grant support to businesses has been positively managed by eligibility of funding. Client who are paying the rLW have been supported through SG funds, those who are not have been supported through core funding.

## 4.0 PROPOSALS

4.1 It is recommended the Committee:

1. agree an increase in Modern Apprentice pay to the rLW from 1 April 2025,
2. note that the number of Modern Apprentices employed beyond the current cohort will require to be reviewed in line with the budget requirements,
3. note that where Inverclyde Council administers funding on behalf of the Scottish Government and other national organisations the Fair Work First criteria may also apply, and
4. agrees that 2024 annual increase in the rLW will be implemented early, from January 2025.

## 5.0 IMPLICATIONS

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

SUBJECT	YES	NO
Financial	X	
Legal/Risk	X	
Human Resources	X	
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing	X	
Environmental & Sustainability		X
Data Protection		X

### 5.2 Finance

One off Costs

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

Various	Employee Costs	2024/25	£2670		Services would contain costs within their overall employee budgets
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#### Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
Modern Apprentices	Employee Costs	2025/26	£42k		Full year cost of 14 MA's rate uplift to £12/hour (incl of 17.5% employers SA) £40k funded in 2025/26 budget exercise.

### 5.3 Legal/Risk

If the Fair Work First grant conditionality is not complied with there is a risk of not being able to access future grant funding or challenge in relation to eligibility for grants already paid.

### 5.4 Human Resources

The increased costs in employing Modern Apprentices will limit the number that Inverclyde Council will be able to employ.

### 5.5 Strategic

This report supports the delivery of the following outcomes in the Council Plan:

- Our employees are supported and developed

### 5.6 Equalities, Fairer Scotland Duty & Children/Young People

#### (a) Equalities

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

X	YES – Assessed as relevant and an EqIA 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 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?

X	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 for the following reasons: Provide reasons why the report has been assessed as not relevant.

(c) Children and Young People

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

	YES – Assessed as relevant and a CRWIA is required.
X	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.

**6.0 CONSULTATION**

6.1 There has been consultation with other local authority areas.

**7.0 BACKGROUND PAPERS**

7.1 None.

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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Head of Legal, Democratic, Digital &amp; Customer Services</b>	<b>Report No:</b>	<b>LS/074/24</b>
<b>Contact Officer:</b>	<b>Colin MacDonald</b>	<b>Contact No:</b>	<b>01475 712113</b>
<b>Subject:</b>	<b>Internal Audit – Remit from Audit Committee</b>		

---

## **1.0 PURPOSE AND SUMMARY**

1.1  For Decision  For Information/Noting

1.2 The purpose of this report is to request the Committee consider a remit from the Audit Committee relative to the reporting line for Internal Audit.

1.3 The Audit Committee at its meeting of 22 October 2024 considered a report by the Chief Executive

1.4 A copy of the report to the Audit Committee is attached as Appendix 1.

1.5 The Audit Committee decided:

- (1) that the transfer of the Internal Audit function from Legal, Democratic, Digital & Customer Services to Finance Services from 1 January 2025 be noted;
- (2) that it be noted that the Council's Governance documents will be amended as required to reflect this structural change;
- (3) that it be noted that an update on the shared management arrangement for Internal Audit is intended to be reported to the December meeting of Inverclyde Council; and
- (4) that it be agreed that this report be remitted to the Policy & Resources Committee for information.

## **2.0 RECOMMENDATIONS**

2.1 The Committee is asked to note the remit from the Audit Committee.

**Lynsey Brown**  
**Head of Legal, Democratic, Digital & Customer Services**

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<b>Report To:</b>	<b>Audit Committee</b>	<b>Date:</b>	<b>22 October 2024</b>
<b>Report By:</b>	<b>Chief Executive</b>	<b>Report No:</b>	<b>FIN/57/24/LL/AP</b>
<b>Contact Officer:</b>	<b>Louise Long</b>	<b>Contact No:</b>	<b>01475 712701</b>
<b>Subject:</b>	<b>Internal Audit</b>		

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## 1.0 PURPOSE AND SUMMARY

- 1.1  For Decision  For Information/Noting
- 1.2 The Chief Internal Auditor has reported functionally to the Council's Monitoring Officer since 2007. As part of the recruitment of a new Chief Financial Officer and to improve resilience, the reporting line for Internal Audit has been moved to the Chief Financial Officer.
- 1.3 This change will require amendments to various Governance Documents and a transfer of budget within the remit of the Policy & Resources Committee and as such it is proposed that this report is remitted to that Committee for information.
- 1.4 Work is continuing to develop the current shared Internal Audit Management arrangement and a proposal will be presented to the December meeting of Inverclyde Council for consideration.

## 2.0 RECOMMENDATIONS

- 2.1 The Committee is asked to note the transfer of the Internal Audit function from Legal, Democratic, Digital and Customer Services to Finance Services from 1 January 2025.
- 2.2 The Committee is asked to note that the Council's Governance Documents will be amended as required to reflect this structural change.
- 2.3 The Committee is asked to note that an update on the shared management arrangement for Internal Audit is intended to be reported to the December meeting of Inverclyde Council.
- 2.4 The Committee is asked to agree that this report is remitted to the Policy & Resources Committee for information.

**Louise Long**  
**Chief Executive**

### 3.0 BACKGROUND AND CONTEXT

- 3.1 Internal Audit has formed part of the remit of Monitoring Officer since 2007 with the Chief Internal Auditor reporting functionally to the Head of Service.
- 3.2 The Council has shared the Chief Internal Auditor with West Dunbartonshire Council since 2020 with the Chief Internal Auditor (CIA) being an employee of West Dunbartonshire Council. The team is currently made up of 4 FTE plus the shared CIA resource.
- 3.3 As part of the preparation for the recruitment of a new Chief Financial Officer, the reporting line for the Internal Audit function has been reviewed and, in line with many other Scottish councils, Internal Audit will form part of the remit of the new Chief Financial Officer. It is believed this will provide greater resilience and support to what is a small team whilst maintaining the reporting independence of the Chief Internal Auditor.
- 3.4 In line with existing delegated authority, the Head of Legal, Democratic, Digital & Customer Services will amend the Council's key Governance Documents to reflect this structural change.
- 3.5 There is an existing remit to review potential changes to the current shared arrangement with West Dunbartonshire and the Chief Financial Officer has been engaging with his opposite number over recent months regarding possible enhancements.

### 4.0 PROPOSALS

- 4.1 Internal Audit will formally move under the Finance Service from 1 January 2025 and the Council's Governance Documents will be amended to reflect this change.
- 4.2 A further report on potential developments regarding the Internal Audit shared management arrangement is intended to be presented to the December meeting of Inverclyde Council.
- 4.3 It is proposed that this report is remitted to the Policy & Resources Committee for information.

### 5.0 IMPLICATIONS

- 5.1 The table below shows whether risks and implications apply if the recommendations are agreed:

<b>SUBJECT</b>	<b>YES</b>	<b>NO</b>
Financial	x	
Legal/Risk	x	
Human Resources		x
Strategic (Partnership Plan/Council Plan)		x
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		x
Environmental & Sustainability		x
Data Protection		x



## 5.2 Finance

Relevant budget transfers will be progressed as part of this change.

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					

## 5.3 Legal/Risk

The Council's Governance Documents will be amended to reflect this reporting change. Risk Management responsibility will remain within Legal, Democratic, Digital and Customer Services.

## 5.4 Human Resources

There are no direct HR implications and the Internal Audit team have been informed of the change and raised no concerns.

## 5.5 Strategic

None

## 6.0 CONSULTATION

6.1 Relevant employees and the Chief Internal Auditor have been consulted.

## 7.0 BACKGROUND PAPERS

7.1 None

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<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>19 November 2024</b>
<b>Report By:</b>	<b>Head of Organisational Development, Policy &amp; Communications</b>	<b>Report No:</b>	<b>PR/40/24/RB/MR</b>
<b>Contact Officer:</b>	<b>Morna Rae</b>	<b>Contact No:</b>	<b>01475 711160</b>
<b>Subject:</b>	<b>OD, Policy and Communications Policy Updates</b>		

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## **1.0 PURPOSE AND SUMMARY**

1.1  For Decision  For Information/Noting

1.2 The purpose of this report is to seek approval of the following updated policies:

- First Aid at Work Policy
- Workforce Transport Policy

1.3 As part of the wider work in developing a policy framework a number of policies were identified for review and update. This work has been undertaken on a phased basis.

## **2.0 RECOMMENDATIONS**

2.1 The Committee is recommended to approve the policies.

**Morna Rae**  
**Head of Organisational Development, Policy and Communications**

### 3.0 BACKGROUND AND CONTEXT

- 3.1 The *Review of Council Policy Framework* report to the 26 March 2024 Policy and Resources Committee included a review schedule for Organisational Development, Policy and Communications policies. Seven policies were agreed by the June 2024 Policy and Resources Committee, with a further three policies reviewed by the September 2024 meeting.
- 3.2 Two updated policies are provided in Appendices 2 and 3. Appendix 1 provides an overview of the key changes.

#### First Aid at Work Policy

- 3.3 The following changes have been made to the existing policy:
- Use of new policy template with related additional information added, and
  - Added emphasis on mental health provision
  - Reference to requirement to take account of Remote & Hybrid Working and associated work carried out in 2019

#### 3.4 Workplace Transport Policy

The following changes have been made to the existing policy:

- Use of new policy template with related additional information added,
- Changes in officers
- Change to incorporate new Category B license holder provisions
- Updated forms, with links to where they can be accessed on internet and
- Council structure updates.

### 4.0 PROPOSALS

4.1 It is proposed that Committee approve the following updated policies:

- First Aid at Work Policy
- Workforce Transport Policy

Communication of the changes will be undertaken through the Health and Safety Committee, Trade Union Liaison Group, ICON post and website updates.

### 5.0 IMPLICATIONS

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

SUBJECT	YES	NO
Financial		X
Legal/Risk	X	
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing	X	
Environmental & Sustainability		X

Data Protection		X
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## 5.2 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					

## 5.3 Legal/Risk

There are risks in the failure to have updated and relevant policies.

## 5.4 Human Resources

There are no Human Resources implications in terms of posts.

## 5.5 Strategic

This report supports the delivery of the following outcomes within the Council Plan 2023-2028:

- High quality and innovative services are provided giving value for money
- Our employees are supported and developed

## 5.6 Equalities, Fairer Scotland Duty & Children/Young People

### Equalities

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

X	<p>YES – Assessed as relevant and an EqIA is required and will be made available on the Council website:</p> <p><a href="https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments">https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments</a></p>
	<p>NO – will be completed as required for specific topics.</p>

### 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 – Assessed as not relevant under the Fairer Scotland Duty.

### Children and Young People

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

	YES – Assessed as relevant and a CRWIA is required.
X	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

## **6.0 CONSULTATION**

6.1 None.

## **7.0 BACKGROUND PAPERS**

7.1 None.

<b>Overview of Policy Updates</b>		
<b>First Aid at Work Policy</b>		
<b>PAGE</b>	<b>TITLE</b>	<b>PROPOSED CHANGE</b>
Throughout		Use of new policy template
5	Policy Content	Additional information added in relation to mental health
8	Policy Content	Additional information added in relation to mental health
5 + 8	Policy Content	Reference to remote/hybrid working
<b>Workplace Transport Policy</b>		
<b>PAGE</b>	<b>TITLE</b>	<b>PROPOSED CHANGE</b>
Throughout		Use of new policy template
Throughout		Updated to include changes in officers and Council structure changes
Throughout		All references regarding DVLA Form D796 have been replaced with DVLA Form D906.
9	Policy Content	Legislation change now permits Category B license holders to tow trailers up to 3500kg MAM (maximum authorised mass) within the towing limits of the vehicle.
App 5	Appendix	Updated Drivers declaration form
App 6	Appendix	DVLA form D796 has been replaced with DVLA Form D906

OD, HR & Comms

# ***First Aid at Work Policy***

Version 2.2

Produced by:  
Health and Safety OD, HR & Comms

Inverclyde Council  
Municipal Buildings  
GREENOCK  
PA15 1LX

September 2024



**INVERCLYDE COUNCIL IS AN EQUAL OPPORTUNITIES EMPLOYER**

THIS POLICY BOOKLET IS AVAILABLE ON REQUEST, IN LARGE PRINT, BRAILLE, ON AUDIOTAPE, OR CD.

## DOCUMENT CONTROL

Document Responsibility		
Name	Title	Service
Health and Safety Team	Health and Safety Team Leader	OD, HR & Comms

Change History		
Version	Date	Comments
1.0	October 1998	Original
2.0	November 2016	Updated re first aid accreditation for training providers. AED information Updated First Aid Needs Assessment form.
2.1	November 2017	1 Year Review – no changes
2.2	September 2024	New policy template used Added emphasis on mental health provision

Distribution
CMT and Extended Management Team
Union Representatives

Policy Approval		
Action	Date	Communication
Policy and Resources Committee approval	Nov 24	Intranet and Council website
Policy Review		
Review Date	Person Responsible	Service
2029	Health and Safety Team Leader	OD, HR, Comms & Policy

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# 1 INTRODUCTION

## 1.1 Executive Summary

This policy supports the Council in providing a safe place of work, a safe environment and safe systems of work, including the provision and maintenance of plant so far as is reasonably practicable. This includes the need to minimise the risk arising from the use of vehicles in the workplace and, or as part of the work activity.

## 1.2 Background

The Health and Safety (First-Aid) Regulations 1981 require the Council to provide adequate and appropriate equipment, facilities and personnel to ensure their employees receive immediate attention if they are injured or taken ill at work.

What is 'adequate and appropriate' will depend on the circumstances in the workplace. This includes whether trained first-aiders are needed, what should be included in a first-aid box and if a first-aid room is required. Services should carry out an assessment of first-aid needs to determine what to provide. This should also take account of the shift and rota patterns of first aiders to ensure that there is sufficient provision to account for hybrid working etc.

An analysis of first aid availability in Council establishments was carried out in September 2022 to look at the effects of hybrid/remote working, and subsequent work carried out with Services & Health & Safety team including; All Heads of Establishment or Building Lead Officers completing a first aid needs assessment for the building to identify the appropriate first aid cover for the building; Heads of Establishment or Building Lead Officers advertising for first aid volunteers in their establishment, and providing appropriate training.

## 1.3 Strategic Context

This policy supports the delivery of the following outcomes within the Council Plan 2023-2028:

- high quality and innovative services are provided giving value for money
- our employees are supported and developed

## 1.4 Links to legislation

The Council will comply with all aspects and provisions of the Health & Safety at Work etc. Act 1974; the Health and Safety (First Aid) Regulations 1981; and all other relevant statutory obligations.

## 1.5 Aims

The aim of this policy is to reduce the effects of injury or illness suffered at work, whether caused by the work itself or not. This means that sufficient first aid equipment, facilities and personnel will be available at all times, taking account of alternative work patterns, to:

- Summon an ambulance or other professional help.
- Give immediate assistance to casualties with both common injuries or illnesses and those likely to arise from specific hazards at work.

## 1.6 Links to Corporate Groups

This policy links to the work of the Health and Safety Committee.

## **2 SCOPE**

- 2.1 This policy applies equally to all employees regardless of grade, experience or role within the organisation. The policy also applies to contracted staff as far as is reasonably practicable and to pupils, service users or members of the public who have access to Council premises.
- 2.2 The Regulations do not place a legal duty on employers such as the Council to make first-aid provision for non-employees such as the public or children in schools. However, the HSE strongly recommends that non-employees are included in an assessment of first-aid needs and that provision is made for them. As such services should ensure that any assessment of first aid needs includes provision for the public and children in schools.

## **3 POLICY**

### **3.1 Policy Statement:**

It is the policy of Inverclyde Council to take all reasonably practicable steps to safeguard the health, safety and welfare at work of all of its employees.

A high standard of health and safety performance is recognised as an integral part of the council's service delivery. Therefore, sufficient resources will be allocated to meet the requirements of the council's First Aid at Work Policy.

### **3.2 This standard will be achieved by:-**

- The Council meeting its responsibilities to employees in a way that recognises that legal requirements are the minimum standard.
- Promoting and maintaining a positive health and safety culture which secures the commitment and participation of all employees. Inverclyde Council believes that this can best be achieved by partnership working in conjunction with trade union safety representatives. The "organisation" and "arrangements" sections of this policy make references to how this will be achieved in practice.
- The provision of adequate and appropriate equipment and facilities to enable first aid to be rendered to employees if they are injured or become ill at work.
- The appointment of an adequate number of first aiders/appointed person for rendering first aid to employees if they are injured or become ill at work, taking into account hybrid/remote working.
- The provision of training and specialist training if necessary to ensure that first aiders/appointed persons are suitable to render first aid.
- The provision of information to employees of the first aid arrangements in place at their place of work.
- To take into account employees mental health in the first aid needs assessment.
- Adopting a planned and systematic approach to the implementation of the Council's First Aid at Work Policy ensures that appropriate first aid treatment is available as and when required.

## **4 ROLES & RESPONSIBILITIES**

In addition to the responsibilities laid out in the Corporate Health and Safety Policy the following responsibilities are specific to this Policy.

### **4.1 Chief Executive**

The Chief Executive has overall responsibility for the maintenance and operation of this policy.

### **4.2 Directors**

Directors have a collective and individual responsibility to employees in providing Health and Safety Leadership within Inverclyde council, they should ensure that their Directorate has:-

- as far as is practicable, the adequate provision of financial resources to meet the foreseeable expenditure pertaining to the provision of first aid.
- adequately trained first aiders that are able to discharge competently their responsibilities.

### **4.3 Heads of Service**

Heads of Service will have a pivotal role in the effective implementation of the First Aid at Work Policy. They shall be responsible for ensuring:

- That this policy is implemented within those areas under their control or influence.
- That there is a system to monitor first aiders and appointed person qualifications and to ensure that they undergo retraining within the three year period.
- That where two or more services are located within a building to liaise with other Heads of Service to co-ordinate the first aid arrangements ensuring that the required number of first aiders have current qualifications.
- That adequate equipment or facilities are provided and maintained and
- That suitable notices are displayed informing employees of the arrangement for first aid provision.

### **4.4 Managers/Team Leaders/Supervisors**

Any person who has a managerial/supervisory responsibility for other employees, whatever title they are given has the responsibility to ensure:

- that first aiders under go the required training and retraining within the three year period.
- that first aid equipment and facilities are checked and maintained.
- That suitable notices are displayed informing employees of the arrangements for first aid provision.
- OD, HR & Comms are informed of any designated First Aiders so that payment can be arranged.
- That a first aid risk assessment is carried out.

### **4.5 Employee Responsibilities**

All employees have a responsibility to ensure that they are complying with the health and safety procedures and requirements appropriate to their job. To achieve this, in relation to this Policy, employees should:

- Where designated as a first aider or appointed person ensure that checks on equipment or facilities are checked and maintained.
- Inform their line manager immediately their First Aid certificate lapses or they no longer carry out first aid duties as a designated first aider.

#### **4.6 Health and Safety Team Leader**

The Council Health and Safety Team Leader shall ensure that the First Aid at Work Policy is monitored for effectiveness, is subject to regular review, and is revised when necessary. This shall be done in conjunction with Heads of Service and Trades Union safety representatives.

#### **4.7 Corporate Health and Safety Committee**

The Corporate Health and Safety Committee will perform a pivotal role in ensuring that this policy is implemented.

The safety committee will oversee monitoring of the effectiveness of the policy and other measures to reduce risks and promote workplace health and safety.

## **5 ARRANGEMENTS**

These arrangements outline the Council's intentions regarding First Aid at Work.

### **5.1 Definitions**

**First Aid** - Employees at work can suffer injuries or be taken ill. It doesn't matter whether the injury or illness is caused by the work they do or not, it is important to give them immediate attention and call an ambulance in serious cases. First aid at work covers the arrangements you should make to ensure this happens. It can save lives and prevent minor injuries becoming major ones.

**Appointed Person** - When the first-aid needs assessment indicates that a first-aider is unnecessary, the minimum requirement is to appoint a person to take charge of first-aid arrangements. The roles of this appointed person include looking after the first-aid equipment and facilities and calling the emergency services when required. They can also provide emergency cover, within their role and competence, where a first-aider is absent due to unforeseen circumstances (annual leave does not count).

### **5.2 Allowances and Requalification**

#### **5.2.1 Allowances**

The annual first aid allowances set out in the Conditions of Service will be paid to employees who are authorised by Services to act as first aiders and have completed the First Aid at Work course and/or suitable refresher course on a three yearly basis.

Where an employee's job role requires that they must hold a First Aid at Work Qualification or similar and this has been recognised within the Council's Job Evaluation Scheme there will be no additional first aid allowance paid.

Allowances will only be paid where a certificate containing the following minimum information is provided to HR:

- name of training organisation.
- name of qualification.
- name of individual.
- a validity period for three years from date of course completion.
- an indication that the certificate has been issued for the purposes of complying with the requirements of the Health and Safety (First-Aid) Regulations 1981.
- a statement that teaching was delivered in accordance with currently accepted first-aid practice.

### 5.2.2 Requalification

The first aid allowance will cease to be paid three years from the date of the previous certification or recertification certificate or if no certificate indicating requalification is received. Requalification should take place within one month of the expiry of the certificate otherwise the full First Aid at Work Course should be completed.

### 5.3 First Aid Needs Assessment

The provision of first aiders should not be based on numerical factors alone e.g. one first aider per 5 - 50 employees, instead it is essential that services examine the risks associated with the area of operation and identify measures which need to be taken to prevent or control these risks. Information gathered from the risk assessment can help services carry out their assessment of first-aid needs if preventive or control measures fail. Identifying the likely nature of an accident or injury will help the Service work out the type, quantity and location of first-aid equipment, and the facilities and personnel to provide.

There are layers of first aid provision, the first aid needs assessment will help determine the most appropriate level to enable the Council to comply with the Regulations. These levels are:

- Appointed Person (AP).
- Emergency First Aid at Work (EFAW).
- First Aid at Work (FAW).
- Additional training.
- Paediatric First Aid or Emergency Paediatric (Service dependant)

When carrying out an assessment of first aid needs the following should be considered by the service:

- The nature of the work and workplace hazard and risk.
- The nature of the workforce.
- The accident history of the service.
- How many people are likely to need first aid.
- The needs of any employees who are travelling, work remotely or are lone workers.
- Work patterns including remote and hybrid working .

- How the workforce is distributed.
- How remote places are from the emergency services.
- Employees working on shared or multi occupancy sites.
- Annual leave and other absences of first aiders and appointed persons
- First aid provision for non-employees.
- Employee mental health provision.

The Checklist at Appendix 1A can be used to assist in carrying out a first aid needs assessment. A worked example is included at Appendix 1B. The HSE's First Aid at Work Assessment Tool can also be used by Services to determine the type and number of first aiders required in the workplace

The assessment of needs should also take into account planned absences of first aiders, e.g. training courses, annual leave and flexible working arrangements or shift patterns,

The flow chart in Appendix 2 gives a general guide on how many first-aiders or appointed persons might be needed.

#### **5.4 First Aid Provision for Non Employees**

While the First Aid at Work Regulations do not require the Council to provide first aid at work for anyone other than their employees HSE guidance strongly recommends that employers include non-employees in their assessment of first aid needs. Account should also be taken of any special requirements and additional first aid training arranged where needed. For example training to cover:

- Pupils or Service Users with Additional Support Needs.
- Paediatric First Aid for Primary Schools and Nurseries.

#### **5.5 Records**

A record of first aid treatment should always be kept, this should include:

- Date, time and place of the incident.
- Name and job of the injured or ill person.
- Details of the injury/illness and what first aid was given.
- What happened to the person immediately afterwards (for example, went to work, went home, ambulance called etc).
- Name and signature of the first aider or person dealing with the incident.

Where the first aid is provided as a result of an accident or incident at work, as opposed to a medical issue, then the Council's policy on reporting accidents and incidents must be followed and the incident reported online via the Council's Internal Incident reporting link on Icon. Where necessary a RIDDOR report may also have to be made.

#### **5.6 Recruitment and Selection of First Aiders**

It will be necessary, from time to time, to recruit and appoint new first aiders, the employing department should consider:-

- Availability during the working day.
- The demands and nature of the first aid cover.

- The personal attributes required e.g. reliability, likely to remain calm in an emergency.
- Ability to deal with incidents.

Written records of the appointment and training of first aiders should be kept and a system put in place to ensure regular retraining of the first aiders and appointed persons.

## 5.7 First Aid Training

First aid training must be carried out by a competent training provider. Before any company is contracted to provide first aid training the following should be checked by the service:

- The qualifications of the trainers and assessors.
- What monitoring and quality assurance systems they have in place.
- The teaching standards of first aid practice.
- The syllabus content.
- Their certification.

There are two options for first aid training providers:

- a) Use of a training centre offering regulated qualifications. These are centres recognised by a regulated “awarding organisation”. Within Scotland this would be the SQA (Scottish Qualifications Authority). No further checks on competency are required for organisations offering regulated qualifications.
- b) If a training provider is not delivering regulated qualifications then a more detailed check is required to ensure that the organisation is competent to deliver the training. The Checklist at Appendix 3 can be used to evaluate the competence of any provider. This competence check must be carried out by the Service contracting the First Aid training.

## 5.8 First Aid Materials, Equipment and Facilities

### 5.8.1 First Aid materials

Each work site should have available a suitably stocked first aid container with sufficient first aid materials for the particular circumstances. There is **no mandatory list of items** to be included in a first aid container, as a guide a minimum stock of items could be:

- a leaflet giving general guidance on first aid (for example, HSE’s leaflet *Basic advice on first aid at work*).
- 20 individually wrapped sterile plasters (assorted sizes), appropriate to the type of work (hypoallergenic plasters can be provided if necessary).
- two sterile eye pads.
- two individually wrapped triangular bandages, preferably sterile.
- six safety pins.
- two large sterile individually wrapped unmedicated wound dressings.
- six medium-sized sterile individually wrapped unmedicated wound dressings.
- at least three pairs of disposable gloves.

This is only a suggested list and other items can be added to this as identified by the first aid needs assessment, examples may be foil blankets, moist wipes, sterile disposable tweezers etc.



Tablets or medicines should not be stored in the first aid containers, Services should follow their own internal policies and guidelines on the storage and administration of medicines.

Where there are mobile employees consideration should be given to issuing them with travelling first aid kits and/or ensuring that vehicles are stocked with a first aid kit especially where employees are involved in higher hazard activities.

Services must have in place a system for checking and restocking first aid kits on a regular basis as identified by the first aid needs assessment.

### 5.8.2 First Aid Rooms

First aid rooms are required where this has been identified as necessary within the first aid needs assessment. This will generally be where there are higher hazards or premises a distance from medical services. Where a First Aid room has been identified as necessary it should:

- be large enough to hold an examination/medical couch, with enough space at each side for people to work, a chair and any necessary additional equipment.
- have washable surfaces and adequate heating, ventilation and lighting.
- be kept clean, tidy, accessible and available for use at all times when employees are at work.
- be positioned as near as possible to a point of access for transport to hospital.
- display a notice on the door advising of the names, locations and, if appropriate, telephone extensions of first-aiders and how to contact them.

The type of equipment and facilities which could be included in a first aid room are:

- a sink with hot and cold running water.
- drinking water with disposable cups.
- soap and paper towels.
- a store for first-aid materials.
- foot-operated refuse containers, lined with disposable, yellow clinical waste bags or a container suitable for the safe disposal of clinical waste.
- an examination/medical couch with waterproof protection and clean pillows and blankets (a paper couch roll may be used that is changed between casualties).
- a chair.
- a telephone or other communication equipment.
- a record book for recording incidents attended by a first-aider or appointed person.

### 5.8.3 Automated External Defibrillators

We currently have AEDs in some school premises, these are intended for use by First Aiders in the event of someone experiencing cardiac arrest. The following guidance is to help individual Service areas and establishments determine whether or not it would be of benefit to install AEDs in any of their buildings, and also explains the other necessary commitments around their ongoing maintenance and use.

#### **What is an AED?**

An AED is a device which enables the general public to attempt to restart a heart after a cardiac arrest. They are designed to be simple to operate; the device has a computer

programme which reads the heart rhythm and only discharges (automatically) if it is correct to use a shock in that set of circumstances. They are available in a variety of community settings perceived to have the potential for high risk activities, settings or occupants/ visitors, and may be positive in terms of preventing avoidable deaths.

## Should you install them in your facility?

The following information may help in considering whether this is a viable option for your location(s). At present there is no statutory legal requirement under law to provide a defibrillator. Purchase of an AED should be considered in the context of the risk of a member of staff, student or member of the public sustaining a cardiac arrest at any given facility balanced against the ease and speed of access to NHS emergency services, the cost of purchase, installation, and maintenance of AEDs, and of initial and ongoing training of staff to use the devices. The first aid needs assessment should be used as the basis on which to determine the need for AED's within any School, Council establishment or Service. This assessment should include the following factors:

- The frequency of cardiac arrest at the site; The Resuscitation Council guidelines indicate that if the frequency is 1 arrest every 2 years then evidence supports the use of AEDs.
- The likely time between call out and arrival of a paramedic unit. If this is greater than 5 minutes then AED's may be a relevant consideration.
- The time between collapse of a victim and the availability of the on-site AED. If this is going to be greater than the time for a paramedic to arrive, it is of little benefit installing an AED, or it might mean locating multiple AEDs within the facility. (For remote facilities, AEDs are clearly of greater benefit, but practicalities of installation/ manning/ maintenance may be more problematic)
- The overall risk of the various sites e.g gyms and leisure centres have a higher risk of experiencing a cardiac arrest
- The population being served. Where there is a high percentage of young people they have a lower risk of cardiac arrest. Also the age of the working population and their health profile should be considered in terms of the likelihood of cardiac arrest episodes. The age range and health issues for any visitors or members of the public on the premises should also be considered.

Other factors that will have to be considered in deciding on the use of AEDs include:

- Training. There will be a commitment to training both initially and ongoing. Any training must comply with the guidelines of the Resuscitation Council UK.
- Cost of AEDs. This will include the initial cost (about £1000 per unit) and the ongoing maintenance (calibration, servicing, batteries etc).
- Routine upkeep of the AEDs. They must be kept available, fully charged and with appropriately trained people available to administer treatment with them at all times.
- Selection of individuals trained in the use of AEDs and their distribution in the workplace
- Monitoring of the system.

## 5.9 Signage

First aid notices providing details of who the first aiders are and how to contact them should be displayed within the workplace; the number and location of notices will depend on the size and layout of the workplace, notices should be in prominent positions and accessible to all employees.

First aid containers should be green with a white cross, where the first aid container is not prominently displayed i.e. in a cupboard, a notice should be placed on the outside of a cupboard and if appropriate on the outside of the door the first aid container is located in.

Examples of first aid signage are included in Appendix 4.

## 6 INFORMATION AND TRAINING

### 6.1 Information

Inverclyde Council recognises the need to provide staff with relevant information on the provision of first aid to employees. Employee awareness will help with the implementation of this policy. Information on the first aid provision will be made available on the Council's Intranet System ICON, and on First Aid Notices. The information will be updated on a regular basis.

### 6.2 Training

The Council recognises that training of first aiders is important to ensure that all first aiders, or other relevant employees have the necessary skills to carry out the requirements of this policy. Information on First Aid Training organisations is available.

**Emergency First Aid at Work** – At this level employees are qualified to give emergency first aid to someone who is injured or becomes ill while at work.

Contents of an emergency first aid at work (EFAW) course:

Understand the role of the first-aider, including reference to: –

- the importance of preventing cross-infection.
- the need for recording incidents and actions.
- use of available equipment.
- assess the situation and circumstances in order to act safely, promptly and effectively in an emergency.
- administer first aid to a casualty who is unconscious (including seizure).
- administer cardiopulmonary resuscitation.
- administer first aid to a casualty who is choking.
- administer first aid to a casualty who is wounded and bleeding.
- administer first aid to a casualty who is suffering from shock.
- provide appropriate first aid for minor injuries (including small cuts, grazes and bruises, minor burns and scalds, small splinters).

**First Aid at Work** – At this level employees are qualified to EFAW level but can also apply to a range of specific injuries and illnesses.

Content of a first aid at work (FAW) course:

Should include all of the subject areas listed in the Emergency First Aid at Work Course and administer first aid to a casualty with: —

- injuries to bones, muscles and joints, including suspected spinal injuries.
- chest injuries.
- burns and scalds.
- eye injuries.
- sudden poisoning.
- anaphylactic shock.

- recognise the presence of major illness and provide appropriate first aid (including heart attack, stroke, epilepsy, asthma, diabetes).

Where the first aid needs assessment identifies that there is a need to provide specialist first aid to deal with specific situations i.e. dealing with a pupil or employee with a specific medical condition, or the use of a specific chemical or a workplace activity which require specific first aid treatment, this must be provided.

# **WORKFORCE TRANSPORT POLICY**

Version No 5

Produced by:

Inverclyde Council  
Municipal Buildings  
GREENOCK  
PA15 1LX

2024

**Inverclyde Council is an Equal Opportunities employer**

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## DOCUMENT CONTROL

Document Responsibility	
Title	Service
Health and Safety Adviser	OD, HR & Comms

Change History		
Version	Date	Comments
1	Nov 08	1 <sup>st</sup> Draft Issued for consultation
1	Dec 08	<p>Para 4.3.7 – Authorised “Drivers Card” added</p> <p>Para 4.4.1 and 4.5.1 – Requirement to complete “Drivers Declaration Form” added</p> <p>Para 5.1.8 – Insurance cover for work equipment amended</p> <p>Appendix 3 - Drivers code of conduct (Accident) amended to include “Insurer’s Motor Claim Form”</p> <p>Appendix 1 – documentation check amended to include drivers declaration form</p> <p>Appendix 3 - Drivers code of conduct (Accident) amended to include “Insurer’s Motor Claim Form”</p> <p>Appendix 5 – Copy of declaration form added</p> <p>Transport Services changed to Environmental and Public Protection (Transport Services)</p>
1	Aug 10	<p>Updated to reflect the current Council management structure.</p> <p>Updated to reflect requirement for policy to apply to all drivers.</p>
1	March 11	Updated to reflect the current Council management structure.
1	October 15	<p>Updated to include:</p> <ul style="list-style-type: none"> <li>○ Current council management structure and policy template.</li> <li>○ Para 5.2, 5.3, 5.4, 6.4 - New driver CPC training and recording.</li> <li>○ Para 5.5, 6.2 - New DVLA Driving Licence check process.</li> <li>○ Para 5.4 - New Tax Disc system.</li> <li>○ Para 5.5 - ill Health - notification to DVLA</li> <li>○ Para 6.11 - Fleet Vehicle Tracking, Telematics.</li> <li>○ Appendix 3 – Driver’s code of conduct</li> <li>○ Appendix 4 – Driver’s Daily defect check record &amp; defect report</li> <li>○ Appendix 5 – Driver’s declaration</li> </ul>

		<ul style="list-style-type: none"> <li>○ Appendix 6 – DVLA Driving entitlement consent form D906</li> </ul>
5	Sept 2024	<p>Updated to include:</p> <ul style="list-style-type: none"> <li>○ Changes in officers</li> <li>○ Legislation change now permits Category B license holders to tow trailers up to 3500kg MAM (maximum authorised mass) within the towing limits of the vehicle.</li> <li>○ Appendix 5 -Updated Drivers declaration form</li> <li>○ Appendix 6- DVLA form D796 has been replaced with DVLA Form D906</li> <li>○ All references regarding DVLA Form D796 have been replaced with DVLA Form D906.</li> <li>○ All References to Environmental and Commercial Services have been replaced with Environmental &amp; Public Protection.</li> </ul>

Distribution
CMT and Extended Management Team
Union Representatives

Policy Approval			
Name	Action	Date	Communication
Workplace Transport Policy	Policy and Resources Committee approval	Nov 24	Intranet and Council website
Policy Review			
Review Date	Person Responsible		Service
2029	Health and Safety Team Leader		OD, HR, Comms & Policy



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## 1. INTRODUCTION

### 1.1 EXECUTIVE SUMMARY

This policy supports the Council in providing a safe place of work, a safe environment and safe systems of work, including the provision and maintenance of plant so far as is reasonably practicable. This includes the need to minimise the risk arising from the use of vehicles in the workplace and, or as part of the work activity.

### 1.2 BACKGROUND

It has been estimated that up to a third of vehicle accidents involve somebody who is at work at the time.

Some employers believe incorrectly that provided they comply with certain road traffic law requirements, e.g. company vehicles have a valid MOT certificate and that drivers hold a valid licence, this is enough to ensure the safety of their employees, and others, when they are in the workplace or on the road. However, health and safety law also applies both to the workplace and road work activities, and risks should be effectively managed within a health and safety management system.

Employees have the right to expect safe working conditions in relation to all aspects of their work and employers have a legal and ethical duty to take an active approach to managing workplace transport and occupational road risks. Organisations must do all that is reasonably practicable to ensure the health and safety of those persons when carrying out such tasks.

In addition to implementing systems to protect employees and other persons, organisations need to manage risks in order to control the significant losses which arise from “at – work” transport and road accidents. These include:

Direct accident costs (Vehicle Hire, Physical costs).	Lost employee time.
Higher insurance premiums.	Reputation.
Criminal prosecution.	

It is essential to ensure that these risks are managed in the same way as any other risk to the health safety and welfare of employees and other persons.

The true costs of work-related accidents are nearly always higher than just the costs of repairs and insurance claims. Some of the benefits to the Council regarding this issue are as follows:

1. It allows us to exercise better control over costs, such as wear and tear and fuel.
2. Minimises insurance premiums and legal costs and claims from employees and third parties.
3. Enables management to make informed decisions about matters such as driver training and vehicle purchase, site layout and assists in identifying where health and safety improvements can be made.

Case studies and research have shown that benefits from managing workplace transport and reducing vehicle collisions and injuries, include

Fewer days lost due to injury.	Reduced risk of work-related ill health.
Reduced stress and improved morale.	Less need for investigation and paperwork.
Less lost time due to work rescheduling.	Fewer vehicles off the road for repair.
Reduced running costs through better driving standards.	Fewer missed orders and business opportunities, so reduced risk of losing goodwill of customers.

### 1.3 STRATEGIC CONTEXT

This policy supports the delivery of the following outcomes within the Council Plan 2023-2028:

- High quality and innovative services are provided giving value for money
- Our employees are supported and developed

### 1.4 LINKS TO LEGISLATION

The Council has a general duty of care under section 2 of the Health and Safety at Work etc Act (HASWA) to provide a safe place of work, a safe environment and safe systems of work, the provision and maintenance of plant so far as is reasonably practicable. This includes the need to minimise the risk arising from the use of vehicles in the workplace and, or as part of the work activity. In addition, regulation 4, of the Provision and Use of Work Equipment Regulations (PUWER) requires us to assess the risks when selecting work equipment (vehicles) and any additional risk posed by the use of that equipment.

The Management of Health and Safety at Work Regulations requires that every employer shall make a suitable and sufficient assessment of the risks to employees and other persons health. This includes the risks associated with use of vehicles.

Other legislation which is applicable includes:

The **Motor Vehicles (Construction and Use) Regulations**. These outline the requirements in relation to the design, adaptations, maintenance, display of particulars, manufacturer's plates, suitable warning instruments, tyres etc.

The **Road Traffic Act** is also applicable and concerns itself with liability of vehicle owners, time for bringing evidence, parking of vehicles, road safety, reflectors and tail lights, unroadworthy vehicles, unsuitable vehicles, minimum age of drivers, power of police or local authority to take custody of removed vehicles etc.

The Council may be prosecuted under the Corporate Manslaughter and Corporate Culpable Homicide Act following work-related deaths due to their recklessness, where a safety failure has been particularly bad. Such cases will not be limited to fatal accidents in fixed workplaces, but will include cases of death on the road.

Driving as part of the job is the most dangerous work-related activity performed by most people in the UK.

### 1.5 AIM

This document provides guidance and outlines the arrangements to be implemented in an effort to ensure that such operations, which involve vehicles are minimised, so far as is

reasonably practicable to reduce the risk to employees and other persons. This will include selecting vehicles which are suitable for the work activity.

## 1.6 LINKS TO CORPORATE GROUPS

This policy links to the work of the Health and Safety Committee.

## 2.SCOPE

2.1 This policy applies equally to all employees regardless of grade, experience or role within the organisation. Specifically it applies to drivers driving Council Vehicles or drivers driving their own vehicles on Council business. It also applies to agency staff as far as is reasonably practicable and to any voluntary drivers using Council vehicles.

## 3.POLICY CONTENT

### 3.1 Policy statement:

- a. It is the policy of Inverclyde Council to take all reasonably practicable steps to safeguard the health, safety and welfare at work of all of its employees. The council will comply with all aspects and provisions of the Health & Safety at Work etc. Act 1974; the Management of Health & Safety at Work Regulations; and all other relevant statutory obligations. This includes the organisation and arrangements required to prevent or to minimise the potential for employees to be affected by our operations as a result of transport used in the course of council business. We will ensure to the best of our ability that all such vehicles are roadworthy, safe and comply with any relevant statutory provisions, appropriate for the type and class of vehicle used. A high standard of health and safety performance is recognised as an integral part of the council's service delivery. Therefore, sufficient resources will be allocated to meet the requirements of the council's Workplace Transport & Occupational Road Risk Policy.
- b. This standard will be achieved by:-
  - The Council meeting its responsibilities to employees in a way that recognises that legal requirements are the minimum standard.
  - Promoting and maintaining a positive health and safety culture which secures the commitment and participation of all employees. Inverclyde Council believes that this can best be achieved by partnership working in conjunction with trade union safety representatives. The "organisation" and "arrangements" sections of this policy make references to how this will be achieved in practice.
- c. Adopting a planned and systematic approach to the implementation of the council's Workplace Transport & Occupational Road Risk Policy to :-
  - Comply with UK Health & Safety Legislation
  - Comply with UK Road Traffic Act
  - Comply with Motor Vehicles (Construction & Use) Regulations
- d. This policy aims to provide guidance and information to Services to help them to manage the risk of workplace transport and occupational road risk.

### 3.2 Licence Requirements

Employees shall not be permitted to drive any Council owned vehicle or private vehicle for business purposes unless they are holders of a licence valid for the categories of vehicle which they are driving.

**Note:** A standard car licence (post 1997) does not permit the holder to drive a vehicle over 3.5 tonnes or a vehicle with more than 8 passenger seats. Legislation change now permits Category B license holders to tow trailers up to 3500kg MAM (maximum authorised mass) within the towing limits of the vehicle.

Environmental & Public Protection (Transport Services) can provide the necessary information on entitlements relating to older licences. (see useful contact numbers) Drivers are reminded that they must inform the DVLA of change of address.

### 3.3 Inspection of Licences (Council Vehicles)

Employees referred to above shall be required to produce their licence for the type of vehicle to ensure driver eligibility. In addition employees shall be required to complete the "DVLA Driving Entitlement Consent Form" (Appendix 6). The mandate once received is valid for a period of three years.

Environmental and Public Protection (Transport Services) shall inspect the licence details for all drivers authorised to drive council vehicles, record the categories/findings and maintain a database/register for reference.

Any anomalies, endorsements of penalty points discovered during Licence check may result in the following:

- Authority to drive council vehicles withdrawn or suspended
- Alteration to category/type of vehicle authorised to drive
- Disciplinary action

### 3.4 Drivers Risk Assessment

All drivers shall complete the annual "Driver Risk Assessment Stage 1 Form" (Appendix 1) and pass on to their line manager. Note: Applies to all council drivers, both employees and volunteers, who drive on council business.

- Insurance - employees who use their own private vehicle for council business shall ensure, that in addition to insurance cover for domestic, private and social use they have specific insurance cover for business purposes, and that it is clearly stated on the insurance certificate. Management/Supervisor shall inspect the document annually.

Note: Insurance held in the name of one partner or spouse may not cover either partners or spouses for business use unless this is specifically requested.

- MOT (VT20) Certificate - Drivers who use their vehicles in the course of council business shall ensure they are roadworthy. Where a vehicle is required to undergo an MOT test the driver shall produce a valid MOT certificate to their Line Manager/Supervisor for inspection annually.

Managers/supervisors shall check all the information supplied by their drivers and complete section 2 of the Stage 1 Drivers Risk Assessment (Appendix 1).

If the driver is "High" risk or drives a minibus or HGV they shall complete the Stage 2 Drivers Risk Assessment (Appendix 2).

### 3.5 LGV and PCV Licences/Medicals

Employees who require an LGV or PCV shall ensure that their licence remains valid and undertake appropriate statutory medicals as required by the DVLA. Medicals

can be carried out with the Council's Occupational Health Service which can be arranged through HR.

LGV/PCV drivers should hold a Driver Certificate of Professional Competence (CPC). It is considered best practice as part of Inverclyde Council's duty of care, it should also be considered a key part of a drivers personal development plan.

Driver CPC training must be obtained through Environmental and Public Protection (Transport Services).

### 3.6 Voluntary Drivers

Persons who drive on our behalf shall be subject to the same requirements as that outlined in paragraph 6.1.1, 6.1.2 and 6.1.3 (driver risk assessment).

Note: D1 exemptions **will not** be accepted for driving council vehicles. Drivers of minibuses having 9-16 passenger seats must hold a PCV licence category D1 or a category D licence to drive larger council buses.

### 3.7 Disqualifications and Endorsements

Employees shall be instructed to notify their Line Manager of any changes, penalties or disqualifications immediately. Departmental management shall investigate the matter in conjunction with Personnel, Insurance and Environmental and Public Protection (Transport Services) to assess if the person can continue to drive on our behalf (taking into account the circumstances and details provided), including any course of action to be followed in accordance with council policy. In addition, and on completion of any disqualification an assessment must also be made to determine whether or not the person can drive on our behalf.

Services will also implement these procedures for other persons (voluntary drivers) carrying out such activities on behalf of the council.

### 3.8 Vehicles

#### 3.8.1 Purchasing Policy

We shall ensure that only those vehicles which comply with Motor Vehicles (Construction and Use) Regulations, Road Traffic Act and Speed Limiter Legislation are acquired to carry out our work activities. Information on these matters can be obtained from the Transport Section.

#### 3.8.2 Hired or Leased

Where appropriate all hired or leased vehicles will comply with 6.2.1 above. Procedures will be implemented to ensure that Services consult with the Environmental and Public Protection (Transport Services) prior to hire or lease to ensure that vehicles are fit for purpose and comply with statutory requirements.

#### 3.8.3 Operator's Licence Requirements

The Council is required to hold an 'O' licence as it operates vehicles over 3.5 tonnes. Therefore, procedures shall be put in place to ensure that an operational management system is in place and that all vehicles within our fleet are inspected, serviced and records kept. This duty extends, therefore to include those vehicles not themselves requiring an 'O' licence as well as those hired/leased in conjunction with our undertakings.

#### 3.8.4 Drivers Hours and Tachographs (where applicable)

Drivers of "O" Licence and certain non "O" Licence Council vehicles have statutory requirements to keep records and comply with regulations applicable to driver's hours. These are as follows:



- Community Drivers Hours Regulation 3820/85.
- EEC Tachograph Regulations 3821/85.
- Road Transport (Working Time) Regulations.
- Domestic Hours Regulations.

The Council will instruct and implement arrangements for drivers where these regulations apply, including any required actions, records, etc to be maintained. Where appropriate employees will be instructed they must not interfere with, alter any of the components of any tachographs fitted to our vehicles. Any person found to have contravened this instruction may be subject to criminal prosecution for such an offence, which will also be regarded by the Council as misconduct and will be dealt with under the terms of our policy.

#### 3.8.5 Defects, Repairs and Breakdowns

- a) Where appropriate defect log books shall be kept in vehicles/plant.
- b) Drivers shall be instructed to record any defects in the log book and to report these accordingly.
- c) Any defects which could affect vehicle safety shall be reported to the Line manager immediately who should contact Vehicle Maintenance.
- d) Only Environmental and Public Protection (Transport Services) are authorised to carry out repairs, or to instruct a third party to carry out repairs on Council vehicles.
- e) Employees will be instructed in the system of work to be followed in the event of a breakdown, including any emergency telephone numbers.

#### 3.8.6 Accidents and Damage

- a) Employees shall be instructed in the Insurance Section procedures to be followed in the event of a vehicle accident/near miss, including reporting the incident to their immediate Line Manager. The Line Manager in conjunction with the employee will complete the Insurer's Motor Claim Form within 24 Hrs and forward to Environmental and Public Protection (Transport Services). A copy of this form must be submitted to the Council's Insurance Section by Transport when a vehicle is involved in a road traffic accident.
- b) Finance Service/Insurance Section be contacted for further advice. Copies of the Motor Claims forms can be obtained from Environmental and Public Protection (Transport Services).
- c) Minor damage to vehicles shall be recorded in the Defect Log Book. In the event major damage renders the vehicle unsafe it will be removed from service immediately.
- d) Where an employee involved in an accident suffers an injury the Council's Internal Accident Report Form shall also be completed and the matter investigated in accordance with Council H&S Policy.
- e) Any accident which results in an injury to a person shall be reported to the police as soon as possible and in any case no later than 24hrs after the incident.
- f) The police shall also be informed of all accidents resulting in damage to other vehicles, trailers or property, or in the case of a fatality or injury to an animal (other than a cat). Note: This need not be done if the third party is aware of the circumstances and all relevant information has been exchanged.
- g) Employees will be instructed that on notification of legal proceedings being actioned against them, they must report this immediately to their Line Manager. Where an employee receives any correspondence from an insurance company in relation to an accident this should be passed on to the Finance Service/Insurance Section.



- h) Employees driving private vehicles on our behalf and involved in a road traffic accident shall be instructed to complete the Council's Internal Accident Report Form.

#### 3.8.7 Cleanliness and Materials

It is the drivers responsibility that vehicles shall be kept in a clean condition at all times, both inside and outside. Any equipment or materials being carried shall be properly stored and where appropriate vehicle separation partitions provided. This is to ensure that road safety, health and safety is not compromised and to present a good public image.

#### 3.8.8 Legal Plates and Registration Plates

- a) Goods vehicles which require ministry plates (DTp) shall be displayed in the designated location within the driving cab at all times. Where trailers are used the plates will be found on the chassis. Drivers will be instructed to report any loss or damage as soon as possible to Environmental and Public Protection (Transport Services) and the person's Line Manager. Drivers are instructed that it is their responsibility to ensure that Plates are not tampered with or defaced.
- b) Registration number plates shall be free from damage, clearly visible at all times. Where it is necessary to use temporary plates they shall be of the approved design and appropriately displayed.
- c) No Smoking signs shall be displayed within the vehicle.
- d) Travelling height indicator signs (vehicles or trailer > 3 metres / 10 feet) will be displayed in the vehicle driving cab at all times. Drivers are instructed that it is their responsibility to ensure that Travelling height signs are not tampered with or defaced.

#### 3.8.9 Maintenance

All vehicles used in the course of our business shall be maintained and serviced and inspected in accordance with any statutory requirement and manufacturer's instructions. These will be carried out in a planned/preventative manner. All such works shall be undertaken by Environmental and Public Protection (Transport Services), or where appropriate by a specialised/ authorised repairer.

#### 3.8.10 Servicing Schedules

- a) Environmental and Public Protection (Transport Services) shall ensure that Services are provided with information in order that they can instruct drivers of any planned inspection date for their vehicle
- b) Department's shall ensure that vehicles are presented for inspection on the agreed date, unless prevented from doing so in the event of an emergency. In such an event Environmental and Public Protection (Transport Services) shall be advised accordingly.
- c) The vehicle defect Log Book shall be presented for inspection during servicing, including highlighting any defects that may require remedial or investigatory work.

#### 3.8.11 Vehicle Fires

Services shall carry out a risk assessment to determine whether it is necessary to install fire extinguishers in Council vehicles (statutory requirement for buses). The assessment shall take into account, the type of vehicle, its use, materials carried and the location and routes of the vehicle. Employees who drive Council vehicles shall be trained in the procedures to be followed in the event of a fire, the use of fire the extinguishers (where it's safe to do so) and the method of summoning assistance from the emergency services.

### 3.8.12 Portable First – Aid Kits

Services shall carry out an assessment to determine whether a First-Aid box should be installed in Council vehicles. The assessment will take into account the hazards associated with work, whether the workplace is in an isolated or remote location, number of employees and the location of the nearest casualty department. Where equipment of this type is provided a person will be appointed to check and record that the contents are replenished. See Council First Aid Policy for further information and guidance.

## 3.9 Traffic Management Systems

### 3.9.1 The Workplace

Services shall ensure that each workplace is organised in such a way that pedestrians and vehicles can circulate in a safe manner. Traffic routes shall be suitable for the persons or vehicles using them and shall be suitably indicated where necessary for reasons of health or safety. Services shall implement arrangements for dealing with adverse weather conditions e.g. snow and ice. Services shall organise the traffic routes within the workplace in order to keep reversing to a minimum and where appropriate ensure that proper reversing procedures are followed by employees.

### 3.9.2 Design and Layout of Traffic Systems

Services should consider the following when designing new traffic systems or assessing existing traffic layout:

- a) Traffic routes will be planned to give the safest route between places where vehicles have to call.
- b) Routes shall be designed to ensure that they do not encroach on any vulnerable items, such as fuel storage tanks or any unprotected edge which vehicles can fall.
- c) One way traffic systems implemented where reasonably practicable.
- d) Provision of safe areas for loading and unloading of materials or goods.
- e) Ensure that access gates and entrances are wide enough to accommodate delivery vehicles.
- f) Implement speed limits, including where appropriate speed bumps.
- g) Install signs and road markings designed to comply with the Traffic Signs Regulations and General Directions and those set out in the Highway Code or Safety Signs Regulations.
- h) Give prominent warning of any height restrictions.
- i) Provide clearly marked parking areas.
- j) Where required provide a banksman to assist reversing.
- k) Install suitable and sufficient lighting.

### 3.9.3 Pedestrians

- a) Provide separate routes or pavements for pedestrians, to keep them away from vehicles.
- b) Install suitable barriers or guard rails at entrances to and exits from buildings (particularly educational establishments), and at the corners of buildings to prevent pedestrians walking straight onto roads.
- c) Where traffic routes are used by both pedestrians and vehicles they shall be wide enough to allow vehicles to pass pedestrians safely. Where it is not reasonably practicable to provide pavements, pedestrian walkways will be made highly visible by the use of segregation lines.
- d) Crossing points shall be suitably marked, signposted.
- e) Where it is not reasonably practicable to segregate pedestrians from vehicles at the end of the working or school day, then vehicles shall be prevented from using the routes at these times.

- f) Where appropriate vehicle and pedestrian doors shall be provided with windows.
- g) Where the public have access to our premises the traffic routes and pedestrian walkways shall be clearly marked and signposted.

#### 3.9.4 Access for those with Disabilities

The Council shall ensure that 'reasonable adjustments' are made in the workplace and at any of our premises where the public require access to include the provision of parking facilities for those persons with disabilities. Parking bays shall be clearly marked and signed and positioned to allow ease of access. Where this is not reasonably practicable management will ensure that arrangements are in place to enable such persons to alight at the entrance to the building. If requested, assistance will be provided to enable that person to access the building safely. Where appropriate this should include the use of a "Buddy System".

#### 3.9.5 Visiting Drivers/Deliveries

The Council will ensure that visiting drivers are informed through signage of the workplace layout, the route they need to take, delivery times (particularly educational premises) and relevant safe working practices e.g. for parking and unloading. We shall co-operate with visiting drivers in the event they require any special precautions or assistance with loading/unloading and reversing manoeuvres (kept to a minimum).

### 3.10 Substance Abuse

The Council recognises and accepts that a substance (medications, illegal drugs and alcohol) impairs judgement, making drivers over confident and more likely to risks. It slows reactions, impairs judgement of speed and distance and affects vision. Even a small amount of alcohol, well below the legal limit, seriously affects the ability to drive safely. Services shall ensure that employees who drive on our behalf are informed of the council's code of conduct on such matters and that they must not drive if their ability to do so safely is affected by substances. Doing so will implement the Council's Disciplinary Procedures.

Employees will be instructed to seek guidance from their medical practitioner regarding driving at work in the event they are being prescribed medication which may affect their capability to drive. It will be the responsibility of the person to inform their Line Manager immediately of any diagnosis.

Support and counselling is available for employees suffering from substance abuse which can be accessed through Human Resources/Occupational Health.

### 3.11 Vehicle Security

#### 3.11.1 Drivers Responsibilities

Employees in charge of our vehicles shall be instructed that they are responsible for its security and contents whenever it is left unattended. The instructions will include the following:

- a) Parking brake shall be engaged.
- b) Ignition key shall be removed.
- c) Doors and windows to be closed and locked.
- d) Where fitted, anti- theft and tracker devices shall be activated.
- e) Ignition and door lock keys to be kept secure at all times.
- f) Equipment belonging to the Council, e.g. Laptops, projectors etc must be removed from the vehicle while unattended.

#### 3.11.2 Vandalism and Theft

The employee in charge of the vehicle shall be instructed to implement the following in the event of vandalism or theft:

- a) Report any loss or damage to their Line Manager and when required to the Police. Environmental and Public Protection (Transport Services) shall be advised accordingly.
- b) Secure the vehicle and its contents. If the Police are involved, the vehicle should only be moved on completion of any investigation.
- c) An Incident Report (Motor Claim Form) shall be completed with exact details of the incident and forwarded to Environmental and Public Protection (Transport Services)) within 24hrs.

### **3.12 Vehicle Tracking System and Telematics**

Fleet vehicles may be fitted with a tracking device and telematics systems.

#### **3.12.1 Interference or Tampering with Tracking Equipment**

Interference or tampering with the tracking equipment will be clearly identifiable both in the vehicle and/or by reports. The unit continues to record even when attempts have been made to deactivate the tracking unit and information will be accessed once the unit is reporting again. Deliberate attempts to disable the tracker unit or any of the components will be investigated in accordance with the Disciplinary Policy and Procedures as Gross Misconduct.

#### **3.12.2 Telematic Systems**

Fleet items may be fitted with telematic systems, such as on-board weighing systems, C.C.T.V. camera recording systems etc. The on-board weighing system should be used at all times to ensure no overloading incidents occur. The camera system shall be used to assist in monitoring all aspects of operational duties.

#### **3.12.3 Generated Reports**

Generated reports will include vehicle positioning, journey information, vehicle speeding, idling, fleet utilisation etc. Managers will have access to reports relating to the fleet items under their control to assist with the day to day management of these assets. Reports will also be generated and used by the Fleet Management section of Environmental and Public Protection to assist with the strategic management of the Council fleet.

#### **3.12.4 Fleet Tracking**

The fleet tracking and telematic systems will also be used to assist in the management of occupational road risk and workplace health and safety in support of lone working or in isolation and to reduce the risk of vehicle theft.

#### **3.12.5 Use in Disciplinary Investigations**

Reports or images may be used to assist in disciplinary investigations being conducted where information comes to the attention of managers or supervisors that there may have been misconduct on the part of an employee. The information gathered will be used in accordance with the Council's Disciplinary Policy and Procedures and where appropriate reports will be used as evidence in hearings.

#### **3.12.6 Fleet Tracking & Telematics Training**

Employees who are required to drive fleet items fitted with tracking and telematic systems will receive appropriate training if the equipment fitted requires driver interaction. Training and awareness on fleet tracking and telematic systems will form part of the Driver Assessment training thereby ensuring all new drivers of fleet items are fully aware of the systems. Awareness training will include both the technical and reporting aspects of the system.

## 4 ROLES AND RESPONSIBILITIES

In addition to the responsibilities laid out in the Corporate Health and Safety Policy the following responsibilities are specific to this Policy.

### 4.1 Directors

Directors have a collective and individual responsibility to employees in providing Health and safety Leadership within Inverclyde council, they should ensure that their Directorate has:-

- as far as is practicable, the adequate provision of financial resources to meet the foreseeable expenditure pertaining to the implementation of this Policy.
- ensured that managers are aware of their responsibilities and appropriately trained to discharge their duties correctly.

### 4.2 Heads of Service

Heads of Service will have a pivotal role in the effective implementation of the Workplace Transport and Occupational Road Risk Policy. They shall be responsible for ensuring:

- The promotion of a positive workplace transport safety culture by setting the standard and leading by example.
- They will each, ensure so far as is reasonably practicable, the safety of their employees and all other persons who may be affected by the work of the Service from harm caused by vehicle accidents in the workplace.
- That all employees driving licence is inspected at interview and where appropriate employees undergo a driver assessment by the designated officer of Environmental and Public Protection (Transport Services) to ascertain their skill levels.
- All managers/supervisors shall be instructed and trained, where appropriate in the contents of this policy and informed of any variation of use relating to hired or Council owned vehicles.
- Services must ensure that the regulations applicable to drivers hours are adhered to, including where appropriate the relevant procedures for the use of Tachograph
- Where appropriate services must have effective procedures in place for monitoring fuel consumption using information provided by Environmental and Public Protection (Transport Services).
- Services shall ensure that the following documents are readily available in all council vehicles at all times:

- Defect book (including hired vehicles).
- Daily Vehicle Inspection Sheet (Monthly).
- Services shall ensure that records of daily vehicle checks are kept, including the identification of defects and reporting of accidents.
- Special Licence Requirements for Large Goods Vehicle (LGV) and Passenger Carrying Vehicle (PCV)

Department management must ensure that only those drivers who hold the correct category of Licence are allowed to drive this type of vehicle.

The European Directive (2003/59/EC) requires the initial and continuous training of vocational driver's and it is referred to as a Driver CPC. The drivers CPC is a professional drivers qualification and is considered Best Practice as part of Inverclyde Council's duty of care, it should also be considered a key part of a drivers personal development plan.

From 10th September 2008 vocational PCV drivers must complete 35hrs of periodic training over a period of 5 years continuously, i.e. the first period ends and the second begins Sept 2013.

Drivers of passenger vehicles in categories D1, D1+E, D, D+E are included if they are within the scope of the regulations.

From 10th September 2009 vocational LGV drivers must complete 35hrs of periodic training over a period of 5 years continuously, i.e. the first period ends and the second begins Sept 2014.

Drivers of goods vehicles in categories C1, C1+E, C, C+E are included if they are within the scope of the regulations.

Services shall provide the resources to fund the Driver CPC as they see this training as a vocational requirement.

#### **4.3 Managers/Team Leaders/Supervisors**

Any person who has a managerial/supervisory responsibility for other employees, whatever title they are given has the responsibility to ensure:

- That the annual check of the relevant driving and vehicle documentation of all drivers under their control is performed and that records are kept.
  - Driver Risk Assessment Stage 1 (Appendix 1)
  - Driver Risk Assessment Stage 2 (Appendix 2)
- Supervisors shall confirm that:
  - The licence held by the employee is current and valid and allows them to drive the category of vehicle, including any vehicle hired or leased on



council business. Supervisor of “grey fleet” vehicles can check DVLA Licence check web page when provided with appropriate pass code from employee.

- Statutory documentation relating to the use of the vehicle(s) is current and valid e.g. MOT Test Certificate (VT 20) where appropriate) and in particular, the insurance certificate specifically includes the use for business.
- Council vehicles are made available for inspections and routine servicing in accordance with the schedule set out by Environmental and Public Protection (Transport Services). Any alteration to these schedules must be agreed to by Environmental and Public Protection (Transport Services).
- Any vehicle which is found to be defective or damaged which affects its road safety must be removed from service. If there is any doubt about the safety of the vehicle, Environmental and Public Protection (Transport Services) should be contacted and requested to carry out an inspection.
- Where a vehicle is hired / leased management must ensure that a physical check is carried out upon delivery and that any damage notified to the hire/lease company immediately for record purposes. A check should also be carried out before the vehicle is returned.
- That procedures are implemented to monitor driver’s hours along with the safekeeping of Tachograph records (where applicable). Where employees use council or private vehicles for business use it will be necessary to ensure that the Risk Assessment takes account of the cumulative daily driving hours, including any excessive journey time home that may put that person at risk.  
*Note: Domestic Driving Hours Guidelines state that “duty time” should not exceed 11 hours.*
- That all drivers shall be instructed and trained, where appropriate in the contents of this policy and informed of any variation of use relating to hired or Council owned vehicles.
- That LGV/PCV drivers are provided with initial and continuous training. This is referred to as a Driver Certificate of Professional Competence (CPC). It is considered best practice as part of Inverclyde Council’s duty of care, it should also be considered a key part of a drivers personal development plan.
- That the following documents are readily available in all council vehicles at all times:
  - Defect book (including hired vehicles).

- Daily Vehicle Inspection Sheet (Monthly).
- That records of daily vehicle checks are kept, including the identification of defects and reporting of accidents.

#### **4.4 Environmental and Public Protection (Transport Services)**

Environmental and Public Protection (Transport Services) will support Services by outlining and providing information on the specification, design, maintenance, inspection, daily checks and disposal of vehicles/plant. They shall also be responsible for:

- Complying with the Council's standing orders regarding procurement and consider the Services specifications/ requirements to ensure 'Best Value' for Services and the Service Provider.
- Ensuring that all Council vehicles, including those which are hired have a current 'Road Fund licence'. They shall purchase licences and monitor licence expiry dates.
- Ensuring that all Council vehicles are registered for the purposes of arranging and identifying MOT test dates in line with statutory requirements.
- Maintaining records of tests and results for each vehicle and those on hire/lease from an external provider.
- Providing service schedules for all vehicles, including notifying Services of the arrangements and timescales to be met.
- Servicing all council vehicles which shall include any safety checks and manufacturers recommendations along with statutory thorough examinations, required under relevant statutory provisions (e.g. LOLER).
- Appointing an accredited officer for the purposes of assessing driver's competence regarding the category of vehicle for which they are authorised to drive.
- Selecting a JAUPT (Joint Approvals Unit for Periodic Training) approved provider for PCV/LGV Driver Certificate of Professional Competence (CPC) training.
- Providing suitable and sufficient information to drivers for the purposes of carrying out daily checks of the vehicle(s) they are authorised to drive.
- Maintenance of 'O' Licence - Statutory Requirements:
  - Competent persons shall be appointed to carry out work on council vehicles and that they are supervised and monitored under the



- control of a person holding a valid Certificate of Professional Competence.
- Roadworthiness of Vehicles – Council vehicles shall be maintained and serviced in accordance with manufacturers/statutory requirements and where any ancillary equipment is fitted shall be subject to the same standard of maintenance.
  - Tachographs (where applicable) -These shall be maintained, serviced and administered to ensure they are functional and calibrated at all times. Routine checks shall be carried out on their condition by management for the purposes of ensuring the seal is in good order.
  - Workmanship – Vehicle Inspections, random inspections of vehicles shall be carried out by management at frequent intervals to ensure that safe systems of work are implemented during repairs and the quality of workmanship is to a good standard.
  - Assisting Finance Services personnel with the investigation of insurance claims, collate any quotations, liaise with Services and process all appropriate paperwork.
  - External Hire Arrangements, all external hire of vehicles will be under the direct control of Environmental and Public Protection (Transport Services). This will ensure that any such vehicle meet with the user specifications or to an equivalent standard / fitment.
    - Such arrangements shall be made to meet the Department for Transport requirements, 'O' Licence obligations, whilst having consideration for the safe operation and ensuring best value is achieved.
    - A list of approved vehicle hire contractors shall be maintained and assessed and reviewed accordingly.
  - Fuel Supplies - an adequate provision of fuel supply for vehicles and associated plant shall be maintained.

#### 4.5 Employee Responsibilities

All employees have a responsibility to ensure that they are complying with the health and safety procedures and requirements appropriate to their job. To achieve this, in relation to this Policy, Drivers shall:

- Be holders of a licence valid for the categories of vehicle in which they are required to drive. Employees must advise their Line Manager if they lose their licence, including “Large Goods Vehicles” or “Passenger Carrying Vehicle” group licence.
- Produce their driving licence for inspection when requested by the Council and sign the “DVLA Driving Entitlement Consent Form” (Appendix 6).
- When requested to do so by their line manager or Environmental and Public Protection (Transport Services), employees must sign the “Drivers Declaration Form” (Appendix 5).
- Complete the “Driver Risk Assessment Stage 1 Form” and pass on to their line manager. Note: Applies to all council drivers, both employees and volunteers, who drive on council business.
- Not drive if their ability to do so safely is affected by substances (alcohol, illegal drugs, medication). Drivers are instructed to seek guidance from their Medical practitioner regarding driving at work in the event they are being prescribed medication which may affect their capability to drive. It is their responsibility to inform their Line Manager immediately of any diagnosis that would affect their capability to drive.
  - Support and counselling is available for employees suffering from substance abuse which can be accessed through Human Resources/Occupational Health.
- Notify the DVLA and your supervisor if you have a driving licence and:
  - You develop a “notifiable” medical condition or disability
  - A condition or disability has got worse since you got your licence.

Notifiable conditions are anything that could affect your ability to drive safely.

They can include:

- Epilepsy
- Strokes
- Other neurological and mental health conditions
- Physical disabilities
- Visual impairments

You must surrender your licence to DVLA (<https://www.gov.uk/giving-up-your-driving-licence>) and notify your supervisor if your doctor tells you to stop driving because of your medical condition, or if you don't currently meet the required standards for driving. You can be fined up to £1,000 if you don't tell DVLA about a condition that might affect your ability to drive safely. You could also be prosecuted if you have an accident.

- Ensure that employees are not permitted to smoke in council vehicles at any time. In addition where an employee is using their own vehicle for business purposes and is carrying other employees/clients as passengers, they shall not smoke.
- Report any situation involving the Police to their Line Manager whether or not it leads to charges being made against them.
- Carry out daily checks of the vehicle(s) they are authorised to drive.
- Comply with statutory Road Transport Legislation and Highway Code.
- Ensure that the following documents are completed and readily available in their council vehicles at all times:
  - Defect book (including hired vehicles).
  - Daily Vehicle Inspection Sheet (Monthly).
- Know it is their responsibility for the loss or damage to personal property carried in our vehicles, and that any such instance may be covered by "Household Insurance". It is therefore the employee's responsibility to progress matters with their insurance provider.
- Store personal property in the boot or concealed from view where there is no boot if vehicle left unattended. The vehicle must be kept locked at all times.
- Only use Council vehicles to carry goods and/or passengers on permitted business. Permission shall only have been given when:
  - the journey is for official council business;
  - the employee is acting on the instruction of a Line Manger or other authorised person;
  - authorised passengers are carried in our vehicles;
  - employees are on duty, or travelling to and from work;
  - carrying out work for, or on behalf of the Council;
  - goods, tools, equipment and materials used on our behalf;
  - transported as part of a council service.
- Ensure that passengers and goods are carried safely and that where appropriate seat belts are worn and speed limits adhered to.

- Ensure that materials and tools shall not be carried or transported in the passenger carrying area of their vehicle.
- Transport passengers in seats designed and fitted as required by the Motor Vehicles (Construction and Use) Regulations.
- Not to use a hand held mobile phone when driving. Note: In addition the use of hands free equipment is also likely to distract the driver's attention from the road.

Drivers are permitted to operate two-way radios when fitted to Council owned or leased vehicles. However they should keep conversation to a minimum whilst using the two-way radio or microphone.

#### **4.6 Health and Safety Team Leader**

The Council Health and Safety Team Leader shall ensure that the Workplace Transport and Occupational Road Risk Policy is monitored for effectiveness, is subject to regular review, and is revised when necessary. They shall do so in conjunction with Heads of Service and Trades Union Safety Representatives.

#### **4.7 Corporate Health and Safety Committee**

The Corporate Health and Safety Committee will perform a pivotal role in ensuring that this policy is implemented.

The Committee will oversee monitoring of the effectiveness of the policy and other measures to reduce risks and promote workplace health and safety.

## **5 IMPLEMENTATION**

### **5.1 Training**

The Council recognises that training of managers and employees is important to ensure that all employees have the necessary skills to reduce, or if this is not possible control, the risks from Workplace Transport and Occupational Road Risk. The following training will be made available through the Corporate Training planner or if identified through the risk assessment process other specialist training can be made available. All training provided will include information about this Council policy.

- Occupational Road Risk
- Council Vehicle Driver Training/Assessment
- Traffic Management Systems
- Banksman Duties
- Fleet Tracking & Telematics

Services should ensure that all drivers are trained in any auxilliary equipment attached to their vehicle.

### **5.2 Communication of the Policy**

The Council recognises the importance of communicating the policy to all employees. This policy will be communicated to staff via the Corporate Health and Safety Committee, the Council's team briefing system and a copy will be placed on the Council's Intranet system and external website.

## **6 RISK**

### **6.1 Legislative Risk**

This policy supports the Council to meet:

- the general duty of care under section 2 of the Health and Safety at Work etc Act (HASWA)
- Regulation 4 of the Provision and Use of Work Equipment Regulations (PUWER)
- The Management of Health and Safety at Work Regulations
- The Motor Vehicles (Construction and Use) Regulations
- The Road Traffic Act

## **7 EQUALITIES**

### **7.1 Consultation and Engagement**

Inverclyde Council recognises the importance of employee consultation and is committed to involving all employees in the development of policies and procedures. The following groups are formally consulted:

- Trade Union Representatives through the Corporate Health and Safety Committee.
- All Chief Officers.
- Employees via the Council Intranet.

### **7.2 Equality Impact Assessment**

An Equalities Impact Assessment was carried out using the Council's Equalities Impact Assessment Template.

## **APPENDICES -**

**APPENDIX 1 : CORPORATE DRIVERS RISK ASSESSMENT STAGE 1**

**APPENDIX 2 : Corporate Driver Risk Assessment Stage 2**

**APPENDIX 3 : Driver's Code Of Conduct**

**APPENDIX 4 : Drivers Daily Defect Check Record and Defect Report**

**APPENDIX 5 : Drivers Declaration 2022**

**APPENDIX 6 : D906 Declaration Form**

**APPENDIX 7 : Contact Numbers & Resources**

Link to appendix [icon • Workplace Transport](#)

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