Municipal Buildings, Greenock PA15 1LY

Ref: CMD

Date: 4 November 2022

A meeting of the Policy & Resources Committee will be held on Tuesday 15 November 2022 at 3pm.

Members may attend the meeting in person or via remote online access. Webex joining details will be sent to Members and Officers prior to the meeting. Members are requested to notify Committee Services by 12 noon on Monday 14 Novemeber 2022 how they intend to access the meeting.

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

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

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

IAIN STRACHAN
Head of Legal & Democratic Services

BUSINESS

**** Copy to follow**

1.	**Apologies, Substitutions and Declarations of Interest**	**Page**
PERFORMANCE MANAGEMENT		
2.	**2022/23 Policy & Resources Committee and General Fund Revenue Budget Update as at 30 September 2022** Report by Interim Director Finance & Corporate Governance, Corporate Director Education, Communities & Organisational Development and Chief Executive	**p**
3.	**Policy & Resources Capital Budget and 2022/25 Capital Programme** Report by Interim Director Finance & Corporate Governance	**p**
4.	**Finance Services Update** Report by Interim Director Finance & Corporate Governance	**p**
5.	**Treasury Management – Mid-Year Report 2022/23** Report by Interim Director Finance & Corporate Governance	**p**
6.	**Corporate Policy and Performance Update Report** Report by Corporate Director Education, Communities & Organisational Development	**p**
7.	**Inverclyde Council Annual Performance Report 2021/22** Report by Corporate Director Education, Communities & Organisational Development	**p**

8.	**Corporate Services Corporate Directorate Improvement Plan Progress Report 2022/23** Report by Corporate Director Education, Communities & Organisational Development	**p**
9.	**Annual Update - Delivering Differently Programme** Report by Interim Director, Finance & Corporate Governance	**p**
NEW BUSINESS		
10.	**2023/25 Budget Update** Report by Interim Director Finance & Corporate Governance	**p**
11.	**Update on Anti-Poverty Interventions 2021-2023** Report by Corporate Director Education, Communities & Organisational Development	**p**
12.	**Acceptable Use of Information Systems Policy** Report by Head of Legal & Democratic Services	**p**
ROUTINE DECISIONS AND ITEMS FOR NOTING		
13.	**Complaint Handling Annual Report 1 April 2021 – 31 March 2022** Report by Interim Director, Finance & Corporate Governance	**p**
14.	**Freedom of Information Annual Report 2021** Report by Interim Director, Finance & Corporate Governance	**p**
15.	**Workforce Information and Activity Report (WIAR) 2021/22** Report by Head of Organisational Development, Policy & Communications	**p**
16.	**Procurement Strategy 2022/25 – Social Value Policy – Remit from Environment & Regeneration Committee** Report by Head of Legal & Democratic Services	**p**

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

Please note: this meeting may be recorded or live-streamed via YouTube and the Council's internet site, where it will be capable of repeated viewing. At the start of the meeting the Provost/Chair will confirm if all or part of the meeting is being recorded or live-streamed.

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

Inverclyde council

AGENDA ITEM NO: 2

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Interim Director Finance & Corporate Governance and Corporate Director Education, Communities & Organisational Development, Chief Executive**	**Report No:**	**FIN/66/22/AP/AB**
Contact Officer:	**Alan Puckrin**	**Contact No:**	**01475 712090**
Subject:	**2022/23 Policy & Resources Committee and General Fund Revenue Budget Update as at 30 September 2022**		

1.0 PURPOSE AND SUMMARY

1.1 ☐For Decision ☒For Information/Noting

1.2 The purpose of this report is to advise Committee of the 2022/23 Committee Revenue Budget projected position at 30 September 2022 and the overall General Fund Revenue Budget projection at this date. The report also highlights the position of the General Fund Reserve.

1.3 The revised 2022/23 Revenue Budget for the Policy & Resources Committee is £23,272,000 excluding Earmarked Reserves. The latest projection is an overspend of £2,592,000 (11.1%) and is almost entirely down to projected pay and non-pay inflation pressures which are being held centrally. This represents an increase of £204,000 since the Period 4 report.

1.4 Due to these inflationary pressures the General Fund is projecting an overspend of £2.026million after the one-off use of £4million of Reserves which was agreed by the Council in February when Members approved the 2022/23 Revenue Budget. Based on these figures the Council's unallocated Reserves are currently projected to fall below the minimum recommended level of £4.0million by 31 March, 2023. This will require to be addressed as part of the 2023/26 Budget.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee note the current projected overspend for 2022/23 of £2,592,000 as at 30 September 2022 within the Committee's Budget.

2.2 It is recommended that the Committee note that the Interim Director Finance & Corporate Governance and Heads of Service will review areas where non-essential spend can be reduced in order to bring the corporate service element of the budget back on track.

2.3 It is recommended that the Committee notes the projected 2022/23 surplus of £19,440 for the Common Good Budget.

2.4 It is recommended that the Committee notes the projected overspend of £2,026,000 for the General Fund and that action will need to be taken as part of the 2023/26 Revenue Budget to bring the unallocated Reserves back to the minimum recommended level of £4.0million and address the underlying budget shortfall.

2.5 It is recommended that the Committee approve the early implementation of the £10.90 Living Wage rate from 10 November, 2022 and note that the estimated cost of £25,000 will be contained within 2022/23 service budgets.

Alan Puckrin
Interim Director
Finance & Corporate Governance

Louise Long
Chief Executive

Ruth Binks
Corporate Director
Education, Communities
& Organisational Development

3.0 BACKGROUND AND CONTEXT

3.1 The revised 2022/23 Revenue Budget for the Policy & Resources Committee is £23,272,000 excluding Earmarked Reserves. This is an increase of £1,579,000 from the approved budget due to additional funding from the Scottish Government for the Local Pay Offer partly offset by allocations to services from the non-pay inflation allowance. Appendix 1 gives more details of this budget movement.

3.2 **2022/23 Projected Outturn (£2,592,000 Overspend 11.1%)**

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

(a) Projected underspend of £54,000 for Finance/ICT Employee costs due to exceeding turnover targets.

(b) ICT Computer Software Maintenance projected overspend £56,000.

(c) Projecting an underspend within Revenues of £75,000 due to one-off income relating to the Cost of Living funding. This underspend will be off-set with various administrative costs all under £20,000.

(d) Previous Years Council Tax under-recovery of £40,000 in line with last year.

(e) Projected overspend of £54,000 for Legal Employee costs due to turnover target not yet met.

(f) Projected overspend of £1,400,000 for the Non-Pay Inflation Contingency largely due to rising utility and fuel costs and contracts linked to rates of RPI.

(g) Projected shortfall of £1,150,000 in the Pay Inflation allowance based on the latest offer agreed by Cosla Leaders and after netting off an additional £2.167 million recurring funding and one-off funding of £1.867 million from the Scottish Government. The projection assumes the IJB will receive £1.1 million share of this additional funding in 2022/23. Finally, the projection assumes a £250,000 saving arising from the UK Governments decision to reverse the 1.25% increase in National Insurance.

More details are shown in Appendices 2 and 3.

3.6 **Earmarked Reserves**

Appendix 4 gives an update on the operational Earmarked Reserves, i.e. excluding strategic funding models. Spend to date is currently £4,310,000 largely due to the delivery of the Council Cost of Living payments. Appendix 7 gives a summary breakdown of the current earmarked reserves position. It can be seen that expenditure at 30 September was £7,981,000 which is £115,000 (1.46%) more than the phased budget and 30.1% of projected 2022/23 spend.

3.4 **Common Good Fund**

The Common Good Fund is projecting a surplus fund balance of £19,440 as shown in Appendix 5 and which results in projected surplus fund balance of £125,110 at 31 March 2023.

3.5 **General Fund Budget & Reserves Position**

Based on the significant over spend projected within this Committee's Budget it is no surprise to see from Appendix 6 that as at 30 September 2022 the General Fund is projecting a £2,026,000 overspend (excluding Health & Social Care Directorate) which represents 0.89% of the net Revenue Budget.

3.6 Appendix 8 shows the latest position in respect of the General Fund Reserves and shows that the projected balance at 31 March, 2023 is £3.435 million which is £0.565 million below the minimum recommended balance of £4 million.

4.0 PROPOSALS

4.1 In respect of the projected overspend of £8,000 within the 3 Corporate Services, the Interim Director and Heads of Service will ensure that further steps are taken to reduce expenditure where this will not have a direct impact on service delivery.

4.2 In relation to the General Fund overspend the Committee are asked to note that similar action is being taken by the Corporate Director of Education, Communities and OD and Interim Director Environment & Regeneration to bring their Committees back within their approved budgets.

4.3 The unallocated General Fund reserve balance will require to be restored to £4.0 million during 2023/24 via action identified as part of the current budget exercise.

4.4 The Living Wage Foundation announced a new Living Wage rate of £10.90 per hour on 22nd September 2022. Given the current cost of living crisis, the Foundation are encouraging employers to implement this new rate as soon as possible. As an accredited Living Wage Employer, the Council is required to implement the revised rate by May 2023. The Council implemented a revised pay and grading model on 1st April 2019 which incorporated the living wage rate into the pay structure. It was agreed at that time that the annually revised living wage rates would be implemented from 1 April the follow year. This helps to protect the integrity of the pay and grading structure and avoids any narrowing of differentials between Grade 1 and 2.

4.5 Following agreement of the SJC pay award, arrangements are currently being made to implement revised rates backdated to 1st April 2022. This pay award revises the bottom grade to £10.85 per hour. It is proposed, given the current cost of living crisis that the new Living Wage Rate of £10.90 per hour is implemented with effective of 10th November 2022, this is the beginning of a new pay period. This early implementation is proposed for this year only due to the exceptional circumstances.

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**

As has been previously reported the Council is facing financial challenges it has not faced before and decisive action will need to be taken in coming months to ensure the Council's Budget, service delivery requirements and priorities remain affordable in the medium term.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Various	Employee Costs	2022/23	Up to £25k		Early implementation of the £10.90 Living Wage rate. Costs to be contained in 2022/23

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 approved Governance Documents set out the roles and responsibilities of Committees and officers in ensuring budgets are not overspent and the process to be followed in the event approved limits are projected to be breached.

5.4 **Human Resources**

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

5.5 **Strategic**

The current and projected financial position will require to be borne in mind when developing the forthcoming strategic plans for the Council.

6.0 CONSULTATION

6.1 The Chief Executive and Corporate Director Education, Communities and Organisational Development have been consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

7.1 There are no background papers.

Appendix 1

Policy & Resources Budget Movement - 2022/23

Period 6: 1 April 2022 - 30 September 2022

Service	Approved Budget 2022/23 £000	Movements Inflation £000	Virement £000	Supplementary Budgets £000	Transferred to EMR £000	Revised Budget 2022/23 £000
Finance	7,555	3	40	452	0	8,050
Legal	1,961	24	6	0	0	1,991
Organisational Development, Policy & Communications	2,116	33	0	0	0	2,149
Chief Exec	331	0	0	0	0	331
Miscellaneous	9,730	(1,913)	0	2,934	0	10,751
Totals	21,693	(1,853)	46	3,386	0	23,272

Supplementary Budget Detail

	£000
Inflation	
Legal: HOS Overbudgeted, back to Inflation Contingency	(7)
Legal: Councillors 22/23 Pay Award	31
Registrars: correction	1
HR - Occupational Health contract increase	33
Miscellaneous - Non Pay Inflation allocated out	(1,911)
	(1,853)
Virements	
Legal - Additional Senior Allowances Councillors	6
Finance (ICT): New Ways of Working	40
	46
Supplementary Budgets	
Housing Benefits - Cost of Living Payment	452
Miscellaneous - SG Local Pay Offer Allocation (Ex-HSCP)	2,934
	3,386
Total Inflation & Virements	**1,579**

POLICY & RESOURCES **Appendix 2**

REVENUE BUDGET MONITORING REPORT

CURRENT POSITION

Period 6: 1 April 2022 - 30 September 2022

2021/22 Actual £000	SUBJECTIVE ANALYSIS	Approved Budget 2022/23 £000	Revised Budget 2022/23 £000	Projected Out-turn 2022/23 £000	Projected Over/(Under) Spend £000	Percentage Over/(Under)
8,144	Employee Costs	8,367	8,363	8,378	15	0.2%
487	Property Costs	569	569	569	0	-
905	Supplies & Services	888	889	942	53	6.0%
1	Transport & Plant	4	4	4	0	-
1,253	Administration Costs	1,295	1,294	1,202	(92)	(7.1%)
29,661	Payments to Other Bodies	39,866	41,446	43,941	2,495	6.0%
(26,838)	Income	(29,296)	(29,293)	(29,172)	121	(0.4%)
13,612	**TOTAL NET EXPENDITURE**	**21,693**	**23,272**	**25,864**	**2,592**	11.1%
	Earmarked reserves				0	
13,612	**Total Net Expenditure excluding Earmarked Reserves**	**21,693**	**23,272**	**25,864**	**2,592**	

2021/22 Actual £000	OBJECTIVE ANALYSIS	Approved Budget 2022/23 £000	Revised Budget 2022/23 £000	Projected Out-turn 2022/23 £000	Projected Over/(Under) Spend £000	Percentage Over/(Under)
7,487	Finance	7,555	8,050	7,956	(94)	(1.2%)
1,353	Legal Services	1,961	1,991	2,083	92	4.6%
8,840	**Total Net Expenditure Environment, Regeneration & Resources**	**9,516**	**10,041**	**10,039**	**(2)**	(0.0%)
2,117	Organisational Development, Policy & Communications	2,116	2,149	2,159	10	0.5%
2,117	**Total Net Expenditure Education, Communities & Organisational Development**	**2,116**	**2,149**	**2,159**	**10**	0.5%
337	Chief Executive	331	331	345	14	4.2%
2,318	Miscellaneous	9,730	10,751	13,321	2,570	23.9%
13,612	**TOTAL NET EXPENDITURE**	**21,693**	**23,272**	**25,864**	**2,592**	11.1%
	Earmarked reserves					
13,612	**Total Net Expenditure excluding Earmarked Reserves**	**21,693**	**23,272**	**25,864**	**2,592**	

POLICY RESOURCES **Appendix 3**

REVENUE BUGET MONITORING REPORT

MATERIAL VARIANCES (EXCLUDING EARMARKED RESERVES)

Period 6: 1 April 2022 - 30 September 2022

Outturn 2021/22 £000	Budget Heading	Budget 2022/23 £000	Proportion of Budget £000	Actual to 30/09/22 £000	Projection 2022/23 £000	Over/(Under) Budget £000
	Finance/ICT Services					
4,753	Employee Costs	4,879	1,484	1,535	4,825	(54)
782	Supplies & Services - Computer Software Maint	780	786	657	836	56
281	Admin Costs - Legal Expenses	270	135	105	230	(40)
233	Revenues - DHP Expenditure Budget Overstated	1,394	488	396	1,369	(25)
0	Revenues - Cost of Living Award (Projected Under Spend is Funding For Admin Costs)	0	0	0	0	(75)
(279)	Income - Legal Expenses - Recoveries	(268)	(134)	(105)	(228)	40
(303)	Income - Council Tax Income Previous Years	(356)	(119)	(86)	(316)	40
	Legal Services					
1,321	Employee Costs	1,371	743	758	1,425	54
(576)	Income	(598)	(299)	(165)	(562)	36
	Miscellaneous Services					
1,014	Non Pay Inflation	2,927	773	773	4,327	1,400
2,816	Pay Inflation	2,876	0	0	4,026	1,150
0	Other Expenditure	0	0	20	20	20
10,042	**TOTAL MATERIAL VARIANCES**	**13,275**	**3,857**	**3,888**	**15,952**	**2,602**

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

Category	Project	Lead Officer/ Responsible Manager	Total Funding 2022/23 £000	Phased Budget P6 2022/23 £000	Actual P6 2022/23 £000	Projected Spend 2022/23 £000	Amount to be Earmarked for 2023/24 & Beyond £000	Lead Officer Update
C	Equal Pay	Steven McNab	200	0	0	0	200	Balance for equal pay which is under review on an annual basis.
C	Digital Strategy	Alan Puckrin	160	0	23	50	110	Project officer £70k over 2 years starting 01/10/21. £73k uncommitted. All needed for new ways of working project
C	Welfare Reform - Operational	Alan Puckrin	153	0	44	67	86	£86k unallocated balance which will be used from 23/24.
C	Anti-Poverty Fund	Ruth Binks	1,072	200	226	1,072	0	£763k relates to c/f of the recurring element of the Anti Poverty fund. It is anticipated that this will be fully spent this financial year. The remainder will be used for holiday meals/child payments.
C	Community Facilities Digital Inclusion	Alan Puckrin	116	0	1	1	115	Budget holders have confirmed that the project is delivered and the balance for CLD can be written back to General Fund Reserves (awaiting confirmation of balance required for ICT)
C	GDPR	Iain Strachan	35	3	1	18	17	Information governance system contract (Workpro) awarded (2yr+1yr+1yr). Spend committed - £10k per year. Continued corporate training programme being organised.
C	Local Government Elections	Iain Strachan	110	110	110	110	0	Cost for May 2022 Local election. Overspend of £18k being reported as part of Legal Services overspend. Complete.
C	Contribution from the SG Omicron Funding - £350 Payment	Alan Puckrin	500	500	500	500	0	Complete.
C	Covid Training	Steven McNab	20	5	0	10	10	Workforce Refresh Programme. This is linked to newly appointed staff training needs. Current split £10k 22/23 and a further 10k 23/24 - currently considering 2022/23 Write Back of funds during EMR mid Year review.
C	Covid - Desks and Equipment	Steven McNab	14	14	5	14	0	Support Health and Safety of employees working at home providing equipment. This EMR is linked to DSE risk assessments of employees working at home - currently considering 2022/23 Write Back of funds during EMR mid year review.

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

Category	Project	Lead Officer/ Responsible Manager	Total Funding 2022/23 £000	Phased Budget P6 2022/23 £000	Actual P6 2022/23 £000	Projected Spend 2022/23 £000	Amount to be Earmarked for 2023/24 & Beyond £000	Lead Officer Update
C	Covid Recovery - Increased Occ Health Provision - 24 Months	Steven McNab	36	18	18	36	0	This EMR is mainly used for counselling services and providing mental health support during the covid recovery period.
C	Covid Recovery - Additional HR Support to Services - 24 Months	Steven McNab	65	24	23	48	17	Additional HR Support during the COVID Recovery period. HR Advisor ends on 15/08/23.
C	Covid Recovery - Flu Vaccines	Steven McNab	12	0	0	5	7	This EMR will be used to secure flu jabs and offered to employees through ICON and wider communcations. This rollout will be around December 2022.
C	Covid Recovery - 2x Additional ICT Service Desk Technicians - 18 Months	Alan Puckrin	63	0	1	15	48	Approved P&R 25/05/21 - Covid Recovery Plans. 1 year temp Service Desk post funded from 1.9.22 to meet increased demand during hybrid working pilot
C	Covid Recovery - Contingency for new initiatives/increased costs	Alan Puckrin	477		0	477	0	£278k allocated to IL utility costs September 2022, any unused balance proposed to be written back 31/03/22.
C	Additional Payroll post - 12 Months	Steven McNab	28	13	12	28	0	Cost for senior clerical assistant within payroll team. The anticipated end date of post is 31/03/23.
C	New Ways of Working	Steven McNab	286	21	21	142	144	Ongoing to the summer of 2023. Project requires 150k employee costs alongside 150k non employee other costs. The non-employee costs relate to expenditure in rationalising office estate with regards to hybrid working that will see office refurbishments, relocation of staff and IT Costs that improve digital capabilites.
C	Contribution to IJB budget 2022/23	Alan Puckrin	550	0	0	550	0	Budget transferred to IJB March 2023
C	Project Resource	Alan Puckrin	0				0	Transferred to ERR (Stuart Jamieson)
C	Support with Energy Bill Costs - £350 Payment	Alan Puckrin	3,000	3,000	2,948	3,000	0	All to be used /written back by 30.9.22
C	Covid Recovery - Large Outdoor Festival 2022	Ruth Binks	350	350	350	350	0	This EMR is to support a range of large scale events across Inverlcyde throughout May and June as nachor events for the two-month Meliora Festival. The events directly delviered inlcude the British Pipe Band Championships (partnership between Inverlcyde Council and the Royal Scottish Pipe Band Association) held on 21 May 2022; The Inverclyde 'Active Warrior' 5K event (partnership between Inverlcyde Leisure and Inverlcyde Council) held on 10 & 11 June and the Inverclyde arts and culture Meliora festival events (partnership betweenThe Beacon Arts Centre and Inverclyde Council) held on the weekend of 17 - 19 June 2022. Now complete.

EARMARKED RESERVES POSITION STATEMENT

COMMITTEE: Policy & Resources

Category	Project	Lead Officer/ Responsible Manager	Total Funding 2022/23 £000	Phased Budget P6 2022/23 £000	Actual P6 2022/23 £000	Projected Spend 2022/23 £000	Amount to be Earmarked for 2023/24 & Beyond £000	Lead Officer Update
C	Covid Recovery - Marketing Post & Support for Discover Inverclyde - 2 Years	Ruth Binks	197	34	27	99	98	The EMR supports a new temporary two year communications officer (tourism) post to support local delivery of tourism activity in partnership with the discover Inverlcyde tourism partnership working towards the key priority areas to embed the 'discover Inverclyde' theme and call to action focussing on marketing priorities (food and drink; film and TV; outdoor activities and sports cruise ships; heritage and walking. The spend for this EMR will be 22/23 and 23/24. The two year post is funded from Nov 21 to Nov 23.
C	Covid Recovery - Contribution to City Region Marketing Campaign - 2 Years	Ruth Binks	28	0	0	28	0	This EMR will support joint marketing activities across the city region. Where none are available the marketing spend will supplement local marketing activity as part of the 'discover Inverlcyde' call to action. The spend will be in 22/23.
	Total Category C to E		**7,472**	**4,292**	**4,310**	**6,620**	**852**	

COMMON GOOD FUND

Appendix 5

REVENUE BUDGET MONITORING REPORT 2021/22

Period 6: 1 April 2022 - 30 September 2022

		Final Outturn 2021/22	Approved Budget 2022/23	Budget to Date 2022/23	Actual to Date 2022/23	Projected Outturn 2022/23
PROPERTY COSTS		**72,380**	**29,000**	**14,000**	**21,160**	**33,660**
Repairs & Maintenance		47,450	9,000	4,500	0	9,000
Rates	**1**	21,720	19,000	9,500	21,160	21,160
Property Insurance		3,210	1,000	0	0	3,500
ADMINISTRATION COSTS		**15,050**	**7,700**	**800**	**2,920**	**9,700**
Sundries		8,850	1,500	800	2,920	3,500
Commercial Rent Management Recharge		2,200	2,200	0	0	2,200
Recharge for Accountancy		4,000	4,000	0	0	4,000
OTHER EXPENDITURE		**26,000**	**61,500**	**42,700**	**42,700**	**61,500**
Christmas Lights Switch On		10,500	10,500	0	0	10,500
Gourock Highland Games		0	29,400	29,400	29,400	29,400
Armistice Service		6,530	8,300	0	0	8,300
Comet Festival		0	13,300	13,300	13,300	13,300
Bad Debt Provision		8,970	0	0	0	0
INCOME		**(118,620)**	**(109,800)**	**(54,600)**	**(88,500)**	**(124,300)**
Property Rental		(158,050)	(159,000)	(79,500)	(113,700)	(159,000)
Void Rents	**2**	39,690	49,700	24,900	25,200	35,200
Internal Resources Interest		(260)	(500)	0	0	(500)
NET ANNUAL EXPENDITURE		**(5,190)**	**(11,600)**	**2,900**	**(21,720)**	**(19,440)**
EARMARKED FUNDS		**0**	**0**	**0**	**0**	**0**
TOTAL NET EXPENDITURE		**(5,190)**	**(11,600)**	**2,900**	**(21,720)**	**(19,440)**

Fund Balance as at 31st March 2022 **105,668**

Projected Fund Balance as at 31st March 2023 **125,110**

Notes:

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

2 Current Empty Properties are:

	Vacant since:
12 Bay St	April 2015, currently being marketed
6 John Wood Street	January 2019, currently being marketed
10 John Wood Street	August 2018
15 John Wood Street	June 2017

Appendix 6

Policy & Resources Committee

Revenue Budget Monitoring Report

Position as at 30th September 2022

Committee	Approved Budget 2022/2023	Revised Budget 2022/2023	Projected Out-turn 2022/2023	Projected Over/(Under) Spend	Percentage Variance
	£,000's	£,000's	£,000's	£,000's	
Policy & Resources	21,692	23,295	25,887	2,592	11.13%
Environment & Regeneration	21,424	21,458	21,495	37	0.17%
Education & Communities **(Note 1)**	99,748	96,870	96,895	25	0.03%
Health & Social Care	65,522	66,622	65,394	(1,228)	(1.84%)
Committee Sub-Total	**208,386**	**208,245**	**209,671**	**1,426**	**0.68%**
Loan Charges (Including SEMP) **(Note 1)**	11,977	16,633	16,633	0	0.00%
Identified Savings **(Note 2)**	39	39	(9)	(48)	0.00%
Saving Approved yet to be Allocated **(Note 3)**	(30)	(30)	(10)	20	0.00%
Earmarked Reserves	0	565	565	0	0.00%
Total Expenditure	**220,372**	**225,452**	**226,850**	**1,398**	**0.62%**
Financed By:					
General Revenue Grant/Non Domestic Rates	(185,285)	(188,498)	(188,498)	0	0.00%
Contribution from General Reserves	(4,000)	(5,867)	(5,867)	0	100.00%
Contribution to Reserves	1,858	1,858	1,858	0	100.00%
Council Tax	(32,945)	(32,945)	(33,545)	(600)	1.82%
Integration Joint Board - Contribution to Reserves	0	0	1,228	1,228	100.00%
Net Expenditure	**0**	**0**	**2,026**	**2,026**	

Note 1 - Reduction reflects SEMP loans charges

Note 2 - Identified savings to be allocated

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

Note 4 - Based on the most recent Council Tax Base return there is an increase in the property numbers. £300k has been allocated in the 2023/25 budget process, the remaining £300k will be considered in the next stage of the budget process.

Earmarked Reserves	
DMR	300
City Deal	265
Contribution to General Earmarked Reserves	**565**

Redeterminations	
Probationer Teachers	(594)
£150 cost of Living Payment	(452)
SG allocation - Local Pay Offer	(2,167)
	(3,213)

Appendix 7

Earmarked Reserves Position Statement

Summary

Committee	Total Funding 2022/23	Phased Budget P6	Actual Spend To 30 September 2022	Variance Actual to Phased Budget	Projected Spend 2022/23	Earmarked 2023/24 & Beyond	2022/23 %age Spend Against Projected	2022/23 %age Over/(Under) Spend Against Phased Budget
	£000	£000	£000	£000	£000	£000		
Education & Communities	5,310	2,970	2,999	29	4,550	760	65.91%	0.98%
Health & Social Care	7,404	443	71	(372)	2,880	4,524	2.46%	(84.03%)
Regeneration & Environment	11,697	545	886	341	4,496	7,201	19.71%	62.57%
Policy & Resources	17,858	3,908	4,025	117	14,544	3,314	27.67%	2.99%
	42,269	7,866	7,981	115	26,470	15,799	30.15%	1.46%

Actual Spend v Phased Budget	**Ahead Phasing =**	**£115k**	**1.46%**
Last Update (Period P4)	**Behind Phasing =**	**(£181k)**	
Decrease in slippage		**£296k**	

Appendix 8

GENERAL FUND RESERVE POSITION
Position as at 30/09/22

	£000	£000
Usable Balance 31/3/22 (Subject to Audit)		3719
Available Funding:		
Share of Scottish Government one off funding £120m 2022/23	1858	
		1858
Projected Surplus/(Deficit) 2022/23	(2026)	
Contribution to/(from) General Fund Reserves	0	
		(2026)
Use of Balances:		
Local Elections	(140)	
		(140)
Write Back - COVID Recovery Plans (Short Term)		24
Projected Reserve Balance 31/3/23		**3435**

Minimum Reserve required is £4 million

Inverclyde council

AGENDA ITEM NO: 3

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Interim Director Finance & Corporate Governance**	**Report No:**	**FIN/67/22/MT/GS**
Contact Officer:	**Matt Thomson**	**Contact No:**	**01475 712256**
Subject:	**Policy & Resources Capital Budget and 2022/25 Capital Programme**		

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 2022/25 Capital Programme.

1.3 This report advises the Committee in respect of the progress of the projects within the Policy & Resources Capital Programme, the Committee's capital budget over 2022/25 is £2.358m with total projected spend on budget. The Committee is projecting to spend £0.743m in 2022/23 after advancement of £0.200m (36.83%).

1.4 The overall 2022/25 Capital Programme budget is £64.620m with projects totalling £67.320m. This represents a £2.700m (4.18%) over allocation which is within the approved 5% tolerance. In the current year net slippage of £2.691m, 12.02% is being reported with expenditure at 31 August being £4.903m (24.89% of projected spend).

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee notes the current position of the 2022/25 Policy & Resources Capital Budget and the current position of the 2022/25 Capital Programme.

2.2 It is recommended that the Committee notes the ongoing pressure being experienced with regards to the cost/availability of materials and the impact this continues to have on the delivery of the 2022/25 Capital Programme.

2.3 It is recommended that the Committee notes that officers have commenced compiling the draft 2023/26 Capital Program which will be considered as part of the overall Budget in February 2023.

2.4 It is recommended that the Committee notes the use of powers delegated to the Chief Executive to issue an acceptance for the general building work contract associated with installation of the new cremator units at Greenock Crematorium which was authorised by Councillors McCormick, Clocherty, McCabe and Robertson (for Environment & Regeneration); and Councillors McCabe, McCluskey and Robertson (for Policy & Resources); and the Chief Executive.

Alan Puckrin
Interim Director Finance &
Corporate Governance

3.0 BACKGROUND AND CONTEXT

3.1 On 24 February 2022 the Council approved the 2022/25 Capital Programme as part of the overall Budget approval. This report shows the current position of the approved Policy & Resources Capital Programme as well as the position of the overall 2022/25 Capital Programme.

2022/25 Policy & Resources Capital Position

3.2 The Policy & Resources capital budget is £2.358m. The current projection is £2.358m which means total projected spend is on budget. This is a reduction in budget of £0.194m due to Covid Cost Pressure Budget having been released to fund increased costs for the Cremator replacement leaving a balance in the Covid Cost Pressure Budget is £131,000.

3.3 The budget for 2022/23 is £0.543m and the Committee is projecting to spend £0.743m in 2022/23, advancement of £0.200m (36.83%) relating mainly to the Server & Switch Replacement Programme and Rolling Replacement of PC's

3.4 PC Refresh Programme – In conjunction with the Smartboard Refresh Programme, completed by Property Services as part of the SEMP, ICT have completed the first phase of the PC Refresh Programme by replacing 631 Whiteboard/Teacher Desktop PCs with laptops. This work was scheduled to be completed over the summer break. Phase 2 will replace/upgrade the 620 desktop PCs in the Secondary Computer Suites. This will be scheduled during the term time, working with Education HQ and the schools to ensure minimal disruption within the classroom and provide a realistic timeline for completion.

3.5 Server and Switch Replacement – An implementation programme to replace and expand the Corporate Network Storage system has been scoped and an order placed with suppliers to provide the services. Deployment of core services in support of Office 365 and replacement of Virtual Server Estate. Infill of the School and Corporate Wireless network following availability and coverage surveys completed by ICT.

3.6 ICT & Digital Strategies – As part of New Ways of Working a programme to identify systems and services to support Hybrid Meetings has been completed. One meeting room has been equipped with equipment and is being used as the first Hybrid Meeting room outwith the Council Chambers and Board Room 1.. A small ongoing refresh of headsets and other equipment to enable home working has been established. Equipment for use in hybrid meeting rooms, breakout and working areas are being evaluated as part of the New Ways of Working programme.

2022/25 Capital Programme

3.7 The Capital Programme reflects the confirmed 2022/23 capital grant. While the Scottish Government are advising that national grant allocations are likely to remain at the same level until 2026/27, changes to allocation methods are likely to reduce the grant to Inverclyde Council and as a result estimated capital grant allocations for 2023/24 and 2024/25 have been reduced to £6.0m per year.

3.8 The Scottish Government has announced additional Capital Grant funding for 2022/23 of £120m nationally as part of the funding package for the Local Authority pay award with Inverclyde's share of this being £1.867m. As a result of the increased grant Capital Funding the allocation to Capital from Revenue Reserves has been decreased by £1.867m leaving no net impact on the Capital Programme but releasing £1.867m of Revenue funding. A similar increase in funding for 2023/24 is expected but not yet confirmed and has not been reflected in this report.

3.9 An over provision of projects against estimated resources of up to 5% is considered acceptable to allow for increased resources and/or cost reductions. Currently the Capital Programme is

reporting a deficit of £2.700m which represents 4.18% of the 2022/25 resources and is therefore within acceptable limits.

3.10 In terms of the overall Capital Programme it can be seen from Appendix 2 that as at 31 August 2022 expenditure in 2022/23 was 24.9% 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 3.12 of this report. Overall Committees are projecting to outturn on budget.

3.11 The Committee is requested to note the use of powers delegated to the Chief Executive to issue an acceptance for the general building work associated with installation of the new cremator units at Greenock Crematorium involving the internal adaptations and improvements, and a new extension to the rear of the existing building. The use of Emergency Powers was recommended in order that the formal letter of acceptance could be issued without delay and allow the mobilisation period to commence ahead of construction commencement which would enable the main contractor to formally commit to the proposed supply chain partners. Tenders were returned in excess of the available budget with the additional funding required to be made available from a combination of the cost pressure contingency within the Core Property general provision (£200K); underspends from current projects released back to the Core Property general provision (£100K); and with a further allocation of £194K from the remaining cost pressure contingency within the Policy & Resources capital programme.

3.12 In the current year net slippage of £2.691m, (12.02%) is currently being reported. This is due to slippage within the Environment & Regeneration Committee (£1.468), Education & Communities Committee (£0.639m) and Health & Social Care Committee (£0.784m) offset by advancement within the Policy & Resources Committee (£0.200m).

3.13 The position in respect of individual Committees for 2022/23 is as follows:

Policy & Resources
Expenditure as at 31 August 2022 is £0.375m against an approved budget of £0.543m. Advancement of £0.200m (36.83%) is being reported at this stage within the Server and Switch Replacement Programme and Rolling Replacement of PC's.

Environment & Regeneration
Expenditure as at 31 August 2022 is £2.925m against an approved budget of £16.343m. Net slippage of £1.468m (9.05%) is being reported mainly due to slippage in the Vehicle Replacement Programme (£0.847m), Cremator Replacement (£0.200m), Kirn Drive Civic Amenity Site (£0.180m), Various Garages/Stores Replacement (£0.100m) and other minor movements across the remaining elements of the capital programme.

Education & Communities
Expenditure as at 31 August 2022 is £1.386m against an approved budget of £4.270m. Net slippage of £0.639m (14.95%) is being reported mainly due to slippage in the Indoor Tennis Facility (£0.503m), the Waterfront Leisure Centre Moveable Pool Floor (£0.340m) and PG New Community Hub (£0.157m) offset by advancement of Lady Alice Bowling Club (£0.130m), Leisure Pitches (£0.231m).

Health & Social Care
Expenditure as at 31 August 2022 is £0.217m against an approved budget of £1.346m. Net slippage of £0.784m is being reported mainly due to slippage in the New Learning Disability Facility (£0.784m).

Material Shortages/Price Increases & the 2022/25 Capital Programme

3.14 The UK exit from the EU, the impact of COVID, increased global demand for materials and most recently the impact of the conflict in Ukraine continue to have a significant impact on the delivery

of the capital programme. This has been seen in recent tender exercises and is predicted to continue in the short to medium term with the following issues likely to be faced:

- Material availability issues will potentially extend lead-in/pre-site periods and/or site programmes.
- Price volatility may lead to contractors being reluctant to hold tenders open for the normal (120 day) period currently included in the majority of Council tenders.
- Although the market generally remains keen, there may be a move towards more selective tendering and lower number of tenders returned.
- Tender prices are likely to increase to reflect the rising cost of materials and future uncertainty/risk.
- For larger/longer term projects in particular Contractors may struggle to secure pricing from supply chain partners without inflated risk and additional contract protections.

3.15 The above issues will inevitably lead to both cost pressures and project delays and it is important Members consider this when reviewing project updates. It is likely 2022/23 will be another challenging year for delivery of the capital programme and while officers will endeavour to advance projects where possible to mitigate slippage it will be challenging to bring slippage back within the 10% threshold.

4.0 PROPOSALS

4.1 The Committee is asked to note the progress on the Policy & Resources Capital Programme and the position of the 2022/25 Capital Programme.

4.2 Officers have commenced working on collating the 2023/26 Capital Programme. As previously highlighted, due to reductions in General Capital Grant and increased costs, the Programme is expected to be under significant pressure with Members needing to prioritise spend.

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 (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)

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

5.3 **Legal/Risk**

The approved Governance documents set out the roles and responsibilities of Committees and officers in ensuring budgets are not overspent and the process to be followed in the event an overspend is unavoidable.

5.4 **Human Resources**

There are no HR implications arising from this report.

5.5 **Strategic**

There are no Strategic implications arising from this report.

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.

COMMITTEE: POLICY & RESOURCES

Appendix 1

Project Name	1 Est Total Cost £000	2 Actual to 31/3/22 £000	3 Approved Budget 2022/23 £000	4 Revised Est 2022/23 £000	5 Actual to 30/09/22 £000	6 Est 2023/24 £000	7 Est 2024/25 £000	8 Future Years £000
Environment, Regeneration & Resources								
ICT								
Storage/Backup Devices/Minor Works and Projects	25		13	25	10	0	0	0
Rolling Replacement of PC's	442		73	442	287	0	0	0
Meeting Room, Videoconferencing & Hybrid Working Equipment	60	-	30	60		0	0	0
Server & Switch Replacement Programme	195		26	195	78	0	0	0
Home Working Allocation	25	15	10	10		0	0	0
Annual Allocation	1,357	-	380	0		764	593	0
ICT Total	**2,104**	**15**	**532**	**732**	**375**	**764**	**593**	**0**
Finance								
Modernisation Fund	123	112	11	11		0	0	0
Cost Pressure Contingency	131	-	0	0		131	0	0
Finance Total	**254**	**112**	**11**	**11**	**0**	**131**	**0**	**0**
TOTAL	**2,358**	**127**	**543**	**743**	**375**	**895**	**593**	**0**

Appendix 2a

Capital Programme - 2022/23 - 2024/25

Available Resources

	A 2022/23	B 2023/24	C 2024/25	D Future	E Total
	£000	£000	£000	£000	£000
Government Capital Support	8,284	6,000	6,000	-	20,284
Capital Receipts (Note 1)	367	590	315	-	1,272
Capital Grants (Note 2)	4,376	3,090	-	-	7,466
Prudential Funded Projects (Note 3)	(159)	8,298	6,621	147	14,907
Balance B/F From 21/22	14,787	-	-	-	14,787
Capital Funded from Current Revenue	1,486	1,815	2,750	-	6,051
	29,141	19,793	15,686	147	64,767

Overall Position 2022/25

	£000
Available Resources (Appendix 2a, Column A-C)	64,620
Projection (Appendix 2b, Column B-D)	67,320
(Shortfall)/Under Utilisation of Resources	(2,700)
(Shortfall)/Under Utilisation of Resources %	(4.18)%

Notes to Appendix 2a

Note 1 (Capital Receipts)	2022/23	2023/24	2024/25	Future	Total
	£000	£000	£000	£000	£000
Sales	315	315	315	-	945
Contributions/Recoveries	52	275	-	-	327
	367	590	315	-	1,272

Note 2 (Capital Grants)	2022/23	2023/24	2024/25	Future	Total
	£000	£000	£000	£000	£000
Government Grant - Place Based Funding	584	-			584
Renewal of Play Parks	-	-	-	-	-
Cycling, Walking & Safer Streets	493	-	-	-	493
SPT	1,275	-	-	-	1,275
Road Safety Improvement Fund	-	-	-	-	-
Nature Restoration Fund	160	-	-	-	160
CO2 Monitors in Schools	42	-	-	-	42
Electric Vehicles	13	-	-	-	13
Sustrans	-	2,100	-	-	2,100
SFA Pitches	75	-	-	-	75
VDLIP - New Learning Disability Hub	-	990	-	-	990
RCGF - King George VI	1,734	-	-	-	1,734
	4,376	3,090	-	-	7,466

Note 3 (Prudentially Funded Projects)	2022/23	2023/24	2024/25	Future	Total
	£000	£000	£000	£000	£000
Vehicle Replacement Programme	(128)	1,811	964	-	2,647
Asset Management Plan - Depots	130	329	-	-	459
Capital Works on Former Tied Houses	15	138	60	147	360
CCTV	15	-	-	-	15
Clune Park Regeneration	276	-	-	-	276
Neil Street Childrens Home Replacement - CoS	13	-	-	-	13
Crosshill Childrens Home Replacement	192	50	-	-	242
New Learning Disability Facility	100	3,070	4,097	-	7,267
Interactive Whiteboard Replacement	28	-	-	-	28
Additional Prudential Borrowing to Fund Capital Programme	(1,000)	1,500	1,500		2,000
Additional Prudential Borowing to meet anticipated Cost Pressures	200	1,400	-	-	1,600
	(159)	8,298	6,621	147	14,907

Appendix 2b

Capital Programme - 2022/23 - 2024/25

Agreed Projects

Committee	A Prior Years	B 2022/23	C 2023/24	D 2024/25	E Future	F Total	G Approved Budget	H (Under)/ Over	I 2022/23 Spend To 31/8/2022
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Policy & Resources	127	743	895	593	-	2,358	2,358	-	375
Environment & Regeneration	7,134	14,759	19,450	6,989	147	48,479	48,479	-	2,925
School Estate	2,423	1,855	5,089	3,000	1,001	13,368	13,368	-	1,078
Education & Communities (Exc School Estate)	270	1,779	2,112	170	-	4,331	4,331	-	308
HSCP	2,149	562	3,120	6,204	-	12,035	12,035	-	217
Total	12,103	19,698	30,666	16,956	1,148	80,571	80,571	-	4,903

Inverclyde council

AGENDA ITEM NO: 4

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Interim Director, Finance & Corporate Governance**	**Report No:**	**FIN/64/22/AP**
Contact Officer:	**Alan Puckrin**	**Contact No:**	**01475 712090**
Subject:	**Finance Services Update**		

1.0 PURPOSE AND SUMMARY

1.1 ☒For Decision ☐For Information/Noting

1.2 The purpose of the report is to submit the annual updates in respect of Governance of External Organisations and the Insurance Fund plus the regular updates covering Revenues & Benefits and ICT/Digital Strategies.

1.3 The Committee has been receiving annual updates regarding officers' activities in relation to the Governance of External Organisations for over 10 years. Any gaps in the last 12 months governance are shaded in Appendix 1. Many of organisations currently falling under this appendix relate to Health & Social Care and with the good progress being made by Procurement and the Social Care commissioning team in developing tenders it is proposed in future to exclude any organisations where the bulk of their Council income comes from a tender exercise. An amended Governance of External Organisations identification criteria is shown in Appendix 2 with the proposed organisations for the next 12 months listed in Appendix 3.

1.4 The Insurance Fund is reporting a balance of £4.12million at 30 September 2022 but there are two significant calls which will run until 2030 on this balance. Claims have returned to pre -Covid levels with the medium term trend of a reduction in claim numbers remaining.

1.5 The main phase of the roll out of Office365 (transition to The Cloud) is nearing completion with those services which are major users of the Electronic Document Management System (EDRM) not fully transitioned pending an upgrade to the EDRM system. Nearly all remote/hybrid meetings now take place using Microsoft Teams.

1.6 The report highlights on going pressure on the Scottish Welfare Fund which supports both Crisis Grants and Community Care Grants. Without extra resources being allocated to this area in 2023/24 then officers will require to seek Committee approval to amend the current policies. This will be reported to the next meeting of the Committee once the Scottish Government Draft Budget has been announced.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee notes the annual update on compliance with the Governance of External Organisations Framework as shown in Appendix 1.

2.2 It is recommended that the Committee approves the amended External Organisation selection criteria detailed in Appendix 2 and approves the list of organisations to be subject to the process as listed in Appendix 3.

2.3 It is recommended that the Committee notes the annual Insurance Fund update.

2.4 It is recommended that the Committee otherwise notes the contents of the report.

Alan Puckrin
Interim Director, Finance & Corporate Governance

3.0 BACKGROUND AND CONTEXT

3.1 External Organisations Governance- Annual Update

In May 2011, the Council approved a risk based approach to the governance of those external organisations with whom the Council had a significant financial relationship. As part of the Council's approved framework, reports for relevant organisations are presented to the relevant Committee each year giving updates and assurances in terms of performance and governance whilst an annual report is presented to the Policy & Resources Committee summarising progress and highlighting any areas where the agreed governance actions have not been delivered.

3.2 Overall, the Council's approach to the governance of external organisations is operating well. As has been the case for many years regular detailed reports have been presented to the Health & Social Care Committee (now the Social Work & Social Care Scrutiny Panel) combining both qualitative and governance issues, whilst annual reports are presented to Education & Communities and Environment & Regeneration Committees. The organisations which were subject to this process in 2021/22 are shown in Appendix 1. Within the appendix any organisations where the agreed Governance process has not been fully achieved are highlighted. In each case the relevant senior officer is undertaking necessary action to rectify matters.

3.3 The severe public sector funding constraints will put many of the types of organisations covered by this exercise at greater financial risk and the need therefore for monitoring and support is greater than ever. The impact on local communities is potentially significant if a stratgeic local organisation ceases to be able to deliver services therefore early identification of emerging issues is key.

3.4 Insurance Fund- Annual Update to 30 September,2022

The number of insurance claims received for 2021/22 was 33 higher than for 2020/21 at 139. This is attributable to 2020/21 not being a typical year due to Covid lockdowns. It can be seen from Appendix 4 that the level of claims in 2021/22 is very similar to 2019/20 and a reduction on the 2 years before that.

3.5 At 30 September 2022 the Insurance Fund had a balance of £5.068millionan which is an increase of £361,000 on 2020/21. After accounting for estimated liabilities of £676,000 and a provision for Municipal Mutual Insurance (MMI) clawback on claims of £271,000 then the net Fund balance is £4.12million.

3.6 The Fund balance is £2.3million more than the recommended balance reported to Committee in June of this year after the triennial actuarial review. However, as reported at that time, the Insurance Fund requires to meet the Council contribution to the Child Abuse redress scheme of £1.5million and fund reductions in contributions to the Fund of £100,000/year to the Fund until 2029/30. As such there is limited scope to reduce the Fund balance.

3.7 MMI is a former insurer which provided insurance primarily to local authorities. As a result of financial difficulties, MMI ceased to write new insurance business in September 1992 and "went into run-off" i.e. it continues but only to pay any claims that were outstanding or any claims that have arisen/may arise. MMI do not have sufficient funds to meet the cost of any new claims so, from 1 January 2014, they are only paying a percentage of the cost of claims. The percentage of claims being paid by MMI is unchanged this year at 75% (with 25% payable by the Council). The Council has included an allowance for these claims and any clawback and continues to monitor the allowance using the latest information from MMI.

3.8 **ICT & Digital Strategy**.

The ICT and Digital Strategies develop and build on the work of the previous strategies and also the response to the COVID pandemic.
They aim to increase and promote the range of digital services available to employees and customers and to exploit the opportunities digital services can achieve by:

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

3.9 Implementation of Microsoft 365 for Schools has been completed by ICT – all of the main features including MS Teams, One Drive, email are available for roll-out within the schools as required. Phase 1 of the corporate Microsoft 365 implementation is underway. Services including, Legal and Democratic Service, Finance, Regeneration & Planning and Environmental Services have now been deployed with Education HQ underway. Phase 2 including HSCP, Revenues and Benefits and Customer Services is pending support of a key third party supplier. Testing integration with this system is ongoing. The following table provides progress at 28 October:

Organisational Unit	Deployment date	No of User Accounts	Accounts Synced	Active Devices (On SCM)	Devices migrated	%
ICT	01/08/2022	30	30	44	42	95%
ODPC	13/09/2022	60	60	49	40	82%
RPS	20/09/2022	46	46	40	33	83%
EPP	23/09/2022	142	142	121	115	95%
Chief Exec	06/10/2022	7	7	7	7	100%
Finance	03/10/2022	34	34	32	38	119%
LPS	10/10/2022	90	89	96	75	78%
ECOD	13/10/2022	288	267	194	120	62%
Totals		697	675	583	470	81%

3.10 A continued increase in the number of contacts and payments being completed by eform as a percentage of contacts is noted although telephone payments remain the largest channel for taking payments within the Council. A review of current channels and engagement with suppliers for new opportunities is being included with the project to migrate to Cloud Based Telephony Services and is also being included in an EDRMS /digital services Budget proposal.

3.11 **Revenues & Benefits**

Scottish Welfare Fund (SWF)- Expenditure to September 2022 is £440,000.The budget is supplemented by £100,000 provided on a one off basis by the Council to maintain a 40% uplift in Crisis Grants above the Scottish Government's minimum payment levels. There is a noticeable increase in the level of applicants citing increased expenditure on fuel as the reason for needing assistance. Although SWF cannot help with the cost of regular expenditure, grants can be approved when applicants demonstrate the need for help with basic essentials where they have met unexpected expenses and have no access to other appropriate sources of financial support.

Community Care Grant expenditure is being closely monitored with the budget also under pressure. Grants are approved only in the circumstances where it can be clearly demonstrated that the award will have an immediate and significant impact on the applicant and their family. Grants for certain items such as carpeting and washing machines are not routinely approved. Despite these adjustments, pressure on the budget is expected to continue.

3.12 Self-Isolation Support Grant (SISG) – The level of the SISG is determined by the Real Living Wage (RLW). Ministers agreed an increase to the RLW will take effect from Tuesday 18th October 2022 resulting in a corresponding increase to the SISG taking the grant from £225 to £250. The level of SISG applications remains low and the fund is due to end on 31st October 2022.

3.13 Discretionary Housing Payment – Projected expenditure of DHP to mitigate the Social Sector Size criteria, met in full by the Scottish Government is £1,276,000. The allocation of DHP to help with the shortfall between rent and either Housing Benefit or Universal Credit for other reasons is £203,000 and includes £36,000 redistribution of unallocated Covid-19 funding. Expenditure is projected to be £196,500, 97% of the budget. Expenditure will continue to be closely monitored to ensure it is contained within budget

3.14 Covid-19 Tenant Grant Fund - The distribution of the £93,000 Covid-19 Tenant Grant Fund has been completed. 112 awards were paid, 19 of which were to private rented sector landlords. Grants ranged from £126 to £2,975.

3.15 Social Security Scotland (SSS) – The Scottish Child Payment will be extended on 14th November to those responsible for eligible children under the age of 16. The payment increases from £20 to £25 per week on the same date.

3.16 **Non-Domestic Rates**

A revaluation of non-domestic premises takes effect from 1st April 2023 and will be based on a Tone (valuation) date of 1st April 2022. This is in line with the Barclay Review which recommended that revaluations should happen every three years. Depending on the outcome of the revaluations this could present a further budget pressure on the Council.

3.17 Another key development from 1st April 2023 is the inclusion of parts of parks in the valuation roll occupied by a person other than the local authority or by the local authority where members of the public are required to pay in order to access facilities or for goods and services provided. The publication of a draft valuation roll on 30th November 2022 will allow officers to measure the impact on budgets of the Council, IL and other community organisations.

3.18 Finally, Empty Property Relief is being devolved to Councils from April 2023. The Council will receive funding in line with the historic level of reliefs awarded and will thereafter have the power to vary these reliefs with the resultant financial costs/savings. To support this officers are developing a policy to come to the next meeting of the Committee, however, in line with many Councils it is not expected that officers will propose many, if any, changes in 2023/24 given the impacts of the revaluation and current economic situation.

4.0 PROPOSALS

4.1 **Governance of External Organisations**
Good progress which has been made in recent years in particular with the HSCP to move more service provision to formal tendering arrangements which have their own supplier management requirements. As such officers propose that these organisations are removed from the annual reporting requirement. An amended Governance of External Organisations identification criteria is shown in Appendix 2.

4.2 The list of external organisations that are therefore proposed will form part of this framework for the next 12 months are shown in Appendix 3. Based on last year's expenditure, £13 million was allocated to be spent with these 37 organisations in 2021/22.

4.3 Otherwise it is proposed that the Committee note the updates in respect of the Insurance Fund, ICT/Digital Strategies, Revenues & Benefits and Non-Domestic Rates.

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 (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**

There are no direct financial implications arising from the contents of this report.

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 on going Governance of External Organisations process provides assurance that relevant officers are monitoring and supporting the performance of a number of the key service providers within Inverclyde.

5.4 **Human Resources**

There are no HR implications.

5.5 **Strategic**

The work of the various teams within the Finance Service provide direct support to the public and support services involved in direct service delivery especially around addressing poverty and digital inclusion.

6.0 CONSULTATION

6.1 The Governance of External Organisations update has been produced in consultation with colleagues in Procurement, HSCP, Education and Regeneration services.

7.0 BACKGROUND PAPERS

7.1 None.

Governance of External Organisations List for 2021/22

Appendix 1

	Supplier / Provider	Payments	Service	Last or Planned Governance Monitoring Date	Date Reported to Committee	Nature of Payments	Total	Comments
1	CVS INVERCLYDE	£382,281.98	HSCP	11/01/2022	18/08/2022	Direct Award	24	Next meeting planned November 2022
2	CRAIGEND RESOURCE CENTRE	£325,386.00	E&C	25/10/2022	01/11/2022	Grant - With SLA	24	
3	YOUR VOICE	£291,106.76	HSCP	09/06/2022	18/08/2022	Direct Award	24	
4	INVERCLYDE CARERS CENTRE LTD	£289,072.99	HSCP	24/09/2022	18/08/2022	Direct Award	24	
5	FLAGSHIP TOWER (GREENOCK) LIMITED	£2,202,290.49	HSCP	26/05/2022	18/08/2022	Tendered	22	Next meeting scheduled November 2022
6	KARMA HEALTHCARE	£2,106,002.55	HSCP	21/09/2022	18/08/2022	Tendered	22	
7	ICDT LTD	£1,904,342.12	E&R	01/09/2022	01/10/2022	Tenderered	22	
8	KINCAID HOUSE	£1,733,626.96	HSCP	23/09/2022	18/08/2022	Tendered	22	
9	SILVERLINE CARE CALEDONIA LTD	£1,684,095.69	HSCP	23/06/2022	18/08/2022	Tendered	22	
10	GREENOCK MEDICAL AID SOCIETY	£1,446,762.65	HSCP	09/09/2022	18/08/2022	Tendered	22	
11	INVERCLYDE LEISURE	£1,220,216.60	E&C	22/08/2022	01/11/2022	Direct Award	22	
12	INVERCARE SERVICES LTD	£464,492.56	HSCP	25/08/2022	18/08/2022	Tendered	22	
13	SPARK OF GENIUS	£419,990.39	HSCP	26/10/2022	18/08/2022	Tendered	22	
14	CONFIDENT CARE LTD	£381,806.39	HSCP	28/09/2022	18/08/2022	Tendered	22	
15	EVERGREEN HOME SUPPORT	£375,283.20	HSCP	21/09/2022	18/08/2022	Tendered	22	
16	YOUTH CONNECTIONS	£94,583.28	E&C	11/06/2022	01/11/2022	Grant - With SLA	22	
17	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£76,479.21	E&R	01/07/2022	01/10/2022	Direct Award	22	
18	THE KILMACOLM NEW COMMUNITY CENTRE COMPANY LIMITED	£75,020.00	E&C	10/11/2022	01/11/2022	Grant - With SLA	22	
19	INVERKIP COMMUNITY INITIATIVE	£55,220.00	E&C	29/07/2022	01/11/2022	Grant - With SLA	22	
20	MARCHMONT CARE- PREVIOUSLY CARE CONCERN LIMITED	£1,178,818.33	HSCP	06/05/2022	18/08/2022	Tendered	20	Next meeting scheduled November 2022
21	ALT-NA-CRAIG LIMITED	£1,163,369.03	HSCP	15/09/2022	18/08/2022	Tendered	20	
22	RIVER CLYDE HOMES	£601,564.54	HSCP	16/06/2022	18/08/2022	Direct Award	20	
23	INVERCLYDE ASSOC FOR MENTAL HEALTH	£543,320.00	HSCP	01/10/2022	18/08/2022	Tendered	20	
24	LITTLE SISTERS OF THE POOR	£436,332.31	HSCP	27/05/2022	18/08/2022	Tendered	20	
25	MUIRSHIEL CENTRE	£264,526.11	HSCP	09/09/2022	18/08/2022	Tendered	20	
26	COTTAGE CARE SERVICES SCOTLAND LTD	£199,501.00	HSCP	05/09/2022	18/08/2022	Direct Award	20	
27	FINANCIAL FITNESS	£158,600.14	HSCP	30/11/2022	18/08/2022	Direct Award	20	
28	ANGEL CARE SERVICES SCOTLAND LTD	£135,157.55	HSCP	22/09/2022	18/08/2022	Tendered	20	
29	PARKLEA BRANCHING OUT	£127,389.78	HSCP	07/09/2022	18/08/2022	Direct Award	20	
30	MIND MOSAIC	£124,813.29	HSCP	?	18/08/2022	Direct Award	20	Limited use of Organisation now, meetings not requried
31	BRANCHTON COMMUNITY CENTRE	£112,514.00	E&C	30/09/2022	01/11/2022	Grant - With SLA	20	
32	STARTER PACKS INVERCLYDE	£53,424.00	HSCP	27/09/2022	18/08/2022	Direct Award	20	
33	GIBSHILL COMMUNITY CENTRE	£32,000.00	E&C	13/10/2022	01/11/2022	Grant - With SLA	20	
34	QUARRIERS	£2,266,645.05	HSCP	23/05/2022	18/08/2022	Direct Award	18	
35	INSPIRE SCOTLAND LTD	£346,059.99	HSCP	14/01/2022	18/08/2022	Tendered	18	
36	THE BEACON	£177,352.80	E&C	22/08/2022	01/11/2022	Grant - With SLA	18	
37	INVERCLYDE WOMENS AID	£163,465.88	HSCP	15/09/2022	18/08/2022	Direct Award	18	
38	OCHIL TOWER SCHOOL	£99,663.31	HSCP	n/a		Tendered	18	not currently being used
39	MOVING ON (INVERCLYDE)	£90,000.00	HSCP	17/05/2022	18/08/2022	Direct Award	18	
40	RIVERSIDE INVERCLYDE	£69,794.10	E&R	01/09/2022	01/10/2022	Direct Award	18	
41	THE RICHMOND FELLOWSHIP SCOTLAND	£2,964,327.91	HSCP	14/07/2022	18/08/2022	Tendered	16	

42	TURNING POINT SCOTLAND	£2,903,207.50	HSCP	22/05/2022	18/08/2022	Tendered	16	
43	BALCLUTHA COURT	£1,896,919.95	HSCP	22/09/2022	18/08/2022	Tendered	16	
44	KEY HOUSING ASSOCIATION LTD	£1,776,787.04	HSCP	28/10/2022	18/08/2022	Tendered	16	
45	MEALLMORE LODGE LIMITED	£1,539,194.62	HSCP	23/09/2022	18/08/2022	Tendered	16	
46	BARNARDOS	£1,463,362.62	HSCP	18/07/2022	18/08/2022	Tendered	16	
47	HC ONE LIMITED	£1,249,346.56	HSCP	11/08/2022	18/08/2022	Tendered	16	
48	CROSSREACH	£689,374.94	HSCP	30/09/2022	18/08/2022	Tendered	16	
49	SCOTT ASSOC FOR MENTAL HEALTH	£614,627.29	HSCP	30/09/2022	18/08/2022	Tendered	16	
50	KIBBLE EDUCATION AND CARE CENTRE	£513,183.00	HSCP	19/07/2022	18/08/2022	Tendered	16	
51	ENABLE SCOTLAND	£467,025.74	HSCP	12/09/2022	18/08/2022	Tendered	16	
52	CARE VISIONS RESIDENTIAL SERVICES	£465,240.76	HSCP	30/03/2022	18/08/2022	Tendered	16	
53	TRUST HOUSING ASSOCIATION LIMITED	£395,761.30	HSCP	09/06/2022	18/08/2022	Tendered	16	
54	SACRO	£322,425.00	HSCP	?	18/08/2022	Tendered	16	No longer used
55	ALZHEIMERS SCOTLAND	£279,452.81	HSCP	19/10/2022	18/08/2022	Tendered	16	
56	ALLIED HEALTHCARE GROUP LIMITED	£272,216.97	HSCP	28/02/2022	18/08/2022	Tendered	16	
57	NAS SERVICES LTD	£240,842.49	HSCP	22/10/2022	18/08/2022	Direct Award	16	
58	DRIVE DEVILBISS HEALTHCARE LTD	£206,452.52	HSCP	?		Direct Award	16	Meeting Dates to be scheduled
59	SCOTTISH MASONIC HOMES LIMITED	£186,780.15	HSCP	19/10/2022	18/08/2022	Tendered	16	
60	STEPWELL CONSULTANCY LIMITED	£149,467.61	E&R	01/07/2022	01/10/2022	Tenderered	16	
61	OAK TREE HOUSING ASSOCIATION	£117,367.68	HSCP	?		Direct Award	16	Meeting Dates to be scheduled
62	THE ABBEYFIELD STRATHGRYFFE SOC LTD	£104,139.79	HSCP	08/09/2022	18/08/2022	Tendered	16	
63	UNITY ENTERPRISE	£76,467.31	HSCP	15/09/2022	18/08/2022	Direct Award	16	
64	EMBRACE (COMBINED) LIMITED	£64,919.25	HSCP	23/01/2022	18/08/2022	Direct Award	16	
		£42,831,261.84						

Inverclyde council

Appendix 2

External Organisations Governance

Matrix

1/	Annual Payment to the Organisation (Ex-Vat)	Points
	Payment over £250,000	6
	Payment £50,000 to £250,000	4
	Payment £40,000 to £49,999	2
	Payment £39,999 and below	Exclude

2/	Proportion of turnover funded by Council	Points
	51% to 100%	8
	26% to 50%	6
	10% to 25%	4
	Below 10%	2

3/	Nature of main Payment to Organisation	Points
	Grant – No SLA	8
	Grant – With SLA	6
	Commissioned – No Tender	6
	Tendered	Exclude

4/	Council Representation at Meetings	Points
	Member on Board	6
	No Council Presence	4
	Officer attendance allowed	2

Note –

Formal Council Arms Length External Organisations, (ALEOs) are part of this Framework irrespective of the points scored.

October, 2022

Inverclyde council

Governance Oversight

Points

22 plus

a) Annual Accounts received by Service and reviewed by Finance.
b) Briefing prepared where appropriate for Council Board Member in advance of any Board Meetings.
c) Minutes circulated by attendee to Director, Head of Service, Finance and Procurement.
d) Half yearly documented Governance meetings with organisations.
e) Annual Committee report covering performance and quality issues.
f) The Council identify, review and monitor specific governance, finance and performance indicators which will give early warning of any potential problems and acts accordingly.
g) Evidence that risks associated with these organisations are considered as part of the Service/Directorate risk register.
h) Contingency Plans are in place within the service to ensure continuity of service delivery if the agreement ends.
i) Where services are delivered through ALEOs, the Council has well-developed and sound based strategy for the delivery of services which is linked to the wider Council's strategic objective and priorities

20 - 16

a) As above
b) Optional
c) Optional
d) Annual documented Governance meetings
e) As above
f) As above
g) Optional
h) As above
i) Not Applicable

Under 16-No action

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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Appendix 3

	Organisation	Payments	Service	Contract Arrangement	Total Points
1	INVERCLYDE LEISURE	£2,106,939.98	E&C	Direct Award	26
2	CRAIGEND RESOURCE CENTRE	£738,004.51	E&C	Grant - With SLA	24
3	YOUR VOICE	£428,808.07	HSCP	Direct Award	24
4	INVERCLYDE CARERS CENTRE LTD	£371,085.00	HSCP	Direct Award	24
5	WELLINGTON PLAYGROUP	£291,114.14	E&C	Direct Award	24
6	COTTAGE CARE SERVICES SCOTLAND LTD	£254,448.65	HSCP	Direct Award	24
9	ICDT LTD	£1,968,043.15	E&R	Tenderered	22
10	MADEIRA NURSERY	£191,468.35	E&C	Direct Award	22
11	PARTNERS THAT CARE	£166,379.38	HSCP	Direct Award	22
12	BATTERY PARK NURSERY LTD	£155,835.72	E&C	Direct Award	22
13	DUCHAL NURSERY SCHOOL	£115,776.68	E&C	Direct Award	22
14	YOUTH CONNECTIONS	£110,499.98	E&C	Grant - With SLA	22
15	FINANCIAL FITNESS	£85,900.00	HSCP	Direct Award	22
16	INVERKIP COMMUNITY INITIATIVE	£78,860.00	E&C	Grant - With SLA	22
17	GIBSHILL COMMUNITY CENTRE	£72,600.00	E&C	Grant - With SLA	22
18	INVERCLYDE ADVICE & EMPLOYMENT RIGHTS	£65,421.00	E&R	Direct Award	22
19	RIVER CLYDE HOMES	£425,031.63	HSCP	Direct Award	20
20	THE BEACON	£274,829.85	E&C	Grant - With SLA	20
21	PARKLEA BRANCHING OUT	£182,341.77	HSCP	Direct Award	20
22	BRANCHTON COMMUNITY CENTRE	£172,002.00	E&C	Grant - With SLA	20
23	MOVING ON (INVERCLYDE)	£100,500.00	HSCP	Direct Award	20
24	QUARRIERS	£2,912,491.59	HSCP	Direct Award	18
25	HAPPITOTS	£536,558.76	E&C	Direct Award	18
26	CVS INVERCLYDE	£222,801.25	HSCP	Direct Award	18
27	RIVERSIDE INVERCLYDE	£101,243.16	E&R	Direct Award	18
28	MIND MOSAIC	£91,125.00	HSCP	Direct Award	18
29	MARINER SUPPORT ASSOCIATES LTD	£57,936.01	HSCP	Direct Award	18
30	THE KILMACOLM NEW COMMUNITY CENTRE COMPANY LIMITED	£41,200.00	E&C	Grant - With SLA	18
31	DRIVE DEVILBISS HEALTHCARE LTD	£140,695.83	HSCP	Direct Award	16
32	NAS SERVICES LTD	£127,926.91	HSCP	Direct Award	16
33	INVERCLYDE WOMENS AID	£118,441.38	HSCP	Direct Award	16
34	UNITY ENTERPRISE	£80,525.58	HSCP	Direct Award	16
35	OAK TREE HOUSING ASSOCIATION	£80,392.38	HSCP	Direct Award	16
36	EMBRACE (COMBINED) LIMITED	£64,944.11	HSCP	Direct Award	16
37	STARTER PACKS INVERCLYDE	£41,272.00	HSCP	Direct Award	16
		£12,973,443.82			

Appendix 4

Insurance Fund Financial Summary - Insurance Years 2020/21 - 2021/22

	Insurance Years 2020/2021 (1 Oct 2020 - 30 Sept 2021) £	Insurance Years 2021/2022 (1 Oct 2021 - 30 Sept 2022) £	
Fund Income in Year			
Total Contributed to the Fund	457,500.00	450,000.00	
Write-Back For Measures to Reduce Future Claims	0.00	0.00	
Internal Resources Interest	1,375.50	14,592.61	
	458,875.50	464,592.61	A
Fund Expenditure in Year			
Risk Management	5,000.00	5,000.00	
Actuarial/Property Revaluation Costs	33,750.00	0.00	
	38,750.00	5,000.00	
Incurred Charges to the Fund in Year	123,910.56	98,766.92	
	162,660.56	103,766.92	B
Net Surplus/(Deficit) on Fund in Year	296,214.94	360,825.69	C=A-B
Fund Balance	£	£	
Balance As At Start of Year	4,410,873.61	4,707,088.55	D
Add:			
Net Surplus/(Deficit) on Fund in Year	296,214.94	360,825.69	C
Actual Fund Balance At End of Year	4,707,088.55	5,067,914.24	E=D+C
Less:			
Estimated Outstanding Charges on Fund	699,194.21	676,020.14	F
Provision for Clawback for MMI Claims	334,886.00	271,041.00	G
Balance for Future Years Claims At End of Year	3,673,008.34	4,120,853.10	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 £
2017/18	165	163	2	37,654.44
2018/19	152	146	6	111,857.50
2019/20	138	128	10	75,663.00
2020/21	106	90	16	153,175.27
2021/22	139	49	90	247,356.31
	700	576	124	625,706.52
Claims Pre-2017/18			10	50,313.62
TOTALS			134	676,020.14

Of the claims outstanding:

a) 37 are Motor Vehicle claims, none of which are payable by the Insurance Fund.

b) 4 are Employer's Liability claims relating to Pleural Plaques and are included net of amounts payable by Municipal Mutual Insurance (MMI).

Inverclyde council

AGENDA ITEM NO: 5

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Interim Director, Finance & Corporate Governance**	**Report No:**	**FIN/65/22/AP/KJ**
Contact Officer:	**Alan Puckrin**	**Contact No:**	**01475 712223**
Subject:	**Treasury Management – Mid-Year Report 2022/23**		

1.0 PURPOSE AND SUMMARY

1.1 ☒For Decision ☐For Information/Noting

1.2 The purpose of this report is:
a. To advise the Committee of the operation of the treasury function and its activities for the first six months of 2022/23 as required under the terms of Treasury Management Practice 6 ("TMP6") on "Reporting Requirements and Management Information Arrangements".
b. To request that the Committee remits the report to the Full Council for their approval.

1.3 As at 30 September 2022 the Council had gross external debt (including PPP) of £238,424,121 and investments (cash balances managed in house) of £53,834,980. This compares to gross external debt (including PPP) of £246,163,995 and investments of £34,338,655 at 31 March 2022. £7.0 million of the reduction is due to the early repayment of PWLB debt which arose from the spike in interest rates following the former Chancellor's 23 September statement.

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 2022/23 and the ongoing work to seek to ensure the delivery of financial benefits for the Council during the current uncertainty and beyond.

2.2 It is requested that the Committee remits the report to the Full Council for approval.

Alan Puckrin
Interim Director Finance & Corporate Governance

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 2022/23.

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 during the first six months of 2022/23 were:

a. The Council's debt (including PPP) has reduced during the period by £7,739,874 due largely to the early repayment of 2 PWLB loans totalling £7,000,000 plus regular monthly repayments on the PPP contract.
b. The Council's investments have increased by £19,496,325 due to additional net cash flows into the Council including funds held for the IJB.
c. As at 31 March 2022 the Council had under borrowed against its capital financing requirement by £32,306,000. The latest projection is for the under borrowing to increase to £52,991,000 as at 31 March 2023. 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 is considerable financial market volatility and economic uncertainty in the UK and around the world largely caused by the impact of inflation, rising interest rates, commodity prices and supplies, and the conflict in Ukraine.
e. The forecast in February 2022 was for the Bank Rate to rise to 1.25% by the end of 2022 and remain at that level until at least March 2025. The situation is significantly different now with Bank Rate raised to 2.25% in September and forecast to be as high as 4.00% at the end of 2022 and increasing to 5.00% in early 2023 before gradually dropping to 2.50% by September 2025.
f. PWLB rates for new borrowing had been expected to remain largely unchanged through to March 2025 but there have instead been increases in PWLB rates particularly in August and then even higher in September. Rates increased by around 2.80% for shorter periods and by around 1.80% for longer periods. The volatility during the 6-month period resulted in spreads between the high and low rates for some loan periods of up to 3.34% (e.g. borrowing rates for 3 years of 2.08% in May were 5.45% in late September).
g. The Council's treasury advisers expect PWLB rates to remain at around current elevated levels over the remainder of the financial year then falling slowly but the extent and speed of any changes to rates will depend on the economic and other factors affecting the UK and global markets.
h. The Council has not undertaken any new borrowing during the period. The current projection was for £7,600,000 of borrowing to fund the repayment of PWLB borrowing maturing in January but given the strong cashflow position this now looks unlikely. Borrowing may be undertaken if funds are required and if it is prudent to borrow. Any borrowing undertaken will be reported to Committee.
i. The higher PWLB rates at the end of September gave the opportunity for the Council to repay some PWLB debt early using investments. The Council repaid £7,000,000 of PWLB borrowing early and received a discount of £62,200 for doing so (lower PWLB rates would have meant the Council paying a large premium for repaying early). The average interest rate for the repaid debt was 3.77% and Officers would plan to borrow at a lower rate than this in 2023/24.
j. The Council did not undertake any other debt restructuring during the first six months of 2022/23 and remained within its Prudential Indicator and Treasury Management limits.

k. With Bank Rate increases during the period (from 0.75% up to 2.25%), more increases forecast, and the rate of increase uncertain, investment rates are above the current Bank Rate but varying depending on market expectations.
l. The Council's investments earned a rate of return of 1.31% during the period. This was lower than the SONIA benchmark by 0.39% due largely to the benchmark rate being affected by market expectations of further Bank Rate increases.
m. 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.
n. The Council's investments were with counterparties that have high creditworthiness (the Bank of Scotland, Santander UK, NatWest Bank PLC, and Nationwide Building Society) and in accordance with the Council's investment strategy.

3.4 The Council's debt position was as follows:

	At 31 March 2022	At 30 September 2022
	£	£
Total Excluding PPP	188,748,995	181,761,121
PPP Debt	57,415,000	56,663,000
Total Including PPP	246,163,995	238,424,121

Further detail is given in the following table:

	At 31 March 2022		At 30 September 2022		Movement In Period
	Principal	Rate	Principal	Rate	Principal
	£000		£000		£000
Fixed Rate Funding:					
- PWLB	89,029		81,985		(7,044)
- Market *	71,000		55,000		(16,000)
	160,029	3.84%	136,985	3.73%	(23,044)
Variable Rate Funding:					
- PWLB	0		0		0
- Market *	28,400		44,400		16,000
- Temporary #	320		376		56
	28,720	4.87%	44,776	4.85%	16,056
Total Debt (Excl PPP)	188,749	4.00%	181,761	4.01%	(6,988)
PPP Debt	57,415		56,663		(752)
Total Debt (Incl PPP)	246,164		238,424		(7,740)

* - Market Loans are shown as variable when they have less than 1 year to go until their next call date. The total value of Market Loans has not changed 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 2022		At 30 September 2022		Movement In Period
	Principal	Return	Principal	Return	Principal
	£000		£000		£000
Investments:					
- Fixed Term Deposits	0	0.00%	15,000	2.48%	15,000
- Notice Accounts	14,594	0.55%	36	1.59%	(14,558)
- Deposit Accounts	19,745	0.66%	38,799	2.16%	19,054
Totals	34,339	0.61%	53,835	2.22%	19,496

Maximum level of investments in period: £59,173,693 on 15 August 2022
Minimum level of investments in period: £30,684,072 on 29 April 2022
Daily average for the period: £45,357,928

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 2022/23.

3.6 2022/23 Latest Projection Compared to Estimates in 2022/23 Strategy
The latest 2022/23 projection compared to the estimates in the 2022/23 strategy:

	2022/23 Estimate	2022/23 Latest Projection
Borrowing Requirement	£000	£000
New borrowing	7,400	0
Alternative financing requirements	0	0
Replacement borrowing	7,600	0
TOTAL	15,000	0
Prudential/Treasury Management Indicators		
	£000	£000
Capital financing requirement (As at 31 March 2023)	283,887	283,091
Gross external debt including PPP (As at 31 March 2023)	251,581	230,100
(Under)/over borrowing against CFR	(32,306)	(52,991)
	£000	£000
Gross Capital Expenditure	18,892	22,436
Ratio of financing costs (including PPP) to net revenue stream	10.49%	10.22%
Ratio of net debt (debt and PPP less investments) to net revenue stream	100.5%	96.9%

3.7 2022/23 Mid-Year Position Compared to Limits in 2022/23 Strategy
The 2022/23 mid-year position compared to limits in the 2022/23 strategy:

	2022/23 Limits		2022/23 Mid-Year Actual Position	
Prudential/Treasury Management Indicators				
Authorised limit for external debt	£000		£000	
• Borrowing	230,000		181,761	
• Other long-term liabilities	58,000		56,663	
	288,000		238,424	
Operational boundary for external debt	£000		£000	
• Borrowing	212,000		181,761	
• Other long-term liabilities	58,000		56,663	
	270,000		238,424	
Upper limit on sums invested for periods longer than 365 days (Actual is maximum in period)	£000 10,000		£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%	4.2%	24.6%
• 12 months and within 24 months	45%	35%	12.4%	-
• 24 months and within 5 years	45%	35%	0.7%	-
• 5 years and within 10 years	45%	35%	11.0%	-
• 10 years and within 30 years	45%	35%	4.2%	-
• 30 years and within 50 years	45%	35%	20.9%	-
• 50 years and within 70 years	45%	35%	22.0%	-
Council Policy Limits				
Maximum Percentage of Debt Repayable In Year	25%		22.0%	
Maximum Proportion of Debt At Variable Rates	45%		24.6%	
Maximum Percentage of Debt Restructured In Year	30%		3.7%	

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

	Forecast Per 2022/23 Strategy (February 2022)	Latest Forecast (September 2022)
2022/23	0.75%	5.00%
2023/24	1.25%	4.00%
2024/25	1.25%	2.75%

3.9 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.

3.10 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 2022/23 is as follows:

Average Investment	Rate of Return (gross of fees)	Benchmark Return (3 month SONIA compounded)
£45,357,928	1.31%	1.70%

The Council's return was lower than the benchmark by 0.39% due largely to SONIA including market expectations of further Bank Rate increases.

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)

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

5.5 **Strategic (LOIP/Corporate Plan)**
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 2022/23-2025/26.

Appendix 1

CASH BALANCES MANAGED IN-HOUSE
ACTUAL AS AT 31 MARCH 2022 AND 30 SEPTEMBER 2022

The following is an analysis of cash balances managed in-house as at 31 March 2022 and at 30 September 2022:

	As At 31 March 2022	As At 30 September 2022
	£	£
Fixed Term Deposits		
Bank of Scotland	0	0
NatWest Bank PLC	0	10,000,000
Nationwide Building Society	0	5,000,000
	0	15,000,000
Average Interest Rate	0.00%	2.48%
Notice Accounts		
Bank of Scotland	0	0
Santander UK	14,593,749	35,873
	14,593,749	35,873
Average Interest Rate	0.55%	1.59%
Deposit Accounts		
Bank of Scotland	19,744,400	38,798,600
Santander UK	506	507
	19,744,906	38,799,107
Average Interest Rate	0.66%	2.16%
TOTAL	34,338,655	53,834,980
Average Interest Rate	0.61%	2.25%

Since 30 September 2022, the Council has repaid £7m of PWLB debt (receiving a net £62k discount) and entered into a £7m Fixed Term Deposit with Bank of Scotland.

Appendix 2

FORECAST OF INVESTMENT BALANCES
ESTIMATE FOR 2022/23 AND ACTUAL AT 30 SEPTEMBER 2022

Investment Regulation 31 requires the Council to provide forecasts for the level of investments. The estimate for 2022/23 and the actual as at 30 September 2022 are:

	2022/23	2022/23
	Estimate For Year	**Actual For 1 April 2022 To 30 September 2022**
	£000	£000
Cash balances managed in-house		
- At Start of Year	35,000	34,339
- At End of Year/Period	32,151	53,835
- Change in Year/Period	(2,849)	19,496
- Average daily cash balances	33,576	45,358
Holdings of shares, bonds, units (includes local authority owned company)		
- At Start of Year	2	2
- Purchases	0	0
- Sales	0	0
- At End of Year/Period	2	2
Loans to local authority company or other entity to deliver services		
- At Start of Year	354	354
- Advances	235	0
- Repayments	58	23
- At End of Year/Period	531	331
Loans made to third parties		
- At Start of Year	113	120
- Advances	0	5
- Repayments	24	10
- At End of Year/Period	89	115
Total of all investments		
- At Start of Year	35,469	34,815
- At End of Year/Period	32,773	54,283
- Change in Year/Period	(2,696)	19,468

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.

Inverclyde council

AGENDA ITEM NO: 6

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Corporate Director, Education, Communities & Organisational Development**	**Report No:**	**PR/24/22/MR**
Contact Officer:	**Morna Rae**	**Contact No:**	**01475 712042**
Subject:	**Corporate Policy and Performance Update Report**		

1.0 PURPOSE AND SUMMARY

1.1 ☒For Decision ☐For Information/Noting

1.2 This report provides the Committee with an update on a number of performance and policy matters relating to:

- Developments in relation to the Strategic Planning and Performance Management Framework (SPPMF);
- Self-evaluation within Inverclyde Council and the assessment programme for 2023/24;
- New life expectancy data published by NRS which shows a decrease in life expectancy for Inverclyde males and a small increase in life expectancy for Inverclyde females;
- Equalities; and
- Use of emergency powers to a grant a public holiday for Her Majesty Queen Elizabeth II's state funeral on Monday 19th September 2022 and payment to school children who qualify for free school meals.

1.3 The report also seeks approval for a number of modifications to the draft Inverclyde Gaelic Language Plan 2022/27, following the Bòrd's assessment of the Plan. Details of the proposed modifications is provided in paragraph 3.21 of this report. Under the terms of the Gaelic Language (Scotland) Act 2005, a revised draft must be submitted to the Bòrd by 23 November 2022.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee:

- Note the latest updates in relation to Corporate Policy and Performance.
- Approve the submission of a modified Gaelic Language Plan 2022/27 to Bòrd na Gàidhlig for final approval by 23 November 2022.

Ruth Binks
Corporate Director, Education, Communities and Organisational Development

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.

STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK (SPPMF)

3.2 The community consultation on the new Council and Partnership Plan ran from 25 August to 25 September. The responses are currently being analysed and a report will be produced in due course.

3.3 Alongside this, a draft performance management framework is being developed and will be finalised once the new Council priorities have been agreed. The framework sets out how the Council will plan and manage corporate and service performance and will ensure a consistent and joined up approach across the Council.

SELF-EVALUATION

3.4 All services of the Council that are not governed by a formal self-evaluation or inspection undertake self-evaluation using the Public Service Improvement Framework (PSIF) model. This is a three-year cycle, with the next cycle due to begin in 2023/24.

3.5 Due to Covid19, self-evaluation moved to an online survey covering the topics of Leadership, Service Planning, Service Processes, Employees and Partners and Other Resources. The self-evaluation team identifies service strengths and areas for improvement in each of these areas and an improvement plan for the service is developed based on the feedback.

3.6 The services due to undertake self-evaluation activity in 2023/24 are: Community Safety and Resilience, Finance and ICT and OD, Policy and Communications.

NRS LIFE EXPECTANCY IN SCOTLAND AND COUNCIL AREAS 2019/21

3.7 National Records of Scotland published new life expectancy statistics for Scotland and all Council areas on 22 September 2022. The latest figures, which cover the period 2019/21, show a decrease in life expectancy for Inverclyde males, with life expectancy at birth falling from 74.3 years to 74.05 years, the fourth lowest in Scotland (unchanged from 2018/20). Female life expectancy at birth in Inverclyde has increased slightly from 78.6 years to 78.9 years and is also the fourth lowest in Scotland (previously second lowest).

3.8 Life expectancy in Scotland fell over the periods 2018/20 and 2019/21. The average life expectancy at birth for males in Scotland is now 76.6 years and 80.8 years for females. A comparison of life expectancy with the rest of the UK in 2019/21 is not available as this data was not published at the time of the NRS report, however in 2018/20 Scotland had the lowest life expectancy at birth of all UK countries. Scotland also has the lowest life expectancy of all western European countries.

3.9 Deprivation continues to have a significant impact on life expectancy. Life expectancy for females is 10.5 years longer in the least deprived areas compared to the most deprived areas in Scotland, whilst for males the difference increases to 13.7 years.

3.10 NRS attribute the national fall in life expectancy to deaths due to Covid-19 in 2020 and 2021, however drug-related deaths are also thought to have had an impact. NRS stress in the report that it is highly likely that some people who died due to COVID-19, might have otherwise died of respiratory disease or cancer if the pandemic had not happened.

EQUALITIES

3.11 Training for Elected Members on EIAs was delivered on 13 September 2022. Topics covered in the session included the legislative setting for EIAs, links with our strategic priorities, the Council's EIA Templates, Elected Members' role in terms of equalities, and gender-based budgeting. As Members will be aware, Officers are currently preparing the EIAs which are required as part of the Budget-setting process 2023/26. Historical EIAs that have been published on the Council's website are available to view here:

https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments

3.12 To complement the training mentioned at paragraph 3.20, Members have been invited to a webinar on budget impact assessments with the Improvement Service and the Equality and Human Rights Commission (EHRC) on 1 November 2022. During the session, the EHRC will outline the importance of budget impact assessment and outline for Members what they should be looking for in any assessments presented to them alongside budget options. This will help Members to ensure our authority has fully paid due regard to the Public Sector Equality Duty and the Fairer Scotland Duty and avoids legal challenge.

3.13 While the main focus of the session is Elected Members, Officers are also very welcome to attend, especially senior management/decision makers. An invitation has also therefore been sent to the Extended Corporate Management Team.

3.14 Officers prepared a response to the Scottish Government's consultation on a draft plan to improve and strengthen Scotland's equality evidence base:

https://www.gov.scot/publications/equality-evidence-strategy-2023-25-consultation-paper/

Our response provided a general overview of Inverclyde's experience with obtaining/using equality evidence.

3.15 **USE OF EMERGENCY POWERS FOR PUBLIC HOLIDAY**

On 12 September 2022 the Chief Executive used their powers under the Scheme of Delegation (Officers) to approve a public holiday being granted to all Council employees for Her Majesty Queen Elizabeth II's state funeral on Monday 19th September 2022, and approve the payment of £3 to those school children who qualify for free school meals, by means of clothing grant qualifying criteria.

DRAFT INVERCLYDE GAELIC LANGUAGE PLAN 2022/27 – PROPOSED MODIFICATIONS

3.16 This Committee approved the submission of the draft Inverclyde Gaelic Language Plan 2022/27 to Bòrd na Gàidhlig at its meeting on 1 February 2022. The Bòrd carried out an assessment of the draft Plan and notified the Council of its findings on 6 September 2022. A number of modifications were proposed by Bòrd which have been considered by officers and changes made to the Plan where appropriate. Under the terms of the Gaelic Language (Scotland) Act 2005, the revised draft must be submitted to the Bòrd by 23 November 2022.

3.17 A small number of revisions have been made to the original draft Plan based on the overall general feedback of the Bòrd, including:

- Actions have been reviewed with a view to making the commitments SMART
- Timescales have been revised, reflecting that the completion date for some actions has past, due to the time taken to complete the assessment process.

3.18 More specifically, a number of changes are proposed to the High Level and Corporate Services Aims that are central to the Plan. These were classed as 'necessary amendments' by the Bòrd and require the approval of this Committee. The changes are detailed below:

High Level Aim
Increasing the Learning of Gaelic

(1) An action has been added to support an increase in the numbers of children accessing Gaelic Medium Early Years Education each year.
(2) As per the Bòrd's recommendation, a commitment has been given to deliver Gaelic as Language 2 or Language 3 in at least 40% of our schools by 2027.

Corporate Services Aims:

(3) **Signage** - As per the Bòrd's recommendation, a commitment has been added to develop a policy to render prominent signage bilingual on a renewal basis by the end of year 2 (2023/24).

(4) **Social Media** - As per the Bòrd's recommendation, a commitment has been given to publish at least 30 bilingual or Gaelic-only posts annually across a range of Council social media platforms.

(5) **Recruitment** - As per the Bòrd's recommendation, a commitment has been given to designate a number of Council posts as Gaelic desirable and at least one other post designated as Gaelic essential by the end of this edition of the Plan.

3.19 Subject to approval, the revised draft Plan will be submitted to Bòrd na Gàidhlig prior to 23 November 2023. The next step is for the Bòrd to submit the Plan to its Policy and Resources Committee for final approval, the date of which has not yet been advised. The Plan will thereafter be translated into Gaelic, with both English and Gaelic available on the Council's website.

4.0 PROPOSALS

4.1 It is proposed that the Committee note the latest updates relating to the area of Corporate Policy and Performance, as provided in section 3.2 to 3.19.

4.2 The Committee is also asked to agree the modifications to the draft Inverclyde Gaelic Language Plan 2022/27, as set out in paragraph 3.20 onwards, and approve its submission to Bòrd na Gàidhlig.

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 (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**

All actions within the draft Gaelic Language Plan require to be contained within service budgets. The possibility of accessing external sources of funding to support the delivery of the Plan has been discussed with the Bòrd and this will be pursued where possible.

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 Gaelic Language (Scotland) Act 2005 requires that Inverclyde Council produce a Gaelic Language Plan to raise the status and profile of Gaelic and help to create practical opportunities for its use. Under the timescales set out in the Act, following notification of the Bòrd's assessment, Inverclyde Council has until 23 November 2022 to submit a revised Gaelic Language Plan.

5.4 **Human Resources**

The Corporate Services Aims contain a number of actions relating to employees. This includes the promoting of Gaelic opportunities, raising employee awareness of Gaelic and the inclusion of Gaelic as essential and desirable in a small number of employee posts going forward.

5.5 **Strategic**

The issues referred to within this report are of relevance to the following Corporate Plan priorities:

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

Organisational Priority 2: To work collaboratively to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them.

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

6.0 CONSULTATION

6.1 None,

7.0 BACKGROUND PAPERS

7.1 None.

Inverclyde council

AGENDA ITEM NO: 7

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Corporate Director, Education, Communities and Organisational Development**	**Report No:**	**PR/26/22/MR**
Contact Officer:	**Morna Rae**	**Contact No:**	**01475 712146**
Subject:	**Inverclyde Council Annual Performance Report 2021/22**		

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 Corporate Plan Annual Performance Report (APR) 2021/22. The APR is attached as Appendix 1.

1.3 The overall aim of the APR is to present a balanced view of the Council's progress in delivering its organisational priorities in order to meet our statutory duty in relation to public performance reporting. Subject to Committee approval, the APR will be published on the performance page of the Inverclyde Council website.

1.4 The APR highlights areas of investment as well as just some of the projects and initiatives that were delivered during the year. Each organisational priority has a performance dashboard presenting the latest data, although the pandemic continues to affect the availability of data from some national surveys. The dashboard now includes the direction of travel in performance compared to the previous year and over the longer term (5 years). More information on interpretating the data, trends and influencing factors on performance is provided in section 3 of this report.

1.5 An Elected Member Briefing on the Annual Performance Report 2021/22 is scheduled for 15 November 2022.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee:

- Approves the publication of the Corporate Plan Annual Performance Report 2021/22.

Ruth Binks
Corporate Director,
Education, Communities and Organisational Development

3.0 BACKGROUND AND CONTEXT

3.1 The Inverclyde Council Corporate Plan 2018/22 was approved by The Inverclyde Council on 7 June 2018. The Corporate Plan established 10 organisational priorities for the Council, 8 of which support the delivery of the Inverclyde Outcomes Improvement Plan, with the remainder being 'enabling' priorities that focus on service delivery and our role as an employer. An Annual Report is considered by the Policy and Resources Committee as part of the Plan's governance and reporting arrangements.

3.2 At its meeting on 14 September 2022, the Policy and Resources Committee approved an extension to the lifespan of the Corporate Plan as part of the wider review of strategic planning and performance management framework and to allow community engagement to take place alongside the engagement on the new LOIP priorities.

3.3 Inverclyde Council has a statutory duty to report on its performance to citizens and communities with the Accounts Commission SPI Direction 2021 placing a responsibility on Councils to report on their performance in improving local services and local outcomes and demonstrating the delivery of Best Value. The APR is key in helping to demonstrate that the Council is meeting its responsibilities in this area.

INVERCLYDE COUNCIL ANNUAL PERFORMANCE REPORT 2021/22

3.4 The APR 2021/22 is attached as Appendix 1 for the approval of the Committee. The aim of the report is to provide a balanced range of information that enables the CMT, Elected Members and the public to make an informed judgement on the Council's progress in delivering its organisational priorities and in turn, the delivery of improved outcomes for residents.

3.5 Each organisational priority contains an overview of the progress made in the year, with more detail provided in the form of case studies highlighting good or innovative practice, service achievements and where the Council is delivering major national projects in support of its organisational priorities.

INTERPRETATING THE PERFORMANCE DATA

3.6 A 'Performance Dashboard' containing three years of performance data is also provided for each priority. 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. Our focus on improvement is however wider than solely focusing on targets and where it is not appropriate to set a target e.g. school exclusions, trends in the direction of travel are monitored. Such measures are described as 'data only'.

3.7 The dashboard also includes the direction of travel in performance, both year on year and over the longer term (5 year period). As in previous years, a red / amber / green (RAG) status is provided where a performance target has been set. It was necessary to revise some targets in 2021/22 to reflect changes in service delivery due to Covid-19.

3.8 When considering performance, it is vital to remember that some aspects of performance may look very different when compared to previous data. In particular, performance in 2021/22 needs to be considered in the context of Covid-19, budgetary pressures and employee resources.

<u>Covid-19</u>

3.9 The pandemic continued to cause disruption to service delivery during the year, particularly for services that are delivered face-to-face. The emergence of the Omicron variant late in 2021, presented a new set of challenges with a surge in infections leading to increased levels of

employee absence. Social care continued to be placed under enormous pressure with more demands being placed on the service at a time of higher levels of employee sickness. Pressure on this sector is ongoing.

3.10 School pupil absence due to Covid-19 also increased sharply between November 2021 and January 2022 and only started to fall again in February 2022. The attendance targets in schools were reduced in 2021/22 to reflect the impact of Covid-19 and whilst the targets were achieved, attendance is lower than in previous years, which is to be expected. The work to improve educational outcomes, particularly for those children living in Inverclyde's most deprived communities, will be taken forward via the Attainment Challenge.

3.11 The impact of the pandemic is also beginning to emerge in some of the performance measures e.g. the reduction in household waste recycling (published via the Local Government Benchmarking Framework) reflects the suspension of recycling bin collection services and the closure of recycling centres for part of the pandemic.

Budget pressures

3.12 Budget pressures over consecutive years has resulted in changes to service provision which will have had an impact on customer satisfaction. The Inverclyde Citizens' Panel is asked for its views across a range of areas every two years and action is taken in response to the feedback. Questions are not asked annually to avoid panel fatigue on a given topic, however this means that there is a time lag with this data.

3.13 The impact of the savings currently being considered by the Council will result in difficult decisions which will impact upon satisfaction levels further. The Council will continue to benchmark results in relation to customer satisfaction where possible and act on the findings.

3.14 To support greater community involvement and empowerment, each locality in Inverclyde now has a Communication and Engagement Group. Progress has also been made in further embedding participatory budgeting, which involves residents having a say in how money in their area is spent. It is anticipated that as work progresses in both these areas, the number of residents that feel involved in the local decision making processes and engaged with the Council will improve.

Employee resources

3.15 In addition to unplanned employee absences due to Covid-19, some services across the Council and HSCP have been running with high level of vacancies during the year, alongside recruitment difficulties e.g. in Social Work and Planning Services.

3.16 The Children and Families Service has encountered an unprecedented number of social work vacancies which in turn, delayed the return of reviewing officers to their substantive posts. The Inverclyde "I Promise" team, which has been established to deliver the national "The Promise" agenda is working to deliver improved outcomes to Looked After and Accommodated Children.

3.17 Innovative approaches to address these challenges are underway, including a tv and radio recruitment campaign for Homecare employees.

RESPONDING TO THE APR

3.18 The APR describes many areas of best practice which services will look to continue and extend into 2022-23 as resources allow. Where there have been challenges in service delivery or significant external pressures negatively impacting on performance remedial action will be

explored. Performance as described in the APR provides a strong foundation on which to develop the new Council Plan for 2023 onwards.

4.0 PROPOSALS

4.1 The Committee is asked to approve the publication of the Inverclyde Council Annual Performance Report 2021/22.

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 (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)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
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 fulfil the Council's 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 2021/22 focuses on setting out progress in relation to each of the Council's Corporate Plan organisational priorities.

6.0 CONSULTATION

6.1 None.

7.0 BACKGROUND PAPERS

7.1 Corporate Plan 2018/23 – Inverclyde Council
https://www.inverclyde.gov.uk/council-and-government/strategies-policies-and-plans/corporate-plan

Appendix 1

Inverclyde Council

Annual Performance Report

2021/22

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Foreword

Welcome to Inverclyde Council's Annual Performance Report, which provides details of our performance in delivering the priorities within our Corporate Plan 2018/23, in order to realise our Vision of 'Getting it Right for Every Child, Citizen and Community'.

This is our fourth Corporate Plan Annual Performance Report and since the Plan was published in April 2018, almost every aspect of our lives has been affected by the Covid-19 pandemic. Sadly, for many residents and communities this impact has been profound and will continue to be felt for many years to come. Yet again however, residents, local partnerships, services and businesses worked together during the year to support one another and protect the most vulnerable and we would like to thank everyone involved for all they have done for the area over the last year.

Our current organisational priorities are based on what residents and communities told us were important to them. Community consultation was scheduled to take place during 2021/22 to review these priorities and develop a new Council Plan, however in view of the difficulties in carrying out meaningful engagement during the pandemic, the decision was taken to continue to focus on the delivery of the current Corporate Plan to April 2023, after which we will publish our new Council Plan. We know that progress in delivering improvements in key areas such as strengthening the local economy and improving health will have been set back by Covid-19, however we continue to have huge ambition and will seek to develop new and innovative ways of working in these challenging times in order to build resilience and create a stronger, modern Council that is ready for the challenges ahead.

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

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

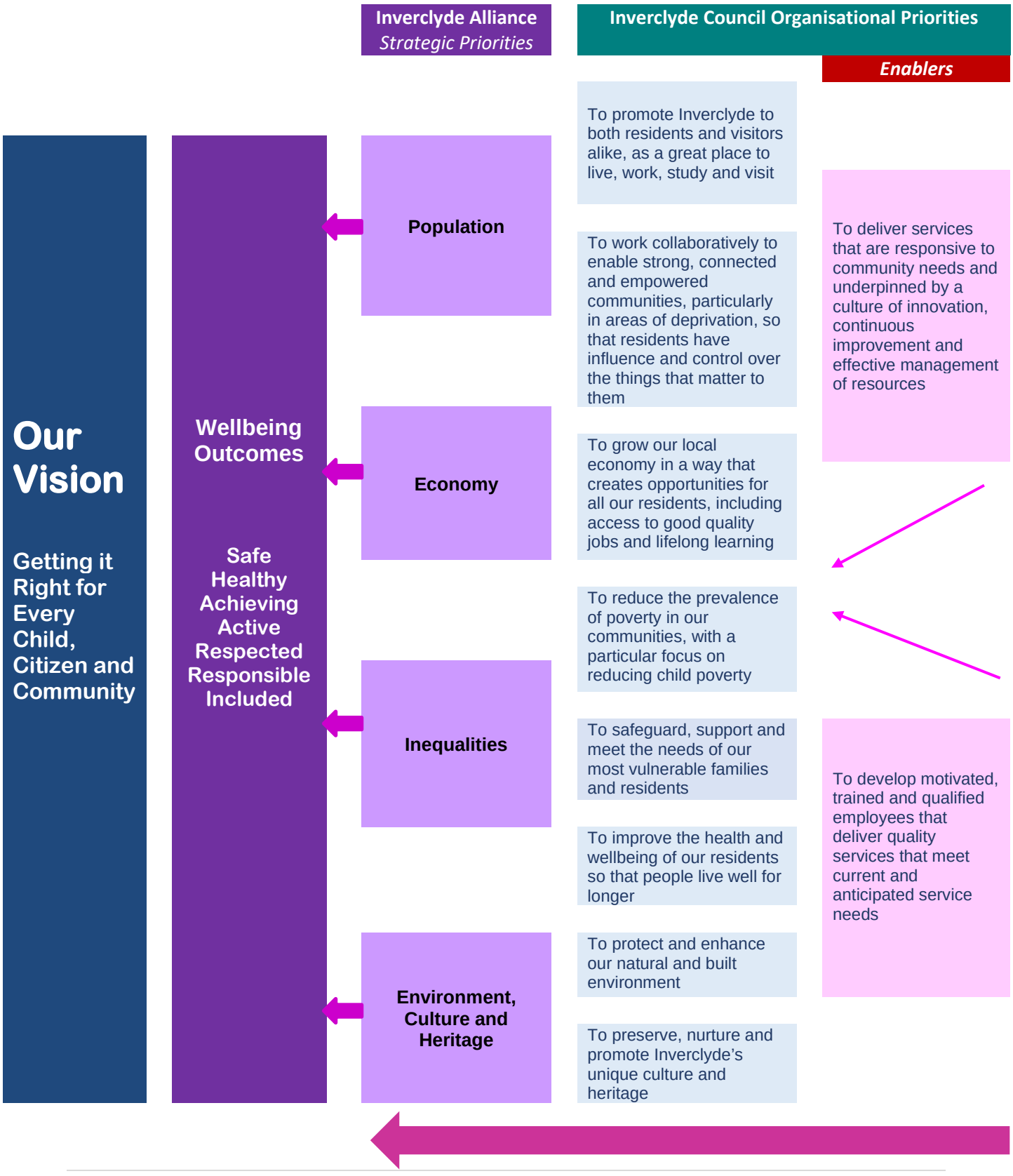
As always, your feedback is very important to us and contact details are provided at the back of this report if you would like to provide us with your views on any aspect of our performance.

Louise Long
Chief Executive
Inverclyde Council

Councillor Stephen McCabe
Leader
Inverclyde Council

Our organisational priorities

Our organisational priorities are underpinned by feedback from our communities about their priorities, as well as data on areas of particular need locally. They also support the delivery of the Inverclyde Alliance Outcomes Improvement Plan strategic priorities as shown below.



COVID -19

We want to improve the lives of all the residents of Inverclyde however, as a Council, we have a particular responsibility to our residents to tackle inequality and support those who are vulnerable or disadvantaged. The Covid-19 pandemic has exacerbated existing challenges and created new ones, with a widening of inequalities becoming apparent early in the pandemic.

Research published by the Scottish Government in "Scotland's Wellbeing: The impact of Covid-19", shows that positive outcomes associated with health, economy, work, business and culture are expected to be deeply set back and that the long term impact will be higher levels of poverty. Outcomes related to education and children are also expected to be negatively affected, although it is anticipated that the extent of this will take longer to fully emerge. Findings in relation to outcomes for communities and the environment are more mixed with each being impacted in both positive and negative ways and again, the full impact will only become clearer as time progresses.

Inverclyde Council will continue to monitor and respond to the pandemic through consultation and engagement with local communities and analysing data to identify new and emerging need.

Planning for Recovery

During 2021/22, the Council and partners implemented a recovery framework to mitigate against the ongoing impact of the pandemic and to support recovery and renewal.

An Inverclyde Council Organisational Recovery Action Plan was implemented alongside a Partnership Recovery Plan, developed by the Inverclyde Alliance. The Partnership Plan captured the collective input of a wide range of partners and communities under the themed outcomes of 'Education', 'Culture' and 'Sport, Health and Wellbeing' and 'The Economy'. Action plans for each themed outcome were implemented to support recovery in these key areas.

Both Recovery Plans came to an end at the end of 2021/22 and any ongoing work streams were subsumed into the Council's Corporate Directorate Improvement Plans and the Inverclyde Alliance Partnership Action Plans, where they will continue to be delivered. Longer term recovery however, will also be influenced by a range of factors that are outwith the Council's control, such as policy and financial decisions made by central Government.

Did you know that in 2021/22...

There were 540,418 library visits (online and virtual)

Inverclyde Council served an estimated population of 76,700

83 New Scots and English for Speakers of Other Languages learners improved their language and communication skills via a Council funded programme

The Care and Support at Home Service delivered a total of 1,235,823 visits to 1,971 service users

35 children received Gaelic Medium Education in Whinhill Primary School

Over 1500 potholes were made safe

699 households approached the homelessness service for advice and assistance

Inverclyde Council was responsible for 373 km of road network

12,906 tonnes of household waste was recycled

£4 million was invested to support local recovery, in addition to a £6 million jobs recovery fund

2,816 Bookbug Bags were gifted

More than 1,200 Business Support Grant applications were processed and approved

4,453 people were employed by Inverclyde Council

There was a total of 246,565 visits to pools across Inverclyde

2,942 Inverclyde residents were registered on the Shielding List

Over 3,000 people were involved in Participatory Budgeting

Performance Review of the Year 2021/22

How we measure our performance

This Annual Performance Report 2021/22 provides an overview of performance in the delivery of the organisational priorities set out in our Corporate Plan 2018/23. It highlights a number of key achievements throughout the year, supplemented by a range of performance data which aims to provide a balanced view of the progress that has been achieved in both improving local outcomes and service delivery.

Key Performance Indicators

Each organisational priority is underpinned by a key performance indicator dashboard. When considering the latest data, it is important to remember that some aspects of performance may look very different when compared to pre-pandemic data.

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. Our focus on improvement is however wider than solely focusing on targets and where it is not appropriate to set a target e.g. 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 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
	Performance is below target level, but is within a set tolerance level
	Performance is at target level or higher
	Performance is being monitored but no target has been set (data only)
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)

Data for a number of the Council's key performance indicators is derived from both national and local surveys, e.g. the Scottish Household Survey and the Inverclyde Citizens' Panel. Due to the pandemic, survey work had to be postponed or carried out in a different way, creating a data lag in some instances, whilst in others, data is not available or comparable with previous years due to changes in methodology.

In addition, whilst the Inverclyde Citizens' Panel is used to consult with local people twice a year on a range of issues, a number of questions specifically relating to the Council are only asked every two years. This is to avoid panel fatigue arising from members being asked for their views on the same topic every year.

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

Our aims

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

What progress did we make in 2021/22?

The latest official population figures show a slight decrease in the population of Inverclyde, which was estimated at 76,700 in mid-2021. Fewer births than deaths continues to be the major driver of population decline locally with deaths being almost twice the number of births in the year. A review of the trends in population change shows that the number of births in Inverclyde in 2020/21 was almost a third lower than in 2009/10 and whilst a falling birth rate is also a trend that is occurring across Scotland as a whole, the impact of this on Inverclyde's population has been far greater.

The number of people moving into Inverclyde has outnumbered the number of people leaving in three out of the past five years, which is an encouraging sign that the promotion of the area is having a positive impact. The ability to actively market Inverclyde during the year was however hampered by the pandemic, with key business sectors such as tourism, hospitality, culture, entertainment and recreation, all of which play a key role in attracting visitors to Inverclyde, badly affected.

To facilitate recovery in this area, in May 2021 the Council approved the creation of a 2 year marketing and tourism post along with a dedicated budget. Funding was also earmarked for both high profile outdoor events and smaller scale community events to bring residents together again when the time was right. This work supports the 'discover Inverclyde' brand, which is a Council led call to action, website and place marketing initiative to promote all that Inverclyde has to offer across Scotland and wider, including heritage and history, arts and culture, outdoor and indoor activities and walking and cycling routes.

Promoting Inverclyde

Whilst the pandemic and public health restrictions had an impact on the ability to promote some aspects of the Inverclyde offer, the Council's Corporate Communications team continued to actively promote the area, including:

- Working with broadcasters from across Scotland, the UK and international media to tell the story of how pupils, teachers and school staff had put in place strong safety and public health measures to keep people safe as schools started to return during the pandemic.

- Working with local care homes to help spread the word about public health measures to keep vulnerable residents safe, including an emotional moment televised on STV when two lifelong friends were able to hug for the first time in two years when restrictions started to ease.

- As swimming pools across Scotland planned to re-open, support was provided to the media to highlight the work being done in Inverclyde at the iconic Gourock outdoor pool to help encourage people across Scotland to take those first tentative steps back to normality and to reassure them that Inverclyde was a safe place to visit.

- Even during a pandemic Inverclyde's twins, dubbed 'Twinverclyde', helped to safely speak to a range of media supported by the Council's communications service to highlight Inverclyde as a place to live and raise a family to continue to support the repopulation message.

- The 'discover Inverclyde' theme encouraging visitors to Inverclyde was developed further via TV adverts, campaigns encouraging cycling and walking and also zoom and Webex backdrops for people to use during the pandemic when more meetings were being done online.

Delivering state of the art school and early years facilities

The provision of high quality early years, education and learning facilities plays a key role in attracting families to move to Inverclyde, as well as helping to drive up educational outcomes.

Despite the significant impact on the construction industry caused by the pandemic, the Council's £270 million investment in education facilities continued during the year with the completion of a new £2.9 million Larkfield Early Learning Centre as well as a £2.4 million extension to the Rainbow Family Centre in Port Glasgow. Both facilities help to support the major expansion of free early years' provision to 1,140 hours per eligible child annually, a policy which was implemented 12 months ahead of schedule in Inverclyde.

These new facilities are the latest in the drive to provide a high quality learning environment that will shape the future development of children in Inverclyde. The delivery of the full school estate programme, which is nearing completion, means that all children in Inverclyde will attend a primary and secondary school that is either brand new, or has received an extensive makeover.

01 PERFORMANCE 2021/22

MEASURES	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
In-migration - The number of people moving into Inverclyde in the year	1,250	1,780	Due July 2023	Maintain			
Out migration - The number of people leaving Inverclyde in the year	1,350	1,690	Due July 2023	Decrease			
Gross weekly pay for employees living in the area (median earnings)	£544.00	£560.90	£570.10	Increase			
The percentage of Citizen Panel respondents that have considered leaving Inverclyde *(Baseline 2019)*	(2019) 36%	Biennial PI	(2021) 45%	Decrease %			Not available
The percentage of Citizen Panel respondents that are satisfied with Inverclyde as a place to live	(2019) 74%	Biennial PI	(2021) 75%	Maintain %			
The percentage of Citizen Panel respondents that are satisfied with their neighbourhood as a place to live	(2019) 86%	Biennial PI	(2021) 86%	Maintain %			
The percentage of school leavers achieving 1 or more awards SCQF level 6 or better	74.7%	75.2%	Due Feb 2023	70%			
The percentage of school leavers achieving 5 or more awards SCQF level 6 or better	38.3%	37.7%	Due Feb 2023	36%			
Percentage of school leavers achieving SCQF level 5 or better in literacy	87.2%	89.2%	Due Dec 2022	86%			
Percentage of school leavers achieving SCQF level 5 or better in numeracy	75.5%	75.6%	Due Dec 2022	76%			

Status **On or above target** **Below target, but within tolerance** **Fallen below agreed tolerance level** **Data only PI, no target set**

Trend Improving performance / got better Declining performance / got worse

Priority 2

To work collaboratively to enable strong, connected and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them

Our aims

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

What progress did we make in 2021/22?

The development of locality planning continued to be a priority for the Council during the year with a shift to online events replacing more traditional forms of engagement. Six Community and Engagement Groups (CEGs) have been established with the aim of encouraging residents to become actively involved in local democratic decision making and to make it easier for communities and services to work together to develop solutions to local issues.

Whilst at different stages of maturity, the CEGs have helped to identify local priorities; participated in decision making around how services are planned, designed and delivered and influenced how money was spent in their area. Support has been provided by a Community Development Worker working alongside the group to strengthen community empowerment.

Recovery in our communities has been boosted by an additional £4million investment to provide a range of practical support to strengthen and build local resilience, including funding for local businesses, recognising the vital role they played throughout the pandemic whilst the re-establishment of smaller organisations was supported through grant provision. Additional investment was earmarked for young people via the Duke of Edinburgh Awards Scheme, with the aim of increasing participation and to provide support to young people who were previously prevented from engaging. Looking to the future, plans were developed to host major community outdoor events throughout 2022, to acknowledge and celebrate the resilience and compassion shown by Inverclyde's communities during the pandemic.

Developing citizen participation

Participatory budgeting (PB) is the term used to describe a form of citizen participation in which citizens are involved in the process of deciding how money is spent, giving local people greater influence and say in the decisions that affect their lives.

Inverclyde Council's vision for PB is that it provides a means for communities to discuss and deliberate priorities and assist the Council in prioritising its work at a locality and Inverclyde level. Our model focuses on empowering local communities and ensuring that everyone is provided with the opportunity to take part. In 2020/21, over £4million of the Council's budget was subject to community consultation, some of which via participatory budgeting. The main vehicle for driving this was through the Communication and Engagement groups. These groups were involved in the discussion and deliberation of the following priorities:

- The distribution of £120,000 across Inverclyde's six localities in relation to activities to support the Meliora festival. Over 1,330 votes were cast during this exercise.
- £400,000 of funding to support the Roads Asset Management Plan to inform decisions on carriageways and footpaths chosen for repair and resurfacing work. 906 community members engaged in this PB exercise.
- The implementation of the Council's Anti-Poverty Fund. 6 digital based community listening events were carried out to obtain the views of local communities on changes that could be made to mitigate poverty and inequalities. Over 1,300 community members engaged in this exercise.

The voice of the community will continue to be an integral component in the delivery of the Council's budget commitments going forward.

Improving community safety

Feeling safe and secure is a vital component of a strong community. The 'Equally Safe; National Strategy' aims to prevent and eradicate violence against women and girls in any form. In support of this national agenda, the Inverclyde Violence Against Women Multi-Agency Partnership, the Inverclyde Community Safety Partnership, Community Learning and Development and Sports carried out a consultation to determine if women and girls in Inverclyde had safety concerns regarding undertaking activities in public spaces and where issues were identified, how these could be tackled.

The feedback broadly indicated that the most common concerns from females were related to physical assault, verbal harassment and unwanted attention from males. Fear of crime and intimidation also had an impact on feeling safe when undertaking social and leisure activities in public, particularly on dark evenings or isolated areas and around groups of males/youths. Costs as well as safety concerns were identified as a barrier to joining activity-based clubs. Based on the responses, an action plan has been developed to raise awareness of women's safety issues and to promote a cultural change in attitudes towards women. The targeted actions aim to reduce fear and anxiety associated with undertaking activities in public spaces and encourage higher levels of participation in local activity based clubs. The action plan, which will be implemented during 2022/23, will be subject to quarterly review to ensure that the improvement activity is delivering the intended outcomes.

02 PERFORMANCE 2021/22

MEASURES	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The percentage of Citizens' Panel respondents that feel that they can influence decisions affecting the local area	(2019) 30%	Biennial PI	(2021) 24%	Increase %			
The percentage of Citizens' Panel respondents that are satisfied with the way in which the Council takes their views into consideration when decision making	(2019) 40%	Biennial PI	(2021) 32%	Increase %			
The percentage of Citizens' Panel respondents that feel that safe in their neighbourhood outside at night	(2019) 68%	Biennial PI	(2021) 70%	Increase %			
The percentage of Citizens' Panel respondents that agree that the Council works with them to solve their problems	(2019) 46%	Biennial PI	(2021) 30%	Increase %			
The percentage of Citizens' Panel respondents reporting a reduction in anti-social behaviour in the last 12 months	(2019) 10%	Biennial PI	(2021) 19%	Increase %			
Number of adults improving their literacies	421	148	179	120			
School attendance rates:							
Primary	92%	95%	90.8%	90%			
Secondary	89%	90%	88.1%	85%			
ASN	89%	91.4%	87.6%	80%			

Status **On or above target** **Below target, but within tolerance** **Fallen below agreed tolerance level** **Data only PI, no target set**

Trend Improving performance / got better Declining performance / got worse

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

Our aims

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

What progress did we make in 2021/22?

The pandemic has brought to the fore existing economic inequalities with more vulnerable socio-economic groups such as the young, manual workers, those on low incomes and the self-employed being hit the hardest. Economic activity in Inverclyde has therefore focused strongly on the delivery of a Jobs Recovery Plan, supporting our town centres and progressing the Glasgow City Region City Deal, all of which are anticipated to deliver benefits for the area. Encouragingly, we continued to see a positive transition for the vast majority of our young people into work, training or further education with numbers exceeding the Scottish average.

An Inverclyde Economic Regeneration Strategy 2021/25 was approved in June 2021, setting out the Council's ambition for the area, balanced with deliverability. It contains five key priorities and opportunities to improve the local economy and build on recovery, while addressing the challenges posed by reduced levels of public funding and private investment for economic regeneration. Both the Strategy and Action Plan were developed in consultation with the business community and seek to capitalise on opportunities, maximise limited financial resources and to find new ways of delivering regeneration and economic development activity in future.

With neighbouring authorities, West Dunbartonshire and Argyll and Bute, the Council commissioned a report from the Fraser of Allander Institute on supporting economic recovery. The report, which was published in March 2022, sets out the challenges faced by all three authorities and a number of potential initiatives to enhance repopulation and economic recovery. The findings will inform the work of a new government backed Task Force which has been established to stimulate the Inverclyde economy, creating opportunities for businesses and residents to achieve a lasting difference.

Creating new employment opportunities

The Workforce Refresh programme, which was established in 2020 to create employment opportunities for local people, continued during the year with a second voluntary early retirement trawl focusing on specific posts. 33 employees took advantage of the programme in December 2021 with a further 23 due to leave by August 2023. 96% of vacancies have been filled by local residents with just over a quarter being secured by local unemployed residents.

10 vacancies were also created through the programme's dual aim of creating internal advancement opportunities for existing employees. 90% of these additional vacancies have been filled by local residents with just under a quarter of opportunities being secured by local unemployed residents.

Supporting local businesses

Having successfully delivered 12 Scottish Government Covid-19 funding streams in 2020/21, critical financial support continued to be provided to local businesses via both Government and Council funded schemes to help individuals and businesses cope in light of the public health restrictions.

The Revenues and Benefits team administered 7 business funds, approving more than 1,200 applications from businesses with payments amounting to £4.6 million. Additionally, a non-domestic rates relief application based scheme, reducing the liability of 227 businesses in the retail, hospitality and leisure sectors by £3.56million, was also managed by the team. By prioritising this support to individuals and businesses, the Council helped to safeguard jobs, business survival and strengthen economic recovery.

Strengthening collaborative working

Inverclyde Council is one of eight councils in the Glasgow City Region committed to delivering an ambitious Regional Economic Strategy, launched in December 2021. The approach is a first in that it as well as incorporating all of the Region's Councils, the Government and wider public sector agencies have also committed to its delivery. By working together in partnership, the aim is to capitalise on opportunities over the next ten years to deliver a shared Vision that;

"By 2030, Glasgow City Region will have the most Innovative, Inclusive and Resilient Economy in the UK".

The strategy sets out how the region will weather current and future key global challenges as well as challenges, such as high levels of economically inactive residents. It also seeks to capitalise on the strengths that exist and sets out 7 transformational opportunities with the aim of reshaping the economy for all. These opportunities are tied to 12 regional programmes which make up the first phase of the Regional Economic Strategy Action Plan including; delivering the potential of the waterfront; support for our city and town centres; building the local skills base and assisting businesses in their transition to net zero.

To deliver these ambitious programmes, the region will work with investors and seek new and innovative funding solutions, designed to attract the investment required to deliver the shared Vision.

03 PERFORMANCE 2021/22

MEASURES	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The employment rate (%) of 16-24 year olds (Inverclyde compared to Scotland) Inverclyde Scotland	49.8% 57.9%	52.2% 52.2%	54.1% 53.9%	Reduce gap	✓	↑	↓
The percentage of unemployed people assisted into work from Council operated / funded employability programmes (Inverclyde compared to Scotland, LGBF) Inverclyde Scotland	25.9% 12.66%	2.94% 5.98%	Due Feb 2023	Meet or exceed Scottish average	●	↓	↑
The percentage of young people participating in education, training or employment (Inverclyde compared to Scotland) Inverclyde Scotland	92.9% 92.1%	93.3% 92.2%	93.8% 92.4%	Meet or exceed Scottish average	✓	↑	↑
Number of adult learners achieving core skills qualifications (SCQF levels 2-4)	314	64	149	80	✓	↑	↓
Number of council funded business / property grant assists	16	14	16	16	✓	↑	↓
Number of employability clients who gain a partial / full vocational qualification	354	182	363	300	✓	↑	↑

Status ✓ **On or above target** ▲ **Below target, but within tolerance** ● **Fallen below agreed tolerance level** **Data only PI, no target set**

Trend ↑ Improving performance / got better ↓ Declining performance / got worse

Priority 4 To reduce the prevalence of poverty in our communities, with a particular focus on child poverty

Our aims

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

What progress did we make in 2021/22?

Concerns around financial and job insecurity grew during the year with the rising cost of living adding extra pressure. Households on low incomes and low paid workers, lone parents, older and disabled people, minority ethnic groups and women are known to be most at risk of poverty. Many people will fall into more than one group and so the impact on them will be magnified.

Our community 'Listening Events' provided a platform for discussion and engagement with residents about these issues and the barriers to getting out of poverty. This local research, alongside that carried out by national organisations, has provided an in-depth understanding of residents' concerns around poverty, its drivers and the impact that it is having on mental health. Acting on this knowledge, in May 2021, investment was approved for a number of targeted interventions to address poverty and deprivation in the communities of Inverclyde with the greatest inequalities. These interventions, totalling £1.08 million funded by the Council and Integration Joint Board, have been directed towards addressing unemployment and employability; providing support for people experiencing difficulties with alcohol, drugs and mental health and to support those experiencing financial insecurities. The resultant projects include support to enter the workplace; the Zero Waste Food Pantry; Fuel Insecurity grants and Starter Packs to support those in a first tenancy. These initiatives were introduced in 2021 for delivery over the period 2021/23.

The Inverclyde Challenge Poverty Week, held in October 2021, provided an opportunity for local partner agencies and groups to come together to call for action to break the grip of poverty on people's lives. Some of the initiatives delivered during the week included benefits and savings advice, information on employment opportunities and food and wellbeing guidance to help support residents of Inverclyde living with the constant pressure of poverty.

Reducing the cost of the school day

Reducing the cost of the school day is just one way in which financial support is being provided to families in Inverclyde. Historically, Inverclyde Council has provided families with more than the nationally agreed minimum school clothing grant and in 2021/22 it was agreed to increase this further to a new payment of £150 per child, regardless of whether they are in primary or secondary school. The national guidance is a minimum payment of £120 for primary age children and £150 for those in secondary school.

Inverclyde Council was also one of the first Council areas in Scotland to roll out free school meals to school children in Primary 5, which began at the start of academic year 2021/22, whilst the national timescale for implementation was not until January 2022.

This followed the introduction of funded school lunches for children in Primary 4, which has been in place in Inverclyde since 2019, two years prior to the Scottish Government implementing the initiative across Scotland.

Eradicating period poverty

Period poverty is highly detrimental to a woman's dignity and can lead to days absent from education or work and missed opportunities to participate in sport or social activities.

In 2021/22, the Council took further steps to eradicate period poverty by making it easier to access sanitary products with the overall aim of increasing uptake. The range of community locations which stock products was expanded to include town halls, community centres, sports venues and swimming pools. This ensures that a variety of venues are available across Inverclyde where the products can be easily accessed. In addition to increasing availability at local venues, 13 local pharmacies agreed to be a pick-up point for free sanitary products.

Alongside this, a highly successful marketing campaign was carried out to promote the free online ordering service, leading to an increase in online orders, allowing women to order and receive products in the privacy of their own homes. The Council has joined the PickupMyPeriod app, which was developed to help anyone who wants to access free period products for either themselves, a family member or friend. This allows anyone using the app to find details of all the venues in Inverclyde where free products are available.

Sanitary products were also included in food bags for those requiring to isolate due to the pandemic. Health Visitors, Learning Disability Nurses, Family Number Practitioners and Family Support Workers also provide sanitary products to families they are in contact with.

04 PERFORMANCE 2021/22

MEASURE	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The percentage of children in Inverclyde living in poverty after housing costs *(End Child Poverty)*	23.8%	18.2%	Not yet published	Decrease %	✓	↑	↓
The percentage of SIMD data zones in the 20% most deprived in Scotland *	45% (2020)	The next SIMD release is yet to be announced		Decrease %	-	Not available	Not available
The percentage of the population living in fuel poverty	(2016/18) 31%	(2017/19) 28%	Not yet published	30%	✓	↑	↑
The percentage of workless households in Inverclyde compared to Scotland Inverclyde Scotland	(2019) 23.9% 17.7%	(2020) 22.1% 18.1%	Not yet published	Reduce gap	✓	↑	↑
The average tariff score of pupils living in SIMD quintile 1	767	777	Due Feb 2023	Increase	✓	↑	↑
The percentage of primary pupils (P1,P4 and P7 combined) achieving expected levels or better in literacy	Not measured	67.9%	75.9%	75%	✓	↑	↑
The percentage of primary pupils (P1,P4 and P7 combined) achieving expected levels or better in numeracy	Not measured	74.5%	80.1%	82%	⚠	↑	↑
The percentage of S3 pupils achieving fourth or better in literacy	Not measured due to Covid-19		36.4%	45%	●	Not available	Not available
The percentage of S3 pupils achieving fourth or better in numeracy	Not gathered due to Covid-19		49.2%	45%	✓	Not available	Not available

*No trend status has been provided for this indicator due to changes in methodology between SIMD2016 and previous years and SIMD2020 which means that results are not comparable.

Status ✓ **On or above target** ⚠ **Below target, but within tolerance** ● **Fallen below agreed tolerance level** **Data only PI, no target set**

Trend ↑ Improving performance / got better ↓ Declining performance / got worse

Priority 5 To safeguard, support and meet the needs of our most vulnerable families and residents

Our aims

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

What progress did we make in 2021/22?

The most important role the Council has is to keep our residents safe, to meet the needs of the most vulnerable and as a Corporate Parent, to ensure we improve the lives of our looked after children. With Covid-19 restrictions in place until the second financial quarter of 2022, many residents continued to feel the strain, the impact of which has been more challenging for some than others.

To help realise the Scottish Government's ambition for vulnerable children as set out in The Promise, Inverclyde's own "I Promise" team was established. Over the year, 183 colleagues involved in supporting children and families met to discuss Inverclyde's approach and where improvement could be made. A number of focused pledges have been agreed to support children and their families which all partners have signed up to delivering.

A joint inspection of adult support and protection measures in Inverclyde, published in June 2021, found clear strengths in ensuring adults at risk of harm are safe, protected and supported. The Inverclyde partnership was assessed as having taken positive steps to improve the lives of adults subject to support and protection measures. The areas for improvement that were identified have been formulated into an Adult Support and Protection Plan and an audit on its impact is scheduled for 2023.

In 2021, the vast majority of all drug related deaths in Inverclyde occurred in SIMD quintile 1 postcodes and whilst the number of deaths due to drugs and alcohol decreased in 2021, helping to prevent addiction is inextricably linked to improving life chances. To support this, £1million investment has been made by the Council and HSCP to help those that are unemployed or who have difficulties with drugs and alcohol, as well as mental health issues into employment. As part of a 2 year pilot, intensive tailored support will be provided to help individuals overcome their dependencies and move into recovery, with a view to making participants ready for work after year 1.

Supporting family wellbeing

'Play Together' is a new initiative set up following a successful £17,600 funding bid to the Public Library Improvement Fund 2021/22. The initiative, which is being delivered by Inverclyde Libraries in partnership with Barnardo's, aims to reach the heart of communities and engage new audiences by providing a free to use 'play library' providing toys and outdoor learning opportunities to families who may not otherwise have access to them and in doing so, supporting families to play, learn and grow together.

The overarching ethos is to do things differently and more sustainably by placing libraries at the centre of our communities. By providing families with inclusive access to toys and outdoor learning opportunities it also supports the Council's commitment to the UNCRC and our aspiration to attain the Inverclyde Rights of the Child Award. A further aspect of the project is the environment, with the inclusion of sustainable play in support of Inverclyde being one of seven 'Climate Beacon' locations across Scotland.

Fostering kindness

INKIND was a project established to ensure that anyone that needed help during the pandemic would receive it, bringing together Inverclyde Council and CVS Inverclyde, working alongside local services, community groups and local 3rd sector organisations to provide a co-ordinated emergency response. The initiative created opportunities for people to help each other in their area, making a difference to more than 20,000 residents - more than a quarter of Inverclyde's population.

All sectors worked together to support Inverclyde's communities in their time of need, providing a wide range of support including: volunteer recruitment and training; hot meals delivered to older people; daily/weekly calls to people living alone; support for shopping; prescription pickups and emotional and practical support and advice available via a helpline.

The strength of the partnership working has left a lasting legacy including new initiatives such as a Strong Volunteer Network, befriending initiatives and the development of both Friendship Hubs and a social movement called Inverclyde Cares. Other tangible benefits were also realised with volunteers expressing a deeper connection with their neighbours across Inverclyde and a strong sense of pride in what has been accomplished.

Facilitating recovery from addiction

The Inverclyde Recovery Community, which opened in November 2021, is a safe place for anyone with mental health issues, those affected by alcohol and drug use and for those affected by these issues. The Inverclyde Alcohol and Drug Partnership supported the development of the Recovery Community and offers partners a place to hold recovery initiatives. Building confidence is important to supporting wellbeing and the social hubs provide a place where people can meet, socialise and make friends and establish connections to other recovery services in Inverclyde. The project is open 7 days per week and offers people affected by these issues a safe space in which they can recover, join groups /recovery meetings, talk with lived experience workers or become involved in the recovery cafes in their community.

05 PERFORMANCE 2021/22

MEASURE	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The percentage of looked after children that are cared for in a community setting	86.5%	83.78%	Due Feb 2023	Increase %			
The percentage of children with 1 or more placement in the past year	14.3%	15.3%	Due Feb 2023	Decrease %			
The percentage of adults supported at home that agree that is has helped to maintain or improve their quality of life	(2018) 76.6%	(2020) 82.8%	(2022) 79.6%	Increase %			
The percentage of carers that feel supported to continue in their caring role	(2018) 40%	(2020) 39%	(2022) 29%	Increase %			
Percentage of looked after children with a permanence plan within 6 months of being accommodated **(2019 baseline)**	9%	25%	18%	60%			Not available
Percentage of Child Protection review case conferences taking place within 110 days of registration	16%	40%	24%	80%			
Percentage of children issued with a new supervision requirement seen by a supervising officer within timescale	100%	100%	100%	95%		-	-
Percentage of criminal justice interviews whose induction / first meeting with a supervising officer took place within 5 working days	79.9%	65.9%		85%			
Percentage of Criminal Justice work placements within 7 working days	85.4%	43.1%*		85%			
Percentage of homelessness cases (Housing Options) that progressed to a full homelessness assessment	36.5%	38.5%	46.9%		-		
Average time (weeks) between presentation and completion of duty by the council for cases assessed as unintentionally homeless or unintentionally threatened by homelessness	28.9 weeks	27.6 weeks	21.9 weeks		-		
Primary School Exclusion Rate Secondary School Exclusion Rate ASN Exclusion Rate	0.4 34.6 37.2	1.1 27.5 15.5	0.86 25.4		-		

* Unpaid Work was significantly impacted by the pandemic due to social distancing and being completely suspended on two occasions

Status **On or above target** **Below target, but within tolerance** **Fallen below agreed tolerance level** **Data only PI, no target set**

Trend Improving performance / got better Declining performance / got worse

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

Our aims

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

What progress did we make in 2021/22?

The overall health profile of the population of Inverclyde continues to be poorer than that of Scotland with life expectancy for both males and females remaining below the national average and recent gains achieved now lost. Covid-19 accounts for the vast majority of the drop in life expectancy in both Inverclyde and Scotland. The emergence of the Omicron variant late in 2021 created further significant challenges for health services and by necessity, service provision during the year continued to be reactive to Government guidance and restrictions.

The impact of Covid-19 on health is beginning to evidence itself in newly published data. Emergency admissions to hospital were significantly down compared to previous years, which is attributable to the pandemic and the associated lockdown measures. A significant reduction was also recorded in the number of referrals to Community Mental Health teams.

Pre-pandemic, Inverclyde was consistently one of the best performing areas in relation to Delayed Discharge. In 2019/20, Inverclyde recorded a total of 1,499 bed days lost, this increased to 1,747 bed days lost in 2020/21 with a further increase recorded in 2021/22 to 3,804 bed days lost. This reflects the unprecedented pressure on HSCP services to ensure a timely and safe discharge from hospital. Despite the large increase, in 2021/22 Inverclyde ranked as the 4th best performing area in Scotland, demonstrating the scale of the challenges faced across Scotland.

The need to tackle health inequalities is greater than ever and will require sustained, positive change across the broader social issues that impact on an individual's health and wellbeing, including income and employment, housing and the wider environment living and social networks, all of which have been affected by the pandemic and add to the challenge of improving local health outcomes.

Streamlining service delivery

Community mental health is a complex area which can involve generational trauma and neglect which impacts on outcomes for children and young people. To target this need, a multi-agency implementation team has been established in Inverclyde with the aim of delivering improvements in the mental health and wellbeing of service users and in children, young people and families accessing services.

This is being achieved via 3 key principles:

- "No Wrong Door"; meaning that someone should not be told that they have approached the wrong service; easing access to mental health services through the development of a single door entry system;
- Community Strength; working with the third sector to enhance provision;
- Nothing About Me Without Me; engaging with stakeholders to develop services using co-production and inclusion

Following the implementation of this new approach, improved outcomes for service users began to be realised at an early stage. This included improved engagement and attendance for a targeted cohort of children for whom community mental health and wellbeing was previously a significant barrier. It has also reduced the number of multiple/ rejected referrals; provided faster access to targeted support and more families are now accessing support from the third sector.

Improving dementia services

As part of Scotland's third National Dementia Strategy, Inverclyde HSCP was selected as the Dementia Care Co-ordination Programme implementation site, aiming to improve care co-ordination for people with dementia and their carers. The programme launched in September 2019 and concluded in March 2022 and has been formally evaluated. Although impacted by Covid-19, the programme completed a significant amount of work across multiple work streams and generated improvements and multiple legacy initiatives that will continue to support local communities across Inverclyde to be more inclusive and accessible to those with dementia. Other achievements include:

- The introduction of an additional link worker resource in 2021, leading to significant improvements in waiting times
- Regular Post Diagnostic Support waiting list review meetings to ensure that allocations are prioritised and issues are resolved quickly
- The establishment of an Advanced Dementia Specialist Forum, which supported the effective management of complex cases.

The Care Coordination Programme concluded in March 2022 with end of programme events for local stakeholders and an online webinar that highlighted the many achievements of the programme. Learning from the programme is now being shared across other Health and Social Care Partnerships by Healthcare Improvement Scotland, in collaboration with Alzheimer Scotland.

06 PERFORMANCE 2021/22

MEASURE	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
Reduce the gap in life expectancy for Inverclyde males and females compared to the Scottish average Females Males	(2017/19) 2.14 yrs 2.29 yrs	(2018/20) 2.4 yrs 2.5 yrs	(2019/21) 1.87 yrs 2.48 yrs	Reduce gap	✓	↑	↓
Alcohol specific deaths in Inverclyde (rate per 100,000 population, 5 year rolling average) Inverclyde Scotland	(2015/19) 31.3 20.1	(2016/20) 31.6 20.5	(2017/20) 31.7 20.8	Reduce rate / gap	✓	↑	↓
Drug related hospital admissions (rate per 100,000 population, 3 year aggregates) Inverclyde Scotland	2016/19 311.4 199.5	2017/20 282.6 221.3	Not yet published	Reduce rate / gap	✓	↑	↑
Number of clients with a self-directed support package One option Combination of options	2563 114	2702 37	3103 64		-	↑ ↑	↑ ↓
Number of adults aged 65+ in long term care	560	485	526		-	-	-
Delayed discharge from hospital: bed days occupied by delayed discharge (patients aged 75+ per 1,000 population)	162	149	296		-	↓	↓
Percentage of clients waiting no longer than 3 weeks from referral to receive an appropriate drug or alcohol treatment that supports their recovery	87%	97.1%	82%	90%	●	↓	↑
The percentage of high priority public health complaints attended by the next day	87%	46.5%	53.6%	95%	●	↑	↓

Status ✓ **On or above target** ▲ **Below target, but within tolerance** ● **Fallen below agreed tolerance level** **Data only PI, no target set**

Trend ↑ Improving performance / got better ↓ Declining performance / got worse

Priority 7 To protect and enhance our natural and built environment

Our aims

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

What progress did we make in 2021/22?

Tackling climate change is global priority and Inverclyde Council has both a legal and moral obligation to reduce its own carbon footprint and to lead the way in encouraging communities, businesses and other organisations to do the same. A Net Zero Strategy 2021/45 has been developed, setting out the Council's route map to achieving net zero greenhouse gas emissions by 2045, to align with the Scottish Government's target. Whilst the Council's emissions have already decreased from 19,104 tonnes to 10,564 tonnes in 2020/21, equating to a 45% decrease, the Net Zero Strategy sets out new actions relating to energy use in buildings; transport; street lighting and water and waste to deliver further improvements.

A new Strategic Housing Investment Plan (SHIP) 2022/27 was also approved during the year, setting out the key investment priorities for affordable housing in Inverclyde. It is projected that by 2029, 4 out of 10 Inverclyde households will be single person, the majority of which will be inhabited by older people who generally wish to continue living independently in home and community settings. By ensuring a supply of wheelchair housing; dementia friendly accommodation and increased use of technology such as telecare; the housing and the health needs of the population will continue to be met.

Significant investment of £4.5milllion, funded by Sustrans, Inverclyde Council and Transport Scotland, has been earmarked to improve the Greenock town centre streetscape and public realm as well as 'future proofing' the area so that it will be more compatible with sustainable forms of transport and zero-carbon targets. This work will be progressed during 2022/23.

Climate change and creativity

'Climate Beacons' was a Scotland wide collaborative project between climate change / environmental organisations and arts, heritage or cultural organisations to stimulate public engagement in the lead up to, and following, COP26. The Climate Beacons project ran from June 2021 to July 2022.

Inverclyde was one of seven hubs across Scotland designated as a 'Climate Beacon'. The project was a partnership between Inverclyde Libraries, Beacon Arts Centre, Bellville Community Garden Trust and RIG Arts with a local focus on climate change, mitigation and adaptation as part of our recovery from Covid-19. Activities carried out included:

- Fun Palaces Library Challenge where Inverclyde residents were encouraged to share their hopes and dreams for the future in a climate stable world, along with planting a bulb;
- Two climate-focused Chatty Cafes where the effects of climate change were explored;
- A climate related workshop created within the schools Libraries Inspire programme;
- A successful bid to Museums and Galleries Scotland allowed for a programme of Climate Conversations with Inverclyde Libraries.

The project has provided the opportunity to embed new green practices with Inverclyde Libraries using the impetus of being a Climate Beacon to write a Sustainability Strategy and Action Plan. This will extend the environmental benefit further through sustainable practices which reduce the environmental impact of day-to-day operations. It has also led to disused land at South West library being made into a reading garden, named the "The Drying Green", which will be developed in 2022/23.

Investing in our natural environment

Inverclyde is fortunate to benefit from many impressive outdoor spaces and during 2021/22, Inverclyde Council took over responsibility of the local parts of the Clyde Muirshiel Regional Park along with the associated ranger service.

Two of the area's most popular and valued attractions, Lunderston Bay and Greenock Cut Visitor Centre, were identified as a priority for investment to support the wider work of promoting Inverclyde as a visitor destination and also to encourage more local people to enjoy the outdoors, promote physical activity and support healthier lifestyles.

In total, £540,000 was assigned for investment in the outdoor areas. £250,000 of funding, including £72,000 from NatureScot was approved to enhance the existing facilities at the Cut and Lunderston Bay, whilst Inverclyde Council earmarked funding of £195,000 for a new children's play park at Lunderston Bay.

Further funding of £88,000 was later secured from the Nature Restoration Fund, to be used for re-wilding and biodiversity projects, along with habitat restoration, path improvements and tree planting, all of which will deliver benefits to Inverclyde's natural environment.

07 PERFORMANCE 2021/22

MEASURE	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
Total CO_2 emissions within the scope of influence of the Council (per capita emissions tonnes)*	(2019) 3.86t	(2020) 3.72t	Due July 2023	Decrease	✓	↑	↑
The percentage of residents that are satisfied with parks and open spaces	(2016/19) 88%	(2017/20) 88%	Due Feb 2023	Maintain %	✓	-	-
The percentage of Inverclyde's overall roads network that requires maintenance treatment	(2018/20) 37.3%	(2019/21) 35.3%	(2020/22) 32.7%	Decrease %	✓	↑	↑
Street Cleanliness Score	84.3	89.86	Due Feb 2023	Increase	✓	↑	↑
The percentage of household waste that is recycled	54%	37.1%	Due Feb 2023	50%	●	↓	↓
The percentage of category 1 potholes made safe within 24 hours of notification	100%	100%	100%	90%	✓	-	-
The percentage of building warrants assessed within 20 working days of registration	94.4%	93.7%	92.2%	95%	▲	↓	↓
The percentage of completion certificate responded to within 10 working days of registration	76.4%	78.4%	68.12%	85%	●	↓	↓

*There is a time lag in the publication of this data. The latest data which is presented here was published in August 2022.

Status ✓ **On or above target** ▲ **Below target, but within tolerance** ● **Fallen below agreed tolerance level** **Data only PI, no target set**

Trend ↑ Improving performance / got better ↓ Declining performance / got worse

Priority 8 To preserve, nurture and promote Inverclyde's unique culture and heritage

Our aims

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

What progress did we make in 2021/22?

It has been acknowledged nationally that cultural sector recovery from the impact of the pandemic has been slower than in other sectors, with a public nervousness in attending events adding to the pressure of rising operating costs.

Cultural activities however are known to sustain positive wellbeing and play a role in reinvigorating communities and it was important that frontline library services were able to return to some level of normality in 2021, welcoming back customers in a Covid safe space. The re-introduction of in-person Chatty Cafes, which were initially created to tackle social isolation and loneliness, was identified as a priority following lockdown to bring people together again and help support recovery.

A significant proportion of the year for the Watt Institution was dedicated towards the submission of Accredited Museum status, which is the UK wide professional standard for museums. This provides assurance to the Council, our funders and users that the Museum is effective in helping to engage people with the collections and protecting them for future generations.

Support was provided to the Inverclyde Heritage Network to deliver Inverclyde's first Heritage Day as part of Local and Community History Month. The event, which was attended by more than 300 people, provided groups and individuals working and volunteering in heritage the chance to get together and promote their work to the public.

Celebrating our heritage through art

Public artworks celebrating Inverclyde's past, present and future have been installed at Greenock Waterfront, supported by Sustrans Scotland, National Lottery Heritage Fund through the Great Place Scheme and Inverclyde Council. RIG Arts and artist Tragic O'Hara were commissioned to engage with the local community to deliver permanent artworks with the aim of encouraging more people to walk, wheel and cycle along the National Cycle Network Route 75 and inspire people to explore the area in a sustainable and active way.

Looking to the past, 'Yardmen' celebrates Inverclyde's shipbuilding heritage in miniature form and represents those who built the Clyde coast. Representing the present day, 'Ebb and Flow' is a seating installation based on the forms of kelp and sealife. The third artwork, 'Mechanical Animals' represents what might happen if the climate and biodiversity emergencies continue unchecked.

As well as providing an extra dimension to the waterfront for visitors, the project provided a great opportunity to engage with local residents about public art.

A second tribute to Inverclyde's rich history of shipbuilding and its shipyard workers was unveiled during the year. The 'Shipbuilders of Port Glasgow; sculpture, designed by artist John McKenna, consisting of two stainless steel 33 foot tall figures with a combined weight of 14 tonnes, was installed in Coronation Park, Port Glasgow. The sculpture was chosen following a public vote and whilst paying tribute to the illustrious shipbuilding past of Inverclyde, also serves as a modern day tourist attraction.

Recognising our historical links to slavery

Following the emergence of the George Floyd movement, a working group was set up to review and report on Inverclyde's historical connections to slavery and how these connections should be recognised in today's society, including recommendations as to how community reparations could be made. The working group, which comprised of officers, community members and community members of black heritage carried out a wide range of work, including a public consultation, an audit of slavery-linked features, a review of inclusivity in the schools' curriculum and consideration of appropriate community reparations.

The results of the consultation showed that broadly, the public were in favour of telling the story of Inverclyde's links with the transatlantic slave trade and that the best way to do this is via the inclusion in the schools' curriculum, plaques / information boards and history walks. Respondents were also broadly in favour of the removal from display of the Gourock Burgh coat of arms, which may depict an enslaved man, from buildings owned by the Council and further work on the practicalities of this are now taking place.

The audit showed that a great many people, places and historical events in Inverclyde can be linked to the trade, not surprising for an area with its history steeped in shipping connections.

The reparatory plan includes a proposed heritage trail linking to relevant sites, further research into both Inverclyde's links to slavery and also the abolitionists who spoke here, consideration of a more inclusive schools' curriculum, and a celebration of black history and culture during Black History Month.

08 PERFORMANCE 2021/22

MEASURE	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The percentage of adults that are satisfied with libraries	(2016/19) 79%	(2017/20) 75%	Due Feb 2023	Maintain %			
The percentage of adults that are satisfied with museums	(2016/19) 67%	(2017/20) 55%	Due Feb 2023	Increase %			
The percentage of adults that attended cultural events / places of culture (Scottish Household Survey)	(2019) 80%	Not available	Not available	Increase %	-	Not available	Not available
The percentage of adults living in the 20% most deprived that attended cultural events / places of culture (Scottish Household Survey)	(2019) 71%	Not available	Not available	Increase %	-	Not available	Not available
The percentage of adults that participated in any cultural activity (Scottish Household Survey)	(2019) 67%	Not available	Not available	Increase %	-	Not available	Not available
The percentage of adults living in the 20% most deprived that participated in any cultural activity (Scottish Household Survey)	(2019) 57%	Not available	Not available	Increase %	-	Not available	Not available
Total number of visits to / usages of the Museum (virtual and in person)	42,277	48,146	84,854	25,000			
Total number of visits to libraries (virtual and in person)	682,714	529,804	540,418	450,000			

Note on Scottish Household Survey data – All Scottish Government face-to-face interviewing, including the Scottish Household Survey (SHS), was suspended from 17 March 2020. In October 2020, a contact-free telephone/video approach was successfully piloted, and was subsequently rolled out to the remainder of the 2020 sample. Due to the smaller sample size and the changes in methodology, the Scottish Government has not provided 2020 results in the same level of detail as in previous years and data for individual local authorities has not been published. 2019 data is the last year for Council.

Status **On or above target** **Below target, but within tolerance** **Fallen below agreed tolerance level** **Data only PI, no target set**

Trend Improving performance / got better Declining performance / got worse

Priority 9

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

Our aims

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

What progress did we make in 2021/22?

Inverclyde Council has played a pivotal role in developing, implementing and leading the local response to the Covid-19 pandemic. The challenges that have emerged have been unprecedented and have in some areas, required a fundamental shift in service delivery.

Planning continued to be responsive to emerging need as the country moved into the second year of the pandemic. A second edition of the Organisational Recovery Plan 2021/22 and the Partnership Recovery Plan were published, building on the work already carried out and mapping out the support for the area through recovery, with the nationwide vaccination programme offering hope for a way of moving forward.

Digital investment continued to be essential to build resilience; deliver new ways of working and 'futureproofing' the organisation for the increasing pressures and challenges ahead. This was reflected in a new ICT Digital Strategy 2021/24 which illustrates how the use of technology at every level of society has changed and the need for Council Services to be constantly challenging themselves and reviewing the possibilities new technology affords to improve the quality and flexibility of service delivery to service users.

The Council also published new Corporate Equality Outcomes 2021/25 and Education Equality Outcomes 2021/25, each with an Action Plan, to ensure that children, citizens and the community of Inverclyde are protected from discrimination, harassment and victimisation and are ensured equality of opportunity.

Re-designing service provision

Unnecessary days spent in hospital increases the risk of adverse outcomes and drives up the need for institutional care and increased community resources. Following the first national lockdown, the Learning Disability Day Opportunity Service was forced to close, however it was identified that the resources available to the Service could be re-directed. Consequently, a new HSCP Transport Team was established with the aim of ensuring a continued commitment to reducing delayed discharge and delivering the 'Home First' agenda, which focuses on having patients assessed at home in a familiar environment and not being kept in hospital longer than necessary.

As the community opened up with vaccination programme, the need to continue with the patient transport remained, and a legacy service in the HOME 1st Transport Team emerged. The service has helped to reduce demand on acute services, including patient transport and ambulance services. The initiative has also reduced delays and lost bed days by allowing patients to be transported home the same day they are fit and has made the return to home safer.

Enhancing digital learning in our schools

In response to the challenges faced during the pandemic, Education Services carried out a redesign of learning and teaching, to deliver it in a more flexible and responsive way. The redesign looked at successful approaches used to support blended and remote learning and the challenges to this; sustainable approaches to delivering teaching and learning and using ICT to enhance and support improved attainment, now and in the future, based upon best practice shared across Scotland. This learning was captured in a new Digital Learning Strategy 2021/28 which seeks to ensure that Inverclyde's children and young people have the opportunity to build and use their digital skills throughout their learning, increasing their confidence and maximising their opportunities to fully prepare for life, learning and work in this digital age.

Prioritising financial support for those most in need

Support for those living in low income households to receive all eligible forms of support was prioritised by the Council throughout the year. The Revenues and Benefits team issued the Scottish Government low income pandemic payment of £130 to almost 9,800 Inverclyde households whilst applications for the Covid-19 Self-Isolation Support Grant, which compensated for lost earnings, peaked in line with the level of infections in the first 3 months of 2022 with 1,400 applications being received out of 2,700 over the course of the year. In total, 2,056 grants were approved with payments to residents totalling £1.0275 million.

In addition to managing the Scottish Government funding pots, the team also administered Council funded schemes paying £100 to 4,600 households who had not benefitted from national Covid-19 funding as well as crediting and issuing 2022/23 Council Tax bills to almost 30,000 households who qualified for the Scottish Government £150 Cost of Living Award.

09 PERFORMANCE 2021/22

MEASURE	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The percentage of Citizens' Panel respondents that agree that the Council is responsive to customer needs **(2019 baseline)**	(2019) 44%	Biennial PI	(2021) 26%	Increase %			Not available
The percentage of Citizens' Panel respondents that are satisfied with Council services **(2019 baseline)**	(2019) 69%	Biennial PI	(2021) 58%	Increase %			Not available
The percentage of the Council's accommodation that is suitable for its current use	90.9%	92.4%	92.4%	91.5%			
The percentage of customer transactions with the Council that are digital	13.9%	65%	66%	Increase %			
The gross cost of benefits administration per case	£37.16	£36.62	£36.01	£45.00			
The percentage of benefits processing that was accurate	99.3%	*Not measured	100%	99%			
The percentage of pest control service requests attended within 5 working days	98.8%	99.6%	98.8%	96%			
The percentage of consumer complaints completed within 14 days	89.4%	92%	91.7%	95%			

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

Status **On or above target** **Below target, but within tolerance** **Fallen below agreed tolerance level** **Data only PI, no target set**

Trend Improving performance / got better Declining performance / got worse

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

Our aims

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

What progress did we make in 2021/22?

The Council's employees are its greatest asset and it is recognised that in the past two years, the ask made of them has never been greater. The workforce has however, shown an exceptional ability to meet the demands placed on it, adapting to new ways of working to ensure that the needs of the community continue to be met, as well as providing support to colleagues.

Feedback received from employees in the Health and Wellbeing surveys that were carried out during the pandemic showed that many of those who had moved to remote working out of necessity wished to retain some element of this in the future. As a result, a twelve month pilot Hybrid Working Strategy was introduced towards the end of the year. Hybrid working means that staff undertake some of their work at their contractual place of work and some remotely, normally at home, with the balance varying, dependant on role and responsibilities. Although some staff worked occasionally from home before the pandemic, this is a new way of working for many individuals and teams at Inverclyde Council. As well as helping to keep staff safe during the pandemic and supporting wellbeing, it is hoped that this new way of working will help Inverclyde Council attract and retain talented staff, support employee engagement and contribute to the delivery of our aims around inclusion and environmental sustainability.

Contact continued to be maintained with colleagues across Scotland during the year to monitor workforce issues such as, illness, absence rates, working from home and other related issues. These partnerships have helped to identify ways in which Covid-19 has impacted on employee health and whilst the past two years has presented many challenges, it has also led to a great deal of learning. The Council will continue to use the opportunities that have emerged as a catalyst for developing new, forward thinking approaches.

Developing the workforce

The Council's People and Organisational Development Strategy 2020/23, aims to ensure that our policy ambitions, which are being delivered in a climate of reducing resources, are driven by a workforce that is developed appropriately and remains engaged and motivated.

With the emergence of Covid shortly after the implementation of the Strategy, the scale of workforce changes over the next two years may be greater than previously thought. It is vital that workforce plans reflect the implications of the pandemic and the Council's ability to deliver services, as well as a significant programme of change during recovery. Key workforce planning actions delivered during 2020/21 include:

- Service Workforce Plans have been reviewed taking into account the potential impact of Covid-19 and Brexit on service workforce planning
- Effective HR Policy Development & Implementation via the introduction of policies such as the Health & Wellbeing Strategy and Supporting Alcohol, Substance Use and Gambling Concerns in the Workplace Policy.
- Responding to Covid and keeping the workforce safe. The pandemic had a substantial impact on the work of the Council's Health and Safety team with significant mobilisation required to support services to safely meet the challenges faced. Employee Health and Wellbeing Surveys were also carried out during July/August 2021.
- Identification of potential skills gaps by gathering information on the key learning and development needs identified through the performance appraisal process. This information is used to develop and deliver Corporate Learning & Development events, support service workforce plans and enhance e-Learning programmes.

Progress in the delivery of the People and Organisational Development Strategy 2020/23 is tracked and reports can be found on the Council's website.

Targeted support for employee wellbeing

Wellbeing is commonly defined as the state of being comfortable, healthy and happy and is influenced by many things, including how we feel and function in our everyday lives. During the pandemic, supporting positive mental health and wellbeing at work became more important than ever and access to appropriate support to keep staff mentally and physically well was deemed a priority.

Additional resources were allocated to assist with health & wellbeing projects including a toolkit for managers to support stress; manager guidance on having wellbeing conversations and a wellness action plan. Alongside this, a one-stop online resource, known as a Health Hub, for all health related matters has been developed. This Hub has been introduced to fully support employee wellbeing in day to day life by signposting staff to a wide range of resources to help them focus on their wellbeing and find out where additional support is available, if required.

10 PERFORMANCE 2021/22

Indicator	2019/20	2020/21	2021/22	Target 2021/22	Status	Annual change	5 year trend
The gender pay gap	7.52%	7.4%	6.6%	Reduce %	✓	↑	↑
The percentage of the highest paid 5% of employees who are women	59.88%	62.4%	60.1%	Maintain %	▲	↓	↑
The overall sickness absence rate	9.2 days	7 days	7.7 days	9 days	✓	↓	↑
The number of abandoned calls made to the Customer Service Centre (i) revenues and benefits (ii) other council services	6% 3%	6% 3%	13% 6%	26% 10%	✓	↓ ↓	↑ ↑
The percentage of employee appraisals completed in the year and individual development plans agreed	92%	92%*		90%	✓	-	↓

*The return date for 2020/21 performance appraisals was extended to March 2022 and covers an 18 month period from Oct 20).

Employee Survey 2022

Key results from the Council's Employee Survey (2022) results will be included here once published. The previous survey took place in 2018 and the results published in the following year. The emergence of Covid-19 meant that the Employee Survey was delayed whilst the focus shifted to consulting with employees on their health and wellbeing during the pandemic over the period 2020/21.

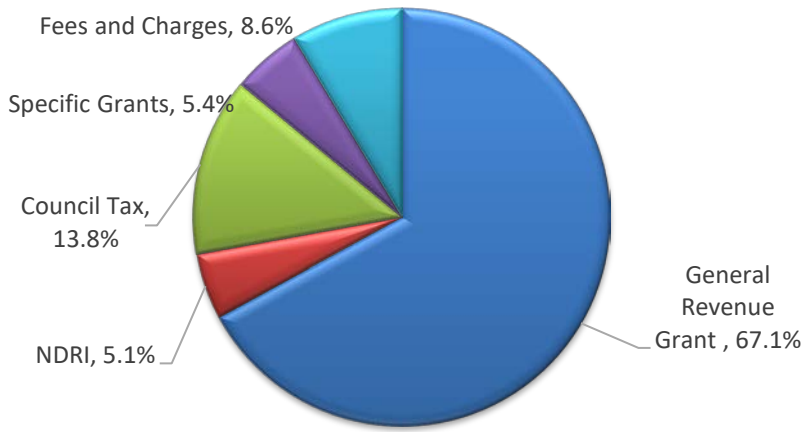
Status ✓ **On or above target** ▲ **Below target, but within tolerance** ● **Fallen below agreed tolerance level** **Data only PI, no target set**

Trend ↑ Improving performance / got better ↓ Declining performance / got worse

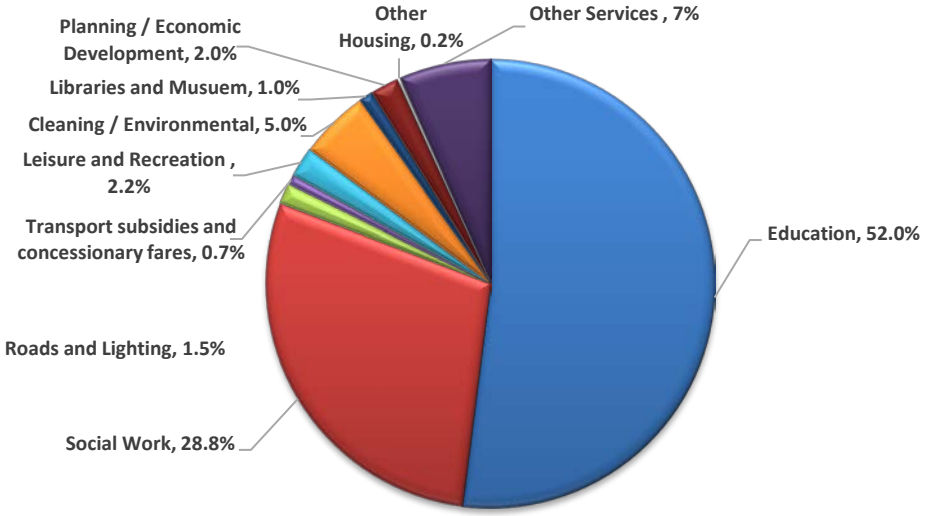
MANAGING THE COUNCIL'S FINANCES

In 2021/22, the largest proportion of the Council's budget came from General Revenue Grant. In relation to where the money was spent during the year, just over 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.

Where our money came from 2021/22



What the money was spent on 2021/22



Budget 2022/23

In February 2022, the Council agreed an overall budget of £218 million and a three year capital budget to fund infrastructure costs of nearly £62m. The budget includes additional support to low income families of an extra £350 payment to approximately 10,000 households in receipt of council tax reduction and those exempt from paying council tax to help with the cost of living increases. The budget has closed the £6 million budget gap for 2022/23 through the use of £4 million of reserves, savings and budget adjustments totalling just under £1.4 million and a council tax increase of 1.95%.

More information is available on the council website www.inverclyde.gov.uk/meetings/meeting/2433

AWARDS

Scottish Library and Information Council Awards

Inverclyde Libraries Services was Highly Commended as Library Service of the Year 2021 in the inaugural Scottish Library and Information Council Awards. The Award recognised the work of Inverclyde Libraries Service, which is one of the smallest in Scotland, in focusing on digital support during the pandemic and in particular, responding to the needs of the community in offering a range of digital solutions, skills training, and an extensive use of online events to keep the community connected and engaged.

Digital Telecare Implementation Award

The Inverclyde Health and Social Care Partnership was awarded the Silver Digital Telecare Implementation Award in recognition of the progress made on their analogue to digital care transition project. The new digital alarm call system has proven to be a safe and secure set-up fit for the 21st Century. Achieving the Silver Implementation Award now paves the way for the roll-out of digital telecare to more Inverclyde residents and to work towards Gold Level One accreditation as the number of digital units increase.

Food for Life Served Here Award

Inverclyde Council maintained its Food for Life Served Here Bronze Award for the fourth time, ensuring that pupils in 20 primary schools in the area continue to enjoy fresh, local and sustainable school meals. The Food for Life Served Here award recognises and rewards local authorities in Scotland that serve school meals that are freshly prepared, using free-range eggs and high-welfare meat and free from genetically modified ingredients and undesirable additives. In addition to the award, Inverclyde Council's Catering Co-ordinator Food and Nutrition, Linda Knox, was recently named a Food for Life Scotland Ambassador. Linda is aiming to make Inverclyde's primary meal service plastic free and taking steps to prevent food waste.

School Awards

A number of Inverclyde schools continued to excel at a national level with a wide range of Awards being received, including:

- **Rights Respecting Schools Award**
  Kilmacolm Primary School (Bronze level)
  Kings Oak Primary School (Silver Award)
  St. John's Primary School (Gold Award)

- **Scottish Booktrust Reading Schools**
  St. Columba's High School (Gold Accreditation)
  Kilmacolm Primary School (Gold Accreditation)

- **Digital Schools Award**
  Kilmacolm Primary School
  Glenbrae Children's Centre

- ★ **SEET EuroQuiz 2022**
  Kilmacolm Primary School was a finalist

- ★ **Blueprint 2030 Future Voice Competition**
  Kilmacolm Primary School Primary School and Lady Alice Primary School

- ★ **Scottish First Aid Awards 2022**
  St. Stephen's High School, First Class

- ★ **Royal Horticultural Society School Garden's Award**
  St.Columba's High School (Level 1)

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

Contact us

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We are committed to using our website and a range of social media to communicate with people, communities and businesses across Inverclyde and beyond.

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This document is available in other formats. Please contact us to request this.

Inverclyde council

AGENDA ITEM NO: 8

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Corporate Director Education, Communities & Organisational Development**	**Report No:**	**PR/25/22/MR**
Contact Officer:	**Morna Rae**	**Contact No:**	**01475 712761**
Subject:	**Corporate Services Corporate Directorate Improvement Plan Progress Report 2022/23**		

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 status of the Corporate Services improvement actions within the Environment, Regeneration and Resources (ERR) and Education, Communities and Organisational Development (ECOD) Corporate Directorate Improvement Plans (CDIPs) 2022/23. Corporate Services is the term used to describe the actions being delivered by Finance and Corporate Governance and Organisational Development, Policy and Communications.

1.3 The progress report is provided for the information of the Committee as Appendix 1. It should be noted that the format of this report differs from previous CDIP reports due to the move to a new performance management system, Pentana Risk, which records completion due dates for all actions and milestones, then tracks progress using a traffic-light system against these deadlines.

1.4 The latest performance information for the CDIP key performance indicators is also provided in Appendix 1.

2.0 RECOMMENDATIONS

2.1 Note the progress made to date in delivering the Corporate Services CDIP improvement actions in year four.

Ruth Binks
Corporate Director Education, Communities and Organisational Development

Alan Puckrin
Interim Director
Finance and Corporate Governance

3.0 BACKGROUND AND CONTEXT

3.1 CDIPs are a key component of the Council's Strategic Planning and Performance Management Framework. They are the principal vehicle for the delivery of the organisational priorities in the Council's Corporate Plan 2018/23, as well as the wellbeing outcomes. The CDIPs are now in their fourth year and refreshed improvement plans for 2022/23 were approved by this Committee on 21 June 2022.

3.2 This performance report focuses on the Corporate Services improvement actions within the Council's CDIPS, i.e. the actions that are being delivered by Finance and Corporate Governance and Organisational Development, Policy and Communications. It aims to provide the Committee with the opportunity to make an appropriate judgement on performance in relation to the progress being made in the delivery of the CDIPs during the year. It also includes the most recent performance data for the CDIP key performance indicators.

3.3 The Environment and Regeneration Committee and the Education and Communities Committee have received separate CDIP progress reports focusing on the actions that fall within their remit.

YEAR FOUR IMPROVEMENT PLAN – PROGRESS

3.4 This is the first progress report on the delivery of the Corporate Services CDIP improvement actions in year four. The progress report has been generated directly from the Council's new performance management system, Pentana Risk, which records completion due dates for all actions and milestones, then tracks progress using a traffic-light system against these deadlines. Where an action also has a number of sub-actions, Pentana averages the progress of the sub-action to reach an overall completion rate for the high-level 'parent' action.

3.5 Good progress has been made in the delivery of the majority of actions. The following action is now fully complete:

- A report providing an update and action plan for the People and Organisational Development Strategy, detailing themes and initiatives for the year ahead has been presented to both the CMT and Policy and Resources Committee.

The following sub-actions have an overdue status, meaning that the original timescale for delivery has passed, the reasons for this are provided below:

- Improvement planning self-evaluation framework: The development of a three-year self-evaluation framework will now be taken forward as part of the wider Council wide activity on self-evaluation that planned to ensure a joined-up approach.
- Strategic Planning and Performance Management Framework (SPPMF): The development of a revised service planning template will be finalised once the review of the SPPMF is complete. The review of the SPPMF is ongoing at present.
- Health and Safety Strategy and Plan: The delivery date for the actions associated with this workstream have been re-prioritised to 31 March 2023 due to resources being diverted to the implementation of the new Occupational Health Contract. The first draft of the Plan is due to be presented to the Corporate Health and Safety Committee in December 2022.
- Communications Strategy scoping and engagement exercise: The implementation of this has been delayed to allow for the incorporation of a new proposal on the delivery of ICON, the Council's intranet.

3.6 Full details of performance as at the beginning of October 2022, including a Service commentary, can be found in Appendix 1.

4.0 PROPOSALS

4.1 The Committee is asked to note the progress in delivering the Corporate Services CDIP improvement actions, as at the beginning of October 2022.

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 (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)

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**

The CDIPs are a key component of the Council's Strategic Planning and Performance Management Framework and the improvement plans contribute directly to the delivery of all the organisational priorities in the Corporate Plan 2018/23 and the Inverclyde Outcomes Improvement Plan 2017/23.

6.0 CONSULTATION

6.1 None.

7.0 BACKGROUND PAPERS

7.1 None.

Corporate Services CDIP Progress Report 2022/23

Corporate Improvement Actions

Action	Description	Status	Due Date	Update
ECOD/CDIP020 People and OD Strategy	A detailed report, including an update and action plan on the themes and initiatives for the year ahead to be presented CMT in summer 2022.	✓	30-Sep-2022	A report has been presented to both CMT and the Policy and Resources Committee.
ECOD/CDIP021 Workforce Planning / refresh	Services require to review and update their Service Workforce Plans for 2022/23 by end April 2022. Make appropriate progress in the delivery of the Service Workforce Plans. Review end September 2022	▶	31-Mar-2023	Workforce Service plans were sent to members of workforce planning group who liaised with their respective SMT's to complete updates to be returned to HR by end April 2022. The conclusion of review was delayed to allow incorporation of any actions from recent Audit. HR are finalising analysis of returns to determine if any themed identified actions require to be linked to wider corporate workforce planning and incorporated in the POD Strategy 2024-26.
ECOD/CDIP022 Corporate Equalities Outcomes Improvement Plan 2021/25	Deliver the improvement actions which underpin each of the Equality Outcomes 2021/21.	▶	31-Mar-2023	The Corporate Equalities Improvement Plan 2021/25 was approved by the Policy and Resources Committee at its meeting on 22 March 2021. The Plan 2021/25 has been uploaded to Pentana and progress against its delivery will be recorded on the Council's performance management system by the appropriate lead officers; thereafter a percentage on progress made will be allocated. Six-monthly monitoring of progress with the delivery of the Plan 2021/25 will be overseen by the Corporate Equalities Group.

Action	Description	Status	Due Date	Update
ECOD/CDIP023 New Ways of Working Project	Implement the Council's Hybrid Working Strategy.		31-Mar-2023	This action is in progress. Further details are provided below.
Sub-action 023.1 Implementation of Hybrid Working Strategy	Carry out a review at key stages of the 12 month pilot period (3 month and 6 month review) by May 2023.		31-Mar-2023	The hybrid working pilot of one year has been phased in since the end of May 22 and the pilot will be reviewed in May 23. Our employee opinion survey, which is currently out for completion, asks for views on hybrid working and this will form part of the six-monthly review.
Sub-action 023.3 Campus Estate	Review of the Greenock Campus, identifying and having agreed, potential office space efficiencies by July 2022		31-Mar-2023	A project update along with recommendations to mothball James Watt building will be outlined in the annual report on the Delivering Differently in Inverclyde to the November Policy & Resources Committee. Several relocation options have been identified for the current occupants of James Watt and estimated costs and a programme of works is being developed. Consideration of our current budget exercise and the outcome for the levelling-up fund bid are kept in mind. If successful, the levelling-up fund will result in the closure and demolishing of Hector McNeill House. This will require a search for alternative accommodation for employees based at Hector McNeill House, as well as further consultation and feasibility studies. Work is about to commence with senior HSCP management to identify current hybrid working practices and future office requirements.
ECOD/CDIP024 Improvement Planning	Strengthen performance management and develop a Directorate wide overview of planned self-evaluation and improvement activity.		31-Mar-2023	This action is almost complete. Further details are provided below.
Sub-action 024.1 Implementation of Pentana	Implementation of new performance management system.		31-May-2022	Training for 8 HSCP / IC users was delivered in March 2022 and configuration of new system was complete by end March. Inverclyde Performs licences expired in June 2022 after which Pentana went fully 'live'.

Action	Description	Status	Due Date	Update
Sub-action 024.2 Upload new plans and KPIs	Upload of initial plans and key performance data.	✓	30-Jun-2022	All Plans held on Inverclyde Performs have been replicated on Pentana. CDIP improvement plans are on the system and being updated by officers. All corporate KPIs are being updated on Pentana. Services have identified a range of other plans and strategies to be added to Pentana and this work is ongoing.
Sub-action 024.3 Training (phase 1)	First phase of system training for relevant members of staff delivered.	✓	31-Aug-2022	The first phase of training was complete by end September with training / system demos offered to all staff at team leader level and above as well as officers with responsibility for updating PIs and Actions on Pentana.
Sub-action 024.4 Self-evaluation framework	Establish a three-year self-evaluation framework for the Directorate	●	31-Aug-2022	An initial trawl of planned self-evaluation activity has been carried out across the Directorate. This work will now be taken forward as part of the wider activity on self-evaluation planned across the whole of the Council.
ECOD/CDIP025 Strategic Planning and Performance Management Framework	Streamline the SPPMF with LOIP and Council plan in place for April 2023.	▶	31-Mar-2023	This action is in progress. Further details are provided below.
Sub-action 025.1 Service Planning template	Template for service planning developed and approved.	●	30-Sep-2022	The SPPMF is under review following discussions with Elected Members and CMT. This will include significant changes in approach to service planning and therefore the template cannot be finalised until the new strategy is agreed.
Sub-action 025.2 LOIP Development	With the Alliance Board, agree timeframes and strategic priorities for the next LOIP, including undertaking community engagement.	▶	31-Oct-2022	The approach to the development of the new LOIP has been agreed. The Strategic Needs Assessment has been completed and community engagement has been carried out.

Action	Description	Status	Due Date	Update
ECOD/CDIP026 Health and Safety	Develop a new Health and Safety Strategy and Plan which identifies areas of priority focus across the Council.		31-Mar-2023	The delivery date for the sub-actions have been re-prioritised to 31st March 2023. Further details are provided below.
Sub-action 026.1 Scoping exercise	Scoping exercise with services to determine service priorities and risk areas in relation to health and safety April / May 2022.		31-May-2022	The delivery date for this action has been reprioritised due to resources diverted towards implementation of the new Occupational Health contract. Two risk profiles have been developed and with Services for checking.
Sub-action 026.2 Health and Safety Plan	Develop a three-year Health and Safety Plan to be agreed by CMT July 2022.		31-Jul-2022	Delayed due to the above OH contract. The first draft of plan is due to go to the Corporate Health & Safety Committee in December 2022. Plan to be developed for 2023-28.
ECOD/CDIP029 Gaelic Language Plan 2022/27	Implementation of the High Level and Corporate Services Aims in the Council's new Gaelic Language Plan 2022/27.		31-Mar-2023	The Plan cannot be implemented until it receives the final approval of Bòrd na Gàidhlig. The Bòrd informed the Council of its assessment of the Plan on 6th September and proposed some modifications. Officers have considered these and have formally responded to the Bord. A separate report, with a revised Plan, is on the agenda of this Committee.
ERR/CDIP001 Budget 2023/26	Develop an approved 2023/26 Budget, balanced for at least 2023/25 Revenue Budget and a 2023/26 Capital Programme which is within funding parameters		31-Mar-2023	This action is in progress. Further details are provided below.
Sub-action 001.1 Funding gap	Calculate funding gap by December 2022.		31-Dec-2022	Regular updates on the evolving funding gap to P&R Committee. The estimate of £15.2million is proving relatively accurate. Awaiting details of the Scottish Government Settlement mid- December.
Sub-action 001.2 Capital Programme 2023/26	Identify sustainable funding for the 2023/23 Capital Programme.		31-Mar-2023	Work on this is due to commence in November 2022.
Sub-action 001.3 Revenue Budget 2023/25	Revenue budget 2023/25 developed by March 2023.		31-Mar-2023	Savings Options have been issued to Members. Pressures have been identified and Members have made some initial decisions. Based on closing the funding gap, progress is around 5% prior to November Policy and Resources Committee.

Action	Description	Status	Due Date	Update
ERR/CDIP002 Channel Shift	Move customers away from traditional channels of communications to digital channels by increasing the number of channels and transactions dealt with via digital routes.		31-Mar-2023	Microsoft 365 deployment underway. Telephony Options Appraisal is being developed. Proposals to support New Ways of Working and increase on-line service delivery will be put to Members as part of the consideration of the 2023/25 Budget
ERR/CDIP003 Information Governance	Further develop the Council's processes in relation to information governance		31-Mar-2023	This action is in progress with 2 sub-actions now complete. Further details are provided below.
Sub-action 003.1 Information Governance Steering Group	Refresh the Information Governance Steering Group including refreshed Terms of Reference and membership by August 2022.		31-Aug-2022	The Terms of Reference has been agreed and a refreshed group established.
Sub-action 003.2 Records Management Plan	Revised Records Management Plan for Inverclyde Council and Inverclyde Licensing Board submitted to the Keeper of the Records of Scotland by August 2022.		31-Aug-2022	The Records Management Plan was submitted to the Keeper of the Records of Scotland in August 2022.
Sub-action 003.3 Website Accessibility	Accessibility guidance issued to staff and associated action plan implemented.		31-Mar-2023	Staff aware of accessibility requirements. Action Plan being developed.
Sub-action 003.4 Archives Store at Watt Institution	Create a further archives store to house sensitive records on the ground floor of the Watt Institution.		31-Mar-2023	The room has been fully refurbished and Balrossie archives have been moved to the Watt Institution. The outstanding action is the procurement and installation of shelving to complete the store room.

Cross Directorate Improvement Actions

Action	Description	Status	Due Date	Update
ECOD/CDIP027 Tourism and Events	Raise the profile of tourism development in the area with Inverclyde place marketing co-ordinated around 'discover Inverclyde'.		31-Mar-2023	This action is in progress with one sub-action complete. Further details are provided below.
Sub-action 027.1 Marketing Campaign	Delivery of a city region or local campaign during 2022/23.		31-Mar-2023	The Council offer has been made to city region tourism and communications partners for joint marketing activity through the city region tourism and destination marketing portfolio group. In the event of no activity being identified by November/December 2022 the funding would revert back to support local activity for visitors to access Inverclyde including its history and heritage and other activity aligned to the 'discover Inverclyde' theme.
Sub-action 027.2 Meliora	Meliora events delivered during May / June 2022.		30-Jun-2022	Meliora events delivered as scheduled and a report on the activities was considered by the Policy and Resources Committee on 20 September 2022.
ECOD/CDIP028 Communications Strategy	Develop a refreshed Communications Strategy.		31-Mar-2023	On track for delivery by 31 March 2023 though implementation delayed on scoping and engagement exercise to incorporate new proposal on delivery of ICON, the council intranet.
Sub-action 028.1 Scoping exercise	Scoping exercise and engagement with services.		31 Oct-2022	Date pushed back from original to incorporate proposals for refreshed./change to intranet and feedback from employee survey on ICON, the council intranet and on the council website. Staff survey deadline was extended (now closed) to increase feedback from employees across the council. Data currently being analysed for incorporation into draft comms strategy to engage with services in early November and subsequent report to CMT.
Sub-action 028.2 Draft Communications Strategy	Draft Communications Strategy to CMT in November 2022 and subject to agreement P&R thereafter.		30-November-2022	Date pushed back to accommodate ICON/staff survey feedback and incorporate proposals for the future delivery of council intranet. Report planned to be at CMT in November 2022 following engagement with services.

Finance and Corporate Governance

Action	Description	Status	Due Date	Update
ERR/CDIP004 Non-domestic rates policy, Unoccupied Premises	A policy for Non-domestic rates - Unoccupied premises to be developed following delegation of responsibility to Councils.		31-Mar-2023	This action is in progress. Further details are provided below.
Sub-action 004.1 NDR Policy Approval	Policy approved by Council by November 2022		30-Nov-2022	To be agreed by CMT before being submitted to Policy and Resources Committee 31st January 2023
Sub-action 004.2 Communication	Communication of Policy with rate payers from January 2023.		31-Mar-2023	This will follow on from the above action.
ERR/CDIP005 Cloud Migration Strategy	Implementation of Office 365.		31-Mar-2023	This action is in progress. Further details are provided below.
Sub-action 005.1 MS Team	Roll out of MS Team		30-Sep-2022	Phase 1 of MS365 implementation underway and now progressing well
Sub-action 005.2 Telephony	Telephony decision to be taken in early 2023.		31-Mar-2023	Market test is complete and an options appraisal is being prepared

Action Status	
Overdue; original target deadline has passed	In progress, on track or not started
Not on track	Completed

KEY PERFORMANCE INDICATORS 2022/23

Performance Indicator	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q1 2022/23	
	Value	Value	Value	Value	Target	Status
Speed of processing changes in circumstances to Housing Benefit (days)	2.79	3.22	1.74	3.43	3 days	
Council tax in year collection level	54.8%	81.5%	95.5%	35.2%	Year-end target 95%	
Invoices paid within 30 days (%)	94.65%	96%	95.53%	97.11%	95.5%	
Speed of processing new claims for Council Tax Reduction (days)	22.7	21.84	26.47	Not available*	25 days	-

* Data relating to the number of days to process new claims for Council Tax reduction is undergoing further accuracy checks. The latest performance data will be included within the next Corporate Services CDIP Progress report.

PI Status	
	Alert
	Warning
	OK

Inverclyde council

AGENDA ITEM NO: 9

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Interim Director, Finance & Corporate Governance**	**Report No:**	**FIN/63/22/AP**
Contact Officer:	**Alan Puckrin**	**Contact No:**	**01475 712090**
Subject:	**Annual Update - Delivering Differently Programme**		

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 the annual update on the Council's change programme; Delivering Differently, and to seek decisions regarding the removal of some projects whilst providing updates on others.

1.3 The Council approved the New Ways of Working project in December 2021 in order to investigate possible savings and efficiencies linked to new work patterns and changes in the use of technology driven by the Covid-19 pandemic. The Policy & Resources Committee oversees delivery of the project.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee note the status of the current Delivering Differently Programme and agree that the 5 projects marked as complete are now removed from the Programme.

2.2 It is recommended that the Committee note the New Ways of Working project update, the proposal to mothball the James Watt Building from early 2023/24 and that project updates will continue to be presented to Committee.

2.3 It is recommended that the Committee approve to the continued inclusion of relevant HSCP projects within the Delivering Differently Programme.

Alan Puckrin
Interim Director, Finance & Corporate Governance

3.0 BACKGROUND AND CONTEXT

3.1 The Policy & Resources Committee approved the creation of a Delivery Differently Programme in 2017. The Delivery Differently Programme represented the Councils key change projects which would be subject of individual reports to the relevant Strategic Committees and an annual report to the Policy & Resources Committee. This report represents the annual report for the year ending October 2022.

3.2 The Delivery Differently Programme is also the subject of review and discussion of the Trades Unions at the Joint Budget Group given that many of the projects have impacts on employees. All individual projects will be subject to future reports to the relevant Committee unless already reported.

3.3 Good progress has been made in the last 2 years in completing projects and as a result the June 2022 Policy & Resources Committee approved the addition of a number of projects to the Programme. A number of the projects are closely linked to savings proposals and either represent the actual saving proposal or an alternative to the proposal currently being considered by Members.

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

4.0 PROPOSALS/UPDATE

4.1 Appendix 1 provides a summary of progress at 15 October,2022. From this it can be seen that 5 of the 19 projects are completed with reports either presented to the relevant Committee and/or proposals being considered as part of the current Budget process.

4.2 **New Ways of Working**

Policy & Resources Committee is the parent committee for the New Ways of Working project and the following paragraphs provide an update on progress as at mid-October:

Phase 1 of the project concentrates on the use of office space within the Greenock Campus linked to the implementation of new ways of working such as hybrid working and a greater use of ICT. A hybrid working strategy has been piloted for a period of one year and a detailed review will be undertaken in May 2023.

A variety of activity has taken place to assess potential efficiencies in the use of office space within the Greenock Campus. Office space surveys have been carried out, analysing pilot hybrid working patterns, assessments of current office floor plans, meeting room and storage facilities, ancillary space and planned future usage. Employee and trade union engagement has been undertaken throughout the period and in a variety of forms.

The Corporate Management Team have considered each of the buildings within the Greenock Campus for potential efficiencies in the use of office space and have formed the view that an opportunity exists to mothball the James Watt building. A large number of the current occupants within the James Watt building can operate from other Council premises due to the nature and responsibilities of their roles. It is also easier to segregate ICT links within James Watt compared to other locations within the Greenock Campus. A full year saving of £50,000, mostly from property costs is projected against the project's £60,000 savings target if the building is mothballed from early 2023/24.

4.3 Property Services have been undertaking feasibility studies and technical assessments of proposed relocation options for those occupants currently based at James Watt building, with employees due to be relocated to the Enterprise Centre and Devol Unit in Port Glasgow as well as within the Greenock Campus. Projected estimated costs for upgrading works are £39,000. In addition the Administration block within Ingleston Park is being investigated as a temporary decant facility prior to planned closure in April 2024.

4.4 Some Members may recall the previous intention to move out of the Devol Unit and relocate services to Pottery Street. Following a detailed assessment of the costs of this proposal it was decided to leave the BSU within Devol thus allowing part of the building to be repurposed for some of the employees from the James Watt building.

4.5 Officers are also mindful of the implications of the Levelling-up Fund with the potential impact for Hector McNeil House plus the potential reduction in employees arising from the 2023/25 savings exercise. There is the potential for both of these issues to have an impact on the future direction of the New Ways of Working Project with every possibility that this could bring the James Watt building back into use.

4.6 It should also be noted at this point in time the Delivering Differently Programme includes a number of projects being progressed by the HSCP. Following the recent review the Council/IJB interaction as part of the overall Council Budget process, it is proposed to leave the HSCP projects on the Programme due to the potential impacts upon Council employees.

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 (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**

There is a £60,000 savings target set for New Ways of Working with £30,000 due in 2022/23 and the balance from 2023/24. Whilst there will be a shortfall against the 2022/23 target the proposal to mothball the James Watt Building will deliver the majority of the overall target from 2023/24.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
New Ways of Working	Various	From 2021/22	£300k		One off revenue Budget allocated to the project to fund project

	Capital	From 2022/23	£200k		management, ICT and other delivery costs Capital allowance allocated to fund adaptations to offices etc

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
Office Accommodation	Property costs	2023/24	(£50k)		Saving will count towards the £60k New Ways of Working savings target

5.3 **Legal/Risk**

A number of the Delivering Differently projects relate to cost avoidance and as such it is important that these projects deliver against targets/timescales to avoid further budget pressures developing.

5.4 **Human Resources**

Many of the projects impact upon employees with individual projects having a designated TU contact. Progress against the overall programme is discussed with the Trades Unions at the Joint Budget Group.

5.5 **Strategic**

The Council requires to have a dynamic change programme and the Council's overall programme is represented by Delivering Differently. Officers will continue to identify opportunities to add to the programme and update Committee no less frequently than annually.

5.6 **Equalities and Fairer Scotland Duty**

(a) Equalities

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

Individual EqIAs are prepared where appropriate

	YES – Assessed as relevant and an EqIA is required.
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.

5.7 **Environmental/Sustainability**

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

The mothballing of the James Watt Building will help reduce the Council's footprint by making more efficient use of existing buildings and reducing the overall building footprint of the Council.

Has a Strategic Environmental Assessment been carried out?

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

6.0 CONSULTATION

6.1 The contents of Appendix 1 have been discussed at the Joint Budget Group.

7.0 BACKGROUND PAPERS

7.1 None.

Delivering Differently Programme **Appendix 1**

	Area to be reviewed	Objective	Saving/Cost Avoidance/ Pressure	Lead Officer(s)	Employee Impacts?	Timeline	Update as at 15 October 2022
1	**IJB Budget process**	To review the process to determine the 2022/23 Council contribution to the IJB & agree the future process	N/A	A Puckrin/ C Given/K Rocks	No	September 2022 P&R	Proposal for determining the Council contribution to the IJB for 2023/24 approved by P&R Committee in September. Proposal included maintaining the line management responsibility with the IJB CFO for Finance employees who support Social Care. **COMPLETE**
2	**Participatory Budgeting**	To embed a participatory budget process within the Council to achieve the 1% minimum budget allocation requirement	N/A	R Binks	No	2021/22 update September, 2022 P&R Committee	PB activity in relation to the budget consultation and RAMP, Meliora, Pictures in Park and affordable childcare plans has now concluded and a return was provided to COSLA ahead of the deadline on 26 August 2022. Progress report provided to P&R 13 Sep 2022. The service remains engaged with COSLA PB officer who remains satisfied with our progress and HOS now on national advisory group. Further opportunities in relation to external funding PB opportunities will be explored in the coming months. With the prospect of decreasing budgets this project remains challenging. The intention is still to work with service committees prior to P and R for allocation of spend but competing priorities and the challenge of the budget situation facing local councils makes this increasingly difficult to take forward.
3	**Shared Services with West Dunbartonshire**	To review the appetite for /benefit of continuing with current arrangements and/or investigating future arrangements.	Saving/ Cost Avoidance	L Long/S Jamieson	Yes	CMT – Nov 2022 Council – Dec 2022	Following a meeting between the Chief Executives it is felt appropriate that a jointly commissioned independent review be undertaken in order to review what has gone well, what hasn't, and what a future service may look like. Review specification agreed and out for quotation.
4	**Roads Technical Services Restructure**	As the RAMP reduces then the level of fee income will reduce and there needs to be a review of the level of technical support	Cost Avoidance	S Jamieson	Yes	December, 2023	Meetings have been underway for some time now including consideration of income from external sources which indicate full cost recovery during 2023/24.
5	**Trade Waste**	To determine whether the Council provision is cost effective or whether an alternative model is needed.	Cost Avoidance	S Jamieson	Yes	CMT Nov, 2022 E&R January, 2023	An options appraisal is underway, market testing has been undertaken.
6	**IL Delivery Model**	In light of the drop off in income post Covid and the need for significant savings, a review of the estate and services delivered is required	Cost Avoidance/ Saving	R Binks	Yes (IL)	CMT August, 2022 MBWG -October 2022 E&C Comm - November 2022	Meetings have taken place to undertake the Strategic Asset Review and the document has been finalised and will be presented to the Education and Communities Committee in November 2022. The review looks at Indoor Leisure Facilities, Community Facilities and Outdoor Leisure Facilities. The document will provide an overview of costs, statutory performance indicators, social value and usage to produce options for members to consider. The review also takes into account expected future costs including repairs and Net Zero. In addition to this work, IL are facing significant budget pressures and further work will be undertaken alongside IL so that the review, and also IL management options for potential savings can inform the budget process.

	Area to be reviewed	Objective	Saving/Cost Avoidance/ Pressure	Lead Officer(s)	Employee Impacts?	Timeline	Update as at 15 October 2022
7	**New Ways of Working**	To reduce the office footprint and generate savings in light of the implementation of hybrid working	Saving	R Binks/S McNab	Yes	Update- November P&R Hybrid Working Pilot Review – May 2023	The one year pilot period of the hybrid working strategy commenced in June 22. Work is underway to identify and progress potential efficiencies in the use of office space linked to the implementation of the hybrid working pilot and greater use of ICT. Progress reports have been presented to CMT, outlining activities undertaken to date; proposals recommended by the Project Board and the next steps. Although employee engagement is underway, it will become wider and more regular as the project progresses. A project update along with recommendations will be provided in the annual report on the Delivering Differently in Inverclyde change programme to the November Policy & Resources Committee.
8	**Secondary School Catering**	Secondary School catering income has reduced considerably and as such a review is needed to increase uptake and/or reduce the cost base.	Cost Avoidance	R Binks	Yes	MBWG November 2022 E&C January 2023	A review of catering provision in schools has now concluded. Review undertaken to reduce the budget pressure caused by under recovery of income. An experienced catering manager has assisted with the review and is already undertaking good practice visits to schools to identify issues and ensure the service is working as efficiently as possible. New inclusive menus with more options for pupils with specific dietary requirements (for medical or lifestyle requirements) have been introduced. Menus are also being adapted to to reduce waste and encourage uptake and the team is working on more 'modern' menus for secondary schools in response to customer feedback. Currently evaluating the cost of implementing pre-ordering through an app to reduce waste and queuing.Training is being given on portion sizes and more efficient ordering. As part of the action plan for improvement the service is intending to work with ICT project manager to establish costs associated with revised ICT / ordering arrangements and options appraisal. This work will be undertaken during November and December.
9	**Revised Property Services Structure**	To offset the expected reduction in fee income the CMT approved a new structure in February, 2022. This requires a VER trawl in order for the new structure to be in place by April, 2023	Cost Avoidance	S Jamieson	Yes	Implement - March, 2023	VER Trawl on going. Population of new structure progressing and currently on target for delivery by March, 2023. Further report to CMT during November.
10	**Attainment Challenge Funding Reduction**	Funding for SAC will reduce by 80% by 2025. This will require a reduction of several dozen posts which will require close working with HR and TUs	Cost Avoidance	R Binks	Yes	Fully Implement August, 2023-2024 Update E&C January 2023	On 23/11/21 the SG announced their plans for the SAC refresh from April 22. This will see funding reduce from approx £3.4M in 21/22 down to approx £563K in 25/26. Report to taken to March 2022 Education & Communities Committee. Worked with SG on year one of the plan which was submitted June 2022 and officers attended SAC Refresh launch on 30 March 2022 Initial SG Meeting to discuss stretch aims and planning for SEF/PEF/CEYP took place on 16 August 2022 SEF Plan, stretch aims and Logic Model created with partners and submitted to SG along with LA Improvement plan and stretch aims by 30 September 2022 Ongoing tracking and monitoring of stretch aims progress will take place

	Area to be reviewed	Objective	Saving/Cost Avoidance/ Pressure	Lead Officer(s)	Employee Impacts?	Timeline	Update as at 15 October 2022
							tri-annually (November/February/May) Awaiting feedback from SG re submission of stretch aims and plan, possibly late October 2022 – once received a report will be taken to January 2023 Education & Communities Committee. Year 2 – 4 Draft Staffing Plan being reviewed in October 2022 with Corporate Director of Education, Head of Education, HR Support and Finance Support. (Costings and HR implications to be identified) The agreed Year 2 – 4 Staffing Plan will be presented to the SAC Governance Group in December 2022 for approval. HR support to be provided to ensure the relevant processes are being followed. December 2022 – March 2023. March 2023 – June 2023 – Staffing exercise supporting redeployment, termination or continuation with the SAC Team funded posts. Process will continue the following years in similar fashion – Year 3 and 4 could potentially remain with the same SAC Staff team.
11	**Community Wardens**	The scope of service delivered requires to be reviewed per MBWG request as part of the 2022/23 Budget	Saving	S Jamieson	Yes	CMT September 2022 MBWG October 2022 E&R October, 2022	Options appraisals are under consideration. Report to E&R October. **Review COMPLETE**
12	**Family Support Services**	Identified by MBWG as an area for review as part of the 2022/23 Budget (Homelink/ Family Support/SAC)	Saving	R Binks/ K Rocks	Yes	E&C Comm - Jan 2023	This project has now changed quite significantly since its inception as part of the budget process. The savings proposals being considered removes the total service from schools and early years. Therefore, pending a decision on the saving, the review is complete. **Review COMPLETE**
13	**Home Care Review**	HSCP have been reviewing the Care at Home service which could have significant financial implications	Pressure (for IJB)	K Rocks	Yes	Paper to CMT by early November 2022. Further update in March 2023.	CMT interim paper for November 22 to give interim recommendations from the Care at Home Review. To include review of winter pressure funding impact. Care and Support at Home has been under significant pressure in 2022 which has impacted on the HSCP's ability to manage delayed discharges. The review is considering the role and task of care at home including our re-ablement approach to ensure we are targeting our workforce to areas that provide the best impact on supporting people to stay at home for as long as possible.

	Area to be reviewed	Objective	Saving/Cost Avoidance/ Pressure	Lead Officer(s)	Employee Impacts?	Timeline	Update as at 15 October 2022
14	**Homelessness**	Longer term approach to the delivery of the Homelessness Service to be developed and agreed	Pressure (for the IJB)	K Rocks	Yes	Work plan to be implemented by September 2023	A Programme Board has been established to progress work. A work plan developed with work stream leads identified. Recruitment underway to additional posts.
15	**New Social Work Information System**	Procurement & implementation of a replacement for SWIFT	One off cost & potential saving	K Rocks	Yes	Update report due to IJB in September 2022 and full implementation date of early 2024	Contract has been awarded the for the new SWIFT system. Officers are satisfied that the new system will meet the HSCP requirement for full implementation early 2024. The new system has cost less than expected and the HSCP have return £400k to the Councils capital programme. An update report was presented to the IJB in September 22.
16	**EDRMS**	To meet Information Governance requirements and support hybrid working within a modern Council, a comprehensive and corporate approach to EDRM is needed	Pressure/ Cost Avoidance	I Strachan	No	Business Plan to CMT November, 2022	Development of the business case is ongoing, through the Council's cross-service Information Governance Steering Group, with this work being referenced in the Council's new Records Management Plan which was reported to Policy & Resources Committee on 9 August prior to its submission to the Keeper of the Records of Scotland. Consideration being given to an approach which is led by service areas and supported by ICT, to focus on service specific improvement projects, rather than a single multi-service EDRMS project.
17	**Migration to Office 365/ Cloud**	Migration to the Cloud/O365 in line with the ICT Strategy. Will include move to the use of MS Teams	Cost Avoidance	A Puckrin	No	Main roll-out end of October 2022 Telephony tender, summer 2023	Full roll out with the exception of services which use EDRMS by end of October. EDRMS users (largely HSCP/Revenues) dependant on timing of receipt of upgrade by supplier. MS Teams to be the predominant meeting tool from late September although Committees will remain WEX for the time being. Next phase is to replace telephony. Meetings with vendors on going.
18	**Library provision**	In light of the overall financial position of the Council and potential new ways of service delivery, a comprehensive review of the library service is needed	Saving	R Binks	Yes	October 2022 - CMT MBWG – November E&C Comm - January 2023	This is being considered as a saving as part of the budget process but detailed work has already been undertaken on this. This is a service review of public and school libraries in Inverclyde in order to achieve joined-up thinking in how library services are provided, removing duplication of effort, and achieving efficiencies/economies of scale where possible, affecting 2.5 FTE and saving **£114,000**. Details in issued savings sheets. **Review COMPLETE**
19	**Employability Services**	Given the estimated funding gap and the increase in ring fenced funding from the Scottish Government , a review of funding sources and delivery models is required	Saving	S Jamieson	Yes	CMT October 2022 MBWG October 2022 E&R October 2022	A comprehensive review of all funding sources with options was presented to CMT and MBWG, due to go to E&R in October. **Review COMPLETE**

Inverclyde council

AGENDA ITEM NO: 10

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Interim Director, Finance & Corporate Governance**	**Report No:**	**FIN/62/22/AP**
Contact Officer:	**Alan Puckrin**	**Contact No:**	**01475 712223**
Subject:	**2023/25 Budget Update**		

1.0 PURPOSE AND SUMMARY

1.1 ☒For Decision ☐For Information/Noting

1.2 The purpose of this report is to provide a further update to Committee of the position of the 2023/25 Revenue Budget, to seek agreement of the identified Budget Pressures including inflation and seeks Committee approval for a further group of savings. The report also provides an update in relation to the estimated funding gap and an anticipated timeline for the announcement of the Draft Local Government Budget Settlement.

1.3 Work has continued on developing savings options for Elected Members to consider over coming months and a hard copy file was issued to all Elected Members on 12 October, 2022. The Members Budget Working Group (MBWG) and Joint Budget Group (JBG) have commenced a review of these options with a particular focus on those savings due to be considered prior to Christmas.

1.4 Appendix 1 summarises the Budget Pressures it is proposed to factor into the 2023/25 Budget. Over the 2 year period the pressures exceed the available allowance by £0.86 million largely due to the reported cost pressures within Inverclyde Leisure. Appendix 2 illustrates the need to also allocate a further £1.3million towards non-pay inflation over this year and 2023/24. This figure has the potential to increase further. Appendix 3 lists five savings totalling £0.635million which are recommended by the MBWG for approval. These savings will further reduce the £4.0million pre-Christmas savings target.

1.5 The Scottish Government have advised that the intended date to announce the Draft Scottish Budget for 2023/24 is Thursday 15 December. This is also the proposed date for a special Council Meeting to confirm the £4.0million pre-Christmas savings.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee approve the Budget Pressures totalling £2.06million and summarised in Appendix 2 and note that Inverclyde Leisure are finalising savings options to significantly reduce the IL pressure.

2.2 It is recommended that Committee note the requirement to increase the non-pay inflation allowance by £1.3million largely due to the impact of utility, waste disposal and PPP contract cost increases.

2.3 It is recommended that the Committee approve the savings listed in Appendix 3 totalling £635,000 and note these will count towards the £4.0million pre-Christmas savings target.

2.4 It is recommended that the Committee note the overall estimated remaining 2023/25 funding gap of £15.2million shown in Appendix 4 on the basis that all the proposals in this report are approved.

2.5 It is recommended that the Committee notes the proposed date of 15 December for both the Scottish Draft Budget and a special Council Meeting to consider savings and other proposals relating to the 2023/25 Budget and that officers will liaise with the Provost to finalise arrangements.

Alan Puckrin
Interim Director, Finance & Corporate Governance

3.0 BACKGROUND AND CONTEXT

3.1 Regular reports on the development of the 2023/25 Budget have been presented to the Policy & Resources Committee. Since the last update:

- Officers have finalised and issued the savings options to all Elected Members
- The Budget Consultation has taken place with officers currently analysing the returns
- The Voluntary Severance Trawl has closed with figures now being sought from the Pension Fund
- Work has taken place to identify Budget Pressures and forms part of this report
- Inflation allowances have been reviewed in detail with proposals included in this report
- Work has commenced on the 2023/26 Capital Programme
- The Scottish Government have announced its planned Draft Budget date.
- The MBWG met with the local MSPs and MP to outline the severe financial pressures on the Council and the potential impacts unless significantly more funding is forthcoming.

3.2 In relation to the savings, Equality Impact Assessments (EqIAs) are undergoing final peer review and are due to be issued to Members later this month. Thereafter they will be able to be accessed via the Council website.

3.3 In early October the Deputy First Minister announced that the Scottish Government intends to table the Draft 2023/24 Budget on 15 December. This would result in the Local Government draft Budget figures being available from 19 December.

4.0 PROPOSALS

4.1 Appendix 1 summarises the 2023/25 Budget Pressures which if all approved exceed the £1.2million 2 year allowance by £0.86million with the resultant impact on the Funding Gap. This assumes no new pressures arise over the 2023/25 period.

4.2 As part of identifying Budget Pressures, officers received updated estimates for 2023/25 from Inverclyde Leisure (IL). This position was reported in more detail to the 1 November Education & Communities Committee but it can be seen from Appendix 1 that due to a combination of significant cost pressures and income shortfalls, a £1.46million funding pressure exists. IL management have drafted options to reduce this pressure. These proposals are currently being refined with the intention of being shared with Elected Members prior to Christmas and subject to public consultation in January.

4.3 The pay and non-pay inflation allowances have also been reviewed. Members have previously been advised that the approved SJC pay award exceeded available funding in 2022/23 by £1.3million. Officers have allowed for a 5% increase in pay over 2023/25. This could be viewed as optimistic and if pay awards exceed this then further savings will require to be considered. In addition, the Teachers pay award for 2022/23 is not agreed with ballots for strike action being undertaken. Were the Council required to find further funding in 2022/23 it would increase the projected 2022/23 overspend and increase the 2023/25 funding gap.

4.4 Non-pay inflation is under significant pressure due to the very high levels of utility inflation and the impact on inflation linked contracts such as the schools PPP. These allied to the on going potential impact of the waste contract plus other cost pressures result in a projected £1.3million shortfall in the previously reported 2022/25 allowance for non-pay inflation.

4.5 Whilst the above issues have increased the projected funding gap the reversal of the April 2022 1.25% increase in National Insurance plus the savings proposals in Appendix 3, if agreed, would reduce the 2023/25 funding gap by £1.2million.

4.6 It should be noted that due to the uncertainty of the UK Government medium term economic plans plus the pressures within the Scottish Government then there is an increasing likelihood that any Council funding announcement will be for one year only. The impact of this on the Council's own Budget Strategy will need to be considered once the Scottish Government Draft Budget is announced.

4.7 The Committee has already agreed the need to approve £4.0million in savings prior to Christmas. It had been hoped to provide an update on the Draft Scottish Budget at the same meeting but due to the delay in the Scottish Budget announcement it is now proposed to hold a special Council Meeting on the same day ie 15 December, 2022. Officers do not believe that this will have any impact on the need for the £4.0million savings to be agreed and as such, it is recommended that a special Council meeting can still be arranged for that date.

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**

Appendix 4 provides a running summary of the 2023/25 funding gap and from this it can be seen that after taking into account all the proposals in this report agreed then the remaining 2023/25 funding gap is back to £15.2million due to Pressures and Non-Pay Inflation both being considerably higher than estimated in June, 2022.

The Interim Director, Finance & Corporate Governance would highlight that a number of "downside risks" are highlighted in this report which could further add to the estimated funding gap. All this highlights the unavoidable requirement for a significant level of Budget Savings to be agreed in coming months.

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

Pressures Allowance	Various	2023/24	£0.86million		Shortfall in 2023/25 Pressures allowance
Miscellaneous	Non-Pay Inflation	2023/24	£1.3million		Shortfall in 2023/24 Non-Pay Inflation allowance
Various	Various	2023/24	(£0.610million)		Savings in Appendix 3 increases to £0.635 million in 2024/25
Employee Costs	National Insurance	2023/24	(£0.6million)		FYE of reversal of 1.25% NI increase. Part year effect in 2022/23 of £250k.

5.3 **Legal/Risk**

As highlighted in 5.2 above, there are risks that in the uncertain and deteriorating financial situation that the estimated funding gap may increase.

The Council will require to set a legally balanced budget no later than March and determine the Band D Council Tax for 2023/24 by the third week in February.

5.4 **Human Resources**

It can be seen that based on the level of savings required there are likely to be significant reductions in the number of Council posts in addition to reductions in posts in key local partners. Regular meetings with the Trades Unions via the JBG are on-going.

5.5 **Strategic**

It is clear that the shape and size of Council services will be significantly altered should the Council ultimately require to deliver savings of the scale outlined in this report. This will require to be reflected in the new strategic plans .

5.6 **Equalities and Fairer Scotland Duty**

(a) Equalities

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

EIAs for the various savings proposals are under going final review before issue to Members.

	YES – Assessed as relevant and an EqIA is required.
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.

(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?

An overall FSD impact will be carried out on the final Budget proposals

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage will be completed.
X	NO – Assessed as not relevant under the Fairer Scotland Duty.

6.0 CONSULTATION

6.1 The report and its implications have been discussed with the CMT, MBWG and JBG.

7.0 BACKGROUND PAPERS

7.1 None

Inverclyde council

Appendix 1

2023/25 Budget - Pressure Summary

Budget	Reason for Pressure	Request 23/24 £000	Request 24/25 £000
Cremations Income	Income under recovered by £126k in 2021/22. 2022/23 is currently projecting an income shortfall of £147k.	80	0
Burial Grounds Income	Income under recovered by £46k in 2021/22. 2022/23 is currently projecting an income shortfall of £68k.	45	0
Planning Income	Planning income under recovered by £320k for 2021/22 partly funded by Covid grants. 2022/23 is currenlty projecting an income shortfall of £210k net of Covid funding.	125	0
ASN Transport	Currently projecting £163k overspend on ASN transport based on last year's outturn. Earmarked reserve has been exhausted. Still awaiting return of various contracts and inflationary pressures expected too in both ASN and regular school transport.	125	0
Libraries Income	Projecting £55k under recovery this financial year. Income very low since Covid and maintains a longer term trend.	25	0
IL Management Fee	Estimates by IL are showing a £1.4million recurring funding shortfall from 2023/24 arising from reduced income, increased utility costs and pay pressures. IL Management are devloping significant savings options to be considered by the Council in order to reduce the increased funding requirement..	1460	0
2022/25 Capital Programme	Prudential borrowing approved as part of the Financial Strategy to fund £3.0million of Capital investments	100	100
	Totals	1960	100

Available allowance in 2023/24 = £600,000, 2024/25 = £600,000

Inverclyde council

Appendix 2

Inflationary Pressures 2022/25

Pay	£m
2022/23 Budget Pay Allowance	2.37
Estimated share of SG Grants (less £1.1m HSCP)	2.94
2022/23 Current Pay Offer (Estimate)	(6.54)
Current Funding Shortfall in 2022/23	(1.23)
Add= 23/24 Pay Inflation Allowance	3.00
= 3% Pay Award cost	(3.38)
= 2024/25 Pay Inflation Allowance	2.00
= 2% Pay Award cost	(2.25)
Shortfall over 2022/25	(1.86)

Currently £2.0m built into £15.2m estimated Funding Gap.

Non-Pay	£m
2022/23 Balance as at 30/9/22	2.18
2022/23 Inflation to be allocated/projected	(3.58)
Current Funding Shortfall 2022/23	(1.40)
Add= 2023/24 Non-Pay Inflation Allowance	1.00
= Estimated requirement 2023/24	(1.90)
= 2024/25 Non-Pay Inflation Allowance	1.00
= Estimated requirement 2024/25	(1.00)
Shortfall over 2022/25	(2.30)

Currently £1.0m built into £15.2m estimated Funding Gap.

AP/LA
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Inverclyde council

Appendix 3

2023/26 Budget
Savings- November Policy & Resources Committee

ERR	Savings 2023/24 £000	Savings 2024/25 £000	Comments	FTE
1/ Close Ingleston administrative block as part of New Ways of Working	0	25	Existing employees to be relocated to Pottery Street Depot and accommodation to be used on a temporary basis as part of the New Ways of Working project	0
2/ Delete Workforce Development Budget	57	57	Budget has not been used to any great extent for several years with support to business met through other recurring budgets or earmarked reserves	0
3/ 50% reduction in the SME Revenue Grant budget	21	21	Given the high level of existing earmarked reserves linked to support for businesses and the underlying financial position faced by the Council it is proposed to reduce the amount available to SME businesses by £21,000.	0
4/ 50% reduction in the Council's Tourism support budgets	32	32	Given the high level of existing earmarked reserves linked to tourism/marketing and support for businesses and the underlying financial position faced by the Council it is proposed to reduce the amount available by £32,000.	0
5/				
ECOD				
1/				
2/				
HSCP				
1/				0
Corporate				
1/ Reduce Social Care share of the extra funding provided by the Scottish Government for the 2022/23 payaward by £500,000	500	500	In recognition of the differing financial settlements received by the Council and IJB largely related to ring fenced funding in 2022/23, it is proposed that of the Council reduces the IJB share of the extra funding provided by the Scottish Government for the 2022/23 payaward by £500,000	0
2/				
3/				
Total	610	635		0

17/10/22

Inverclyde council

Appendix 4

2023/25 Funding Gap Remaining

	2023/24 £m	2024/25 £m	Total £m
Block Grant	(0.8)	1.0	0.2
Inflation - Pay	3.0	2.0	5.0
- Non Pay	1.0	1.0	2.0
Pressures	0.6	0.6	1.2
2022/23 Inflation Shortfall	3.0	0	3.0
Reduced Use of Reserves	2.0	2.0	4.0
Savings to March 2022	(0.2)	0	(0.2)
Position as at June 2022 Financial Strategy	8.6	6.6	15.2
Adjustments - August P&R	(0.4)	0	(0.4)
Savings - September P&R	(0.6)	0	(0.6)
NI Adjustment	(0.6)	0	(0.6)
Rephase 2022/23 Pay Inflation increase	(0.6)	0.6	0
Rephase Pressures	0.5	(0.5)	0
Pressures Shortfall (See Appendix 1)	0.9	0	0.9
Increased Non-Pay Inflation Shortfall (see Appendix 2)	1.3	0	1.3
Proposed Savings - November P&R (See Appendix 3)	(0.6)	0	(0.6)
Estimated remaining Funding Gap - November P&R	8.5	6.7	15.2

AP/LA
17/10/22

Inverclyde council

AGENDA ITEM NO: 11

Report To:	**Policy and Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Corporate Director, Education, Communities and Organisational Development**	**Report No:**	**PR/27/22/RB**
Contact Officer:	**Ruth Binks**	**Contact No:**	**01475 712761**
Subject:	**Update on Anti-Poverty Interventions 2021-2023**		

1.0 PURPOSE AND SUMMARY

1.1 ☒For Decision ☐For Information/Noting

1.2 In September 2022 the Anti-Poverty Interventions update report identified some potential underspends and it was agreed that a report would be brought back to the November 2022 Policy and Resources Committee with plans for the utilisation of the fund linked to the cost-of-living pressures.

1.3 The Anti-Poverty Strategy Group have identified £355,500 underspend. Full details of the reasons for the underspend are explained in paragraph 4.4 of this report and the financial overview is attached as Appendix 2 to this report. There is also approximately £240,000 unallocated within the Anti-Poverty Earmarked Reserve.

1.4 Officers have identified anti-poverty projects in paragraph 5.2 of this report to help with the current cost of living crisis.

2.0 RECOMMENDATIONS

2.1 The Policy and Resources Committee is asked to:

- note the identified underspend from the current Anti-Poverty Initiatives;
- approve the proposals outlined in paragraph 5.2 from the Anti-Poverty Strategy Group to utilise the identified underspend to support individuals and families;
- approve delegated powers to the Corporate Director of Education, Communities and Organisational Development to allocate the £100,000 funding to projects linked to food insecurity;
- note that officers will develop further proposals post the UK & Scottish Budget announcements to utilise the remaining balance in the Anti-Poverty earmarked reserve prior to 31 March 2023.

Ruth Binks
Corporate Director Education, Communities
& Organisational Development

4.0 BACKGROUND AND CONTEXT

4.1 In May 2021 the Policy and Resources Committee agreed to fund a series of targeted interventions to address poverty and deprivation in the areas with the greatest inequalities (Appendix 1). The interventions would be funded with an allocated £2.16 million over 2 years from the Council, and the Integration Joint Board to focus on initiatives to address unemployment and employability, support for people experiencing difficulties with alcohol and drugs, mental health or people who are experiencing food insecurities.

4.2 In September 2022 an update report was taken to the Policy and Resources Committee outlining the progress of each of the projects. This report identified some potential underspends and it was agreed that a report would be brought back to the November 2022 Policy and Resources Committee with plans for the utilisation of the fund linked to the cost of living pressures.

4.3 At the meeting of the Full Council in September 2022 a motion was agreed to instruct officers to bring forward proposals to the Policy and Resources Committee and other relevant committees as a matter of urgency on what more the Council and the Health and Social Care Partnership can do to support our community through this crisis. A report will be presented to the January Environment & Regeneration Committee outlining all business development support available from the Council.

4.4 Appendix 2 shows an overview of the financial position and expected spend against each project. There are two projects which have identified the following current underspends:

IRise Project anticipates an underspend of £275,500; this will be written back. This is mainly due to the challenges in recruitment and retaining of staff, improving referral routes with partner services, initial set up costs for the team and an anticipated reduction in the number of participants progressing to the employment stage. However, the project is currently supporting a total of 33 clients of which 15 clients are actively participating with the team, 3 are “on-hold” and 1 new referral has started initial engagement process. Seven clients have been referred to the Occupational Therapist, 3 clients are in currently in full time employment, 1 client is in part time employment and a further 3 are receiving training through employability schemes. The next stage for many of these clients will be to receive support into sustained employment till November 2023 with employability services. The IRise team are currently supporting the maximum number of clients, the initial target was 30 males living in the Greenock Central and Port Glasgow areas. This project is scheduled to end on 30 November 2023.

Business Start Up Scheme projects an underspend of £80,000 this is due to challenges such as recruiting and retaining staff; this will be written back. The project was officially launched in May 2022, 6 local business have been successfully awarded grants, 9 local entrepreneurs are currently receiving support with business plans and setting up their local businesses. The Business Start Up Scheme will continue to promote and communicate self-employment and entrepreneurialism as a route in employment, aftercare support is also offered to the eligible businesses.

5.0 PROPOSALS

5.1 The anti-poverty implementation group continues to meet on a regular basis to monitor progress with identified projects. A strategic group continues to have an oversight of poverty initiatives across the area. This includes identifying emerging needs, maintaining a strategic oversight of Scottish Government initiatives, and sharing best practice across the country and wider.

5.2 The Anti-Poverty Strategic Group recommend that the underspend should be reallocated to the following projects:

£83,000 – applying the Inverclyde enhanced criteria to the doubling of the Scottish Government Christmas child payment from £130 - £260. This will benefit approximately 638 children. Inverclyde Council has a strong record for enhancing national initiatives to alleviate poverty. The enhanced Christmas payment would put more money to families at a time where it is particularly needed.

£50,000 to the Scottish Welfare Fund provision to cope with the increased demand for Community Care and Crisis Grants to 31 March 2023. This is in addition to £100,000 one off funding already allocated for 2022/23. A recurring pressure in this budget has been flagged to Committee in an earlier paper.

£100,000 Warm Hand of Friendship Funding to support local community and third sector organisations provide safe and warm spaces, warm food, and warm items of clothing such as gloves, scarves, and socks. (This project has already been agreed by Committee in September)

£100,000 to help mitigate food insecurity during the winter months 2022/23 when the impact of the cost-of-living crisis is expected to affect communities across Inverclyde. This allocation will also support local church organisations and community centres to enhance their current services during the Winter 2022/23 especially during the Christmas/New Year period and into January which is traditionally a difficult period for many people. Authority for the delegation of this money should be given to the Corporate Director of Education, Communities and Organisational Development.

5.3 £30,000 i-heat. Due to increased demand this year i- heat have already delivered the full funding allocation for this financial year for their £75 fuel poverty payments. i -heat currently have a waiting list of 225 clients wishing to access this fund. The HSCP expect this demand to increase over the Winter months. It is recommended that the P&R Committee allocate a further £30,000 to cover the expected demand over the Winter period.

5.4 From time to time, ring fenced money and grants are received by HSCP and the Council, sometimes these grants have similar policy objectives to those of the already allocated Anti-Poverty funding. Where this is the case, the Council and the HSCP will work alongside each other to avoid duplication and to secure best value.

5.5 Officers expect that the financial climate will remain challenging in the months ahead. Certainly, after Christmas, there may be some of the projects that require additional funding in addition to that already released, and this approach allows the money to be targeted in a timeous fashion. It is therefore proposed that decisions in respect of the estimated £240,000 balance in the Anti-Poverty earmarked reserve are taken once the UK Autumn Statement and Scottish Budget announcements have taken place as it may be necessary for example to top up additional Government grants.

5.6 Progress on current Anti-Poverty initiatives and use of funding will continue to be reported regularly to the Policy and Resources Committees. Officers will continue to work in partnership with the IJB to ensure a holistic approach is taken to best meet the needs of the communities in Inverclyde.

6.0 IMPLICATIONS

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

SUBJECT	YES	NO	N/A
Financial	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	

6.2 **Finance**

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Anti Poverty		2022/23	£363k		One-off spend on projects utilising underspends in the Anti-Poverty budget.

Annually Recurring Costs/ (Savings)

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

6.3 **Legal/Risk**

N/A

6.4 **Human Resources**

N/A

6.5 **Strategic**

This paper addresses the inequalities priority of the LOIP

6.6 **Equalities and Fairer Scotland Duty**

The mitigations proposed in this report address Fairer Scotland duty which requires particular public bodies in Scotland to pay due regard to (actively consider) how they can reduce inequalities of outcome, caused by socio-economic disadvantage, when making strategic decisions.

(a) Equalities

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

	YES – Assessed as relevant and an EqIA is required.
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.

(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 – This report does not propose any major strategic decision.

6.7 **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.

6.8 **Environmental/Sustainability**

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

Has a Strategic Environmental Assessment been carried out?

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

6.9 **Data Protection**

Has a Data Protection Impact Assessment been carried out?

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

7.0 CONSULTATION

7.1 A senior officer group meets to identify best practice and recommend allocation of resources.

8.0 BACKGROUND PAPERS

8.1 N/A

Inverclyde council

Appendix 1

AGENDA ITEM NO: 6

Report To:	**Policy and Resources Committee**	**Date:**	**25 May 2021**
Report By:	**Corporate Director, Education, Communities Organisational Development**	**Report No:**	**PR/09/21/RB**
Contact Officer:	**Ruth Binks**	**Contact No:**	**712761**
Subject:	**Proposals for Anti-Poverty Interventions 2021-2023**		

1.0 PURPOSE

1.1 The purpose of this report is to provide the Policy and Resources Committee with a series of proposals on the deployment of funds allocated to anti-poverty in Inverclyde, including governance and interventions.

2.0 SUMMARY

2.1 In the 2020 Scottish Indices of Multiple Deprivation (SIMD) report a number of data zones within Inverclyde are highlighted as amongst the worst in Scotland, with Greenock Town Centre rated number one in Scotland.

2.2 Prior to the SIMD 2020 being published, the Council and its Alliance Partners had already identified three of Inverclyde's six localities (Port Glasgow, Greenock East and Central, Greenock South and South West) as having the greatest level of inequalities, poverty and deprivation in Inverclyde.

2.3 The Council, along with the Integration Joint Board, have allocated £1million for specific action to address these inequalities and this papers sets out a range of potential targeted interventions to address these inequalities, along with proposals on governance to support the management of the intervention.

2.4 Committee allocated extra funding for Scottish Welfare Fund and Discretionary Housing Payments in 2017. In recent years this funding has not been required. It is proposed to vire the unallocated £80,000 from the Welfare Reforms Budget to the Anti-Poverty Budget thus increasing the annual sum available to £1.08million.

2.5 As part of the recovery from Covid-19 pandemic, Inverclyde Council conducted a series of community listening events across the six localities and a survey monkey questionnaire during February/March 2021. This was established to engage the community on activities and interventions that will impact on inequalities, poverty and deprivation in Inverclyde and this helped generate the proposals contained in Section 5 of the report.

3.0 RECOMMENDATIONS

3.1 It is recommended that;

a) The Policy and Resources Committee approve the proposals set out in Section 5 and approve the virement of £80,000 from the Welfare Reforms budget to the Anti -Poverty budget..

b) The Policy and Resources Committee note that officers will continue to develop proposals to utilise the remaining funds for Members to consider in the context of the Covid Recovery Plans

c) The Policy & Resources Committee note that regular updates on the progress of projects and the impact of the investment will be presented to Committee.
d) The Policy and Resources Committee note that longer term proposals for the use of the recurring budget in light of any changes to Scottish Government Policy/Funding will be reported as part of the 2022/23 Budget.

Ruth Binks
Corporate Director
Education, Communities & Organisational Development

4.0 BACKGROUND

4.1 The Scottish Government published the Scottish Index of Multiple Deprivation (SIMD) report on 28 January 2020. The SIMD is a Scottish Government tool for identifying places in Scotland suffering from deprivation. It uses data relating to multiple aspects of life (income, employment, health, education, access, crime and housing) in order to gain the fullest possible picture of deprivation across Scotland.

4.2 Inverclyde is the area with the largest local share of deprived areas, with 45% of data zones among the 20% most deprived in Scotland. Greenock Central is ranked as the most deprived data zone in Scotland.

4.3 Prior to Covid -19 pandemic the Council, along with the Integration Joint Board, allocated £1million for specific action to address inequalities and deprivation with a focus on initiatives to address unemployment and employability, support for people experiencing difficulties with alcohol and drugs, mental health or people who are experiencing food insecurities.

4.4 The issues faced by the affected by the targeted client group are often complex and multi-generational – so in order to address this a holistic approach across the three Directorates of the Council was adopted via the formation of a senior officer Anti-Poverty Group.

4.5 The Anti-Poverty Steering Group provides strategic leadership, monitoring and guidance on the multifaceted challenges associated with this local priority. The Anti-Poverty Steering Group comprises of the two Corporate Directors and the two Interim Service Directors, Head of OD, Policy & Communications with Secretariat provided by the Education and Communities Service.

4.6 In March 2021, Inverclyde Council completed a series of Community Listening Events and Community Survey Monkey across the 6 Localities, to discuss with key stakeholders what needs to change to offer better support and to meet the needs of people living in Inverclyde and specifically within the most deprived communities. Key themes include;

- Employment, life skills and apprenticeships for young people and people who are most marginalised from the job market, offer intensive on going and follow up support. Quality employment opportunities for those who have lost their jobs or been furloughed. Ensuring co-ordination and communication so that people who need support for benefits or employment know where to access it and that the services are sharing information for the benefit of the individual.
- Mental Health and Isolation was discussed at every community listening event and more support is required at grass root level for people to build their resilience and skills. The stakeholders agreed that having safe community spaces would offer local services that were easily accessed and relevant to the community.
- Food and Utility Insecurity are a concern of many of the stakeholders who participated, food insecurity was affecting those living in poverty prior to Covid 19 pandemic and this has been exacerbated during the lock down period, especially for those who are not entitled to the additional benefits but have experienced a reduction in their income.
- Asset Based Community Support – People within the smaller localities have worked together to develop services and volunteering opportunities to meet the short term needs of the community with kindness and compassion. These immediate needs include food, clothing, utilities and digital access, which are accumulating and adding to family stress and mental health. Collaborative service support for those who are on the poverty margin but do not qualify for the benefits available was highlighted across many of the localities.

5.0 PROPOSALS AND GOVERNANCE

5.1 It is proposed that the implementation, management and monitoring of the day to day interventions of the Anti-Poverty initiatives will be the responsibility of a 0.6 dedicated team leader. Two year budget - Costs for backfilling the redirected hours- £72,000.

5.2 Delivery, governance and monitoring of the interventions will be the responsibility of the Implementation Group, consisting of Service Manager – Regeneration, Service Manager - Business Support Engagement, Financial Inclusion and Workforce, Finance Manager – Education and Exchequer, Service Manager Policy, Performance and Partnership and Service Manager Strategy and Support Services, This group will be Chaired by Head of Culture, Communities & Educational Resources.

The Anti-Poverty Steering Group will lead the strategic overview including reporting on anti-poverty initiatives to Inverclyde Council Policy and Resources Committee. The Anti-Poverty Steering Group will be Chaired by Corporate Director Education, Communities & Organisational Development. An organigram of this proposed structure is attached as appendix 1 of this report.

The Anti-Poverty team leader post will be responsible for the collation of project updates, but not responsible for the delivery of each individual project. The project lead will help those involved with the projects to monitor delivery and evaluation of the projects as well as anticipated medium term outcomes. Updates will be reported to the Policy and Resources Committee on a regular basis. It should be noted that longer term outcomes and longitudinal impact on poverty will be harder to measure for many of the projects.

INTERVENTIONS PROPOSED

5.3 **Employment - £1,037,000**

It is proposed to implement two local Employment pilots to offer support to a cohort of 20-30 year old males who are unemployed with alcohol or drugs dependencies, often with mental health issues. Males tend to make up at least 70% of the alcohol and drug service population and these clients do not engage effectively with the Council or other support services due to their chaotic lifestyle which often includes crime. It is proposed to provide a pipeline of three dedicated Grade 6 outreach support posts for 24 months to these individuals; to engage with them, gain their trust, provide intensive activities through a diversionary approach with a view to making them job ready after one year and provide them with one years' worth of paid employment in year 2, with appropriate ongoing support. An initial pilot will target Greenock Town Centre clients with a second pilot following in Port Glasgow Town Centre, each pilot will support 15 clients. In the SIMD 2020 figures Inverclyde's most deprived data zone, which is located in Greenock town centre, has an income deprivation rate of 48% and an employment deprivation rate of 44%. Further analysis of our most deprived town centres datazones has identified a cohort of 20-30 year old males with complex barriers to employment, often mental health and addictions, and involved in crime. There are major challenges to be overcome in relation to reducing poverty and deprivation, increasing employment opportunities, improving health and reducing health inequalities. To be successful in tackling this issue it will need to be delivered through stronger, more targeted collaborative working which we consider these pilots capable of achieving as well as the added benefit in year two of paid employment being reinvested in the community.

5.4 **School Linked Social Workers £202,000**

Based on the findings of the CELSUS work around early intervention and child neglect and the links to poverty it is proposed to allocate two full time social workers to the most deprived school cluster areas in Inverclyde. The service will be piloted for an initial two year period and the social workers can be redeployed at the end of this period if the pilot stops.

5.5 **Business Start Up - £167,000**

Employ a dedicated business development officer for a two year period to provide business start-up and business development support in the most deprived data zones. (SIMD 2020). This funding will allocated between employment costs £92,000 salary / support development costs £75,000.

5.6 **Food Insecurity - £124,000 for two years**

The first Inverclyde Zero Waste Food Pantry opened in early December 2020 and the membership has steadily increased to more than 400 members at the end of March 2021. The table below provides an update of the location members of the pantry

Postcode	Members
PA14	37
PA15	98
PA16	244
PA18	3
PA19	20

Providing a total of £60,000 towards the running costs of the Pantry for the next 2 years which will offer the Inverclyde Community Development Trust with medium-term financial security for the existing pantry whilst it bids for other funding sources to help support and expand the Pantry longer term.

Inverclyde Council has two annual memberships to Glasgow FareShare to supply food to key stakeholder organisations and to the Inverclyde Zero Waste Food Pantry who distribute to their local service users. The cost of the two Fare Share membership will be £64,000 for two years.

5.7 **Fuel Insecurity - £200,000**

Combining the anti-poverty fund with hardship funding will enhance local partnerships with the third and community sector organisations such as IHeat to provide service support for households who are financially insecure. IHeat already support older people over 75 years to ensure that they do not have debts because of utility bills. IHeat currently offer advice, information and funding of £75 for utilities. During Covid -19 pandemic lock down this was increased to £150 of grants because older people were shielding or self-isolating and therefore would be likely to use more gas and electricity. This will be scaled to include people over 70 years with an annual cost of £80,000 per annum.

5.8 In addition, Inverclyde households will receive support through the Wise Group Energy Crisis Fund (IHeat) to ensure that their energy supply is sustained whilst working with the household to equip them with the tools, skills and knowledge to manage their energy usage in future.

- Households with prepaid meters: will receive a £49 top up grant funding provided up to three occasions for households who have prepaid metering that is in or in danger of self-disconnection.

- Households who pay by quarterly credit or monthly budget will receive a one-off charitable grant of £50 that will be allocated to the Customers energy billing account.

- Households with a prepaid meters will be given the opportunity to discuss the option of changing to a lower tariff that meets the needs of the household. This option will be in discussion and at the discretion of the energy provider depending on any outstanding debts. It is likely that the utility company will carry out a credit check prior to agreeing to change the meter however, IHEAT energy advocacy will support the customer to ensure the best utility deal is offered.

5.9 **Financial Fitness - £60,000**

Inverclyde Council provide Financial Fitness with £30,000 of grants per year to offer support in benefits advice and financial management, this provides people across the community with a choice of services for them to seek support and assistance regarding their finances. This cost was previously met from the Welfare Reform Budget.

5.10 **Starter Packs - £74,000**

Starter Packs is a small community organisation who provides those on the lowest income with a range of household products to assist with their first tenancy. Starter Packs also receives £14,000 towards rent for a two year period. This cost was previously met from the Welfare Reform Budget.

5.11 **Early Intervention Support and Mentoring for Families - £104,000**

To provide mentoring and coaching support for families living on low income, and who have challenges with mental health and anxiety. This proposal will provide £52,000 of funding per year to employ staff for a 24 month period to establish and develop a local referral service support for families requiring early intervention support. The funding will equate to supporting approximately 25 to 30 families in Inverclyde in the first 12 months of the initiative.

5.12 **Tail o'the Bank Credit Union - £8,000**

To support Tail o'the Bank with funding for non-domestic rates relief for the period 2021/23.

5.13 **Other Anti-Poverty Initiatives**

These proposals are not the only initiatives or services that will work towards mitigating poverty and deprivation in Inverclyde. Policies and plans such as Attainment Challenge, the Child Poverty Action Report, Inverclyde Outcome Improvement Plan and the Recovery Plans all take cognisance of poverty, deprivation and inequalities as a priority. Many services that the Council provides have either a direct or indirect impact on trying to alleviate families and residents from the impact of poverty including:

- Employability Schemes
- Scottish Welfare Fund/Discretionary Housing Payments
- Attainment Fund
- Early implementation of universal provision of P4 School Meals
- More generous qualifying criteria for FSM and Clothing Grants
- More generous free School Transport eligibility for FSM recipients
- Free internet access in many Council Facilities
- Heating support/grants for the over 75s

Therefore it can be seen that prior to the events of COVID-19, Inverclyde Council already had a strong record for enhancing national initiatives or being early adopters of interventions to alleviate poverty. Enhanced support continued during the pandemic. Direct examples of this include:

- The Council gave £100 Council Tax credit to around 3700 households in 2021/22 (Cost £370k)
- The Council gave an extra £5/fortnight to qualifying pupils during the lockdown/home working period
- 620 more children qualified for the £100 Christmas and Easter payments to FSM recipients

5.14 The proposed initiatives in this report take into account the recovery period post Covid-19. Beyond the initial 2 years of this plan, consideration needs to be given to ensure that Inverclyde Council support takes into account the national context and any future Scottish Government initiatives that are put in place. The longer term sustainability of any interventions needs to be taken into account. In future years, the Council may wish to consider continuing to opt to enhance any national policies; for instance continuing with the more generous threshold for free school meals, or to increase the amount of any grant payments made. If this is the case, then consideration will need to be given as to how this will be funded.

5.15 **Summary of Finance**

Proposal	Two year budget
Dedicated team leader (0.6FTE)	£72,000
Local Employment pilots	£1,037,000
Dedicated business development officer	£167,000
School linked Social Workers	£202,000
Food Insecurity Year 2 Pantry and Fare Share Membership	£124,000
Fuel Insecurity	£200,000
Financial Fitness	£60,000

Starter Pack	£74,000
Early Intervention Support and Mentoring for Families	£104,000
Credit Union	£8,000
Total Allocated	£2,048,000
Contingency	£112,000
Total funding	£2,160,000

6.0 IMPLICATIONS

6.1 **Finance**

Committee allocated extra funding for Scottish Welfare Fund and Discretionary Housing Payments in 2017. In recent years this funding has not been required. It is proposed to vire the unallocated £80,000 from the Welfare Reforms Budget to the Anti-Poverty Budget thus increasing the annual sum available to £1.08million.

In addition there remains almost £800,000 in the Anti -Poverty Earmarked Reserve. Officers will develop further proposals for Members to consider later in 2021.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Anti-Poverty Fund	Various	2021/23	£2048k		£112k remains unallocated over 2021/23

Annually Recurring Costs/ (Savings)

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

6.2 **Legal**

There are no legal implications other than those highlighted in the report.

6.3 **Human Resources**

Any HR implications are highlighted in the report.

6.4 **Equalities**

Equalities

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

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

(b) Fairer Scotland Duty

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

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

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

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

6.5 **Repopulation**
Tackling the deep seated inequalities in Inverclyde will have a positive impact of the area's population.

7.0 CONSULTATIONS

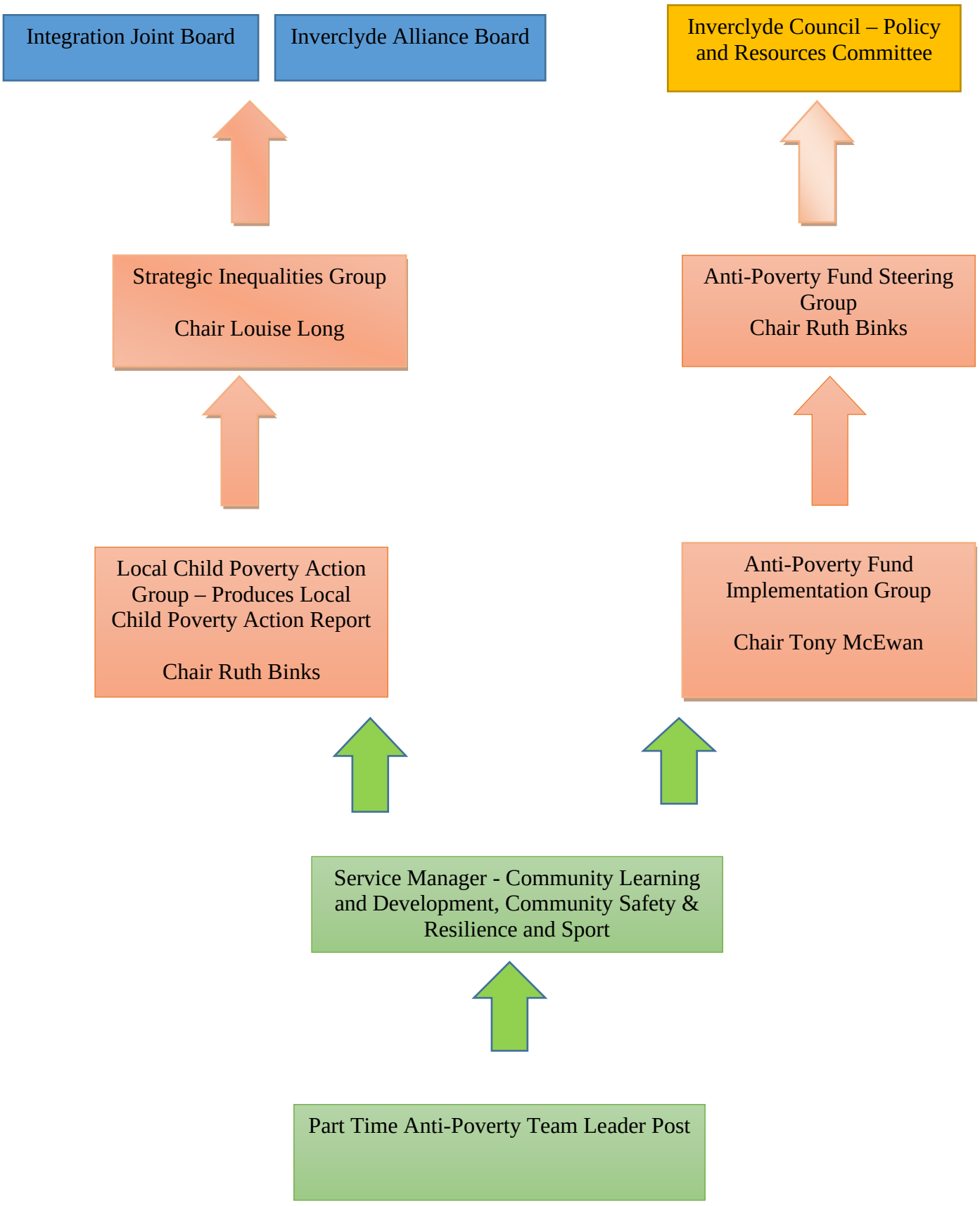
7.1 The MBWG support the proposals in this report.

8.0 BACKGROUND PAPERS

8.1 None

Appendix 1

Inverclyde Anti-Poverty Governance Structure



Appendix 2

Recurring Anti Poverty Funding

Intervention	Original Estimated Total Cost	Revised Estimated Total Cost	Actual 21/22	Approved Budget 2022/23	Revised Estimate 2022/23	Actual to 26/10/22	Estimate 2023/24
Dedicated Team Leader	£72,000	£72,000	£27,000	£36,000	£36,000	£19,374	£9,000
Employment	£1,037,000	£761,500	£36,500	£518,500	£316,000	£77,341	£409,000
School Linked Social Workers	£202,000	£151,500	£31,500	£101,000	£101,000	£55,332	£19,000
Business Start Up	£167,000	£87,000	£1,000	£133,600	£53,600	£12,425	£32,400
Food Insecurity	£124,000	£124,000	£25,000	£62,000	£62,000	£29,856	£37,000
Fuel Insecurity	£200,000	£200,000	£100,000	£100,000	£100,000	£41,665	£0
Financial Fitness	£60,000	£60,000	£30,000	£30,000	£30,000	£0	£0
Starter Packs	£74,000	£74,000	£37,000	£37,000	£37,000	£15,415	£0
Early Intervention Support & Mentoring for Families	£104,000	£104,000	£26,000	£52,000	£52,000	£26,000	£26,000
Tail o' the Bank Credit Union	£8,000	£6,000	£3,000	£3,000	£3,000	£0	£0
Contingency - Transferred to Anti-Poverty EMR	£112,000	£520,000	£0	£164,500	£520,000	£0	£0
	£2,160,000	£2,160,000	£317,000	£1,237,600	£1,310,600	£277,408	£532,400

Winter Support Fund 2021/22

Intervention	Approved Budget	Revised Estimate	21/22 Spend	EMR Carry Forward	Spend to 26/10/22	EMR Budget Remaining
iHeat Funding	£100,000	£100,000	£40,000	£60,000	£60,000	£0
20% Increase in Crisis Grant awards	£40,000	£40,000	£40,000	£0	£0	£0
Increase in Community Care Grants under SWF	£110,000	£110,000	£110,000	£0	£0	£0
Starter Packs - Increased Funding	£10,000	£10,000	£10,000	£0	£0	£0
Winter Child Bridging Payments £50 additional	£154,000	£154,300	£154,300	£0	£0	£0
CTR for individuals with no children £100 Payment	£70,000	£66,400	£66,400	£0	£0	£0
Foodbank payments	£28,000	£28,000	£0	£28,000	£28,000	£0
Contingency	£0	£3,300	£0	£3,300	£0	£3,300
	£512,000	£512,000	£420,700	£91,300	£88,000	£3,300

Inverclyde council

AGENDA ITEM NO: 12

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Head of Legal & Democratic Services**	**Report No:**	**LS/92/22**
Contact Officer:	**Martin Hughes**	**Contact No:**	**01475 712710**
Subject:	**Acceptable Use of Information Systems Policy**		

1.0 PURPOSE AND SUMMARY

1.1 ☒For Decision ☐For Information/Noting

1.2 The purpose of this report is to seek the Committee's approval to an updated version of the Council's Acceptable Use of Information Systems Policy.

1.3 The Council has had this Policy in place for some years. The purpose of the Policy is to seek to mitigate the risks posed to the Council, staff, and others, including service users and partners, from emerging and increased cyber-security and serious and organised crime threats to our operations, data and information. In line with good practice the Policy has been the subject of a recent review to ensure it remains up to date and appropriate.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee approves the updated Acceptable Use of Information Systems Policy for the Council.

Alan Puckrin
Interim Director Finance & Corporate Governance

3.0 BACKGROUND AND CONTEXT

3.1 The Council has had the Acceptable Use of Information Systems Policy (the Policy) in place for some years. The purpose of the Policy is to seek to mitigate the risks posed to the Council, staff, and others, including service users and partners, from emerging and increased cyber-security and serious and organised crime threats to our operations, data and information.

3.2 The Council has chosen to update its Policy to reflect the use of new systems and technologies across the Council. An updated Acceptable Use of Information Systems Policy will continue to assist employees and Elected Members to use Council software and devices in a secure manner.

4.0 PROPOSALS

4.1 The Policy applies to all employees of the Council and the Inverclyde Health & Social Care Partnership (IHSCP), as well as Elected Members. It covers the use of the internet, email, social media and audio and video-conferencing via Council ICT systems, whether in Council property or remotely.

The Policy seeks to ensure there is clarity around the following:-

- The understanding of what is and is not acceptable use of ICT systems, especially email, the internet, social media, audio and video-conferencing and mobile phones;
- The awareness that all electronic and voice communications may be recorded and logged;
- The understanding that all files, communications, video and audio recordings may require to be released under the relevant Data Protection and Freedom of Information legislation;
- The understanding of the implications of inappropriate use of ICT systems; and
- That, notwithstanding the above, all employees understand that their rights to privacy will be respected.

4.2 The policy is clear that all information relating to service users and Council/IHSCP operations is confidential. All employees must treat the Council/IHSCP paper-based and electronic information with utmost care. Section 8 provides guidance to employees around the use of ICT systems for remote and home working.

4.3 Whilst ICT systems are provided primarily for business use, the Council/IHSCP will allow a reasonable level of personal use outside working hours, subject to a number of stipulations including that such use does not: -

- Conflict with work or business activities;
- Violate any Council policies or law;
- Involve any inappropriate content (for example as detailed in Section 5 of the policy);
- Involve the use for any business purpose, other than that of the Council/HISCP.

4.4 The Policy sets out the manner in which the use of ICT systems may be monitored by the Council/IHSCP in order to ensure those systems are used in a safe, legal and business-like manner.

4.5 As noted above, the Policy sets out in some detail what is and is not acceptable use of ICT systems, especially email (Section 4), the internet (Section 5), social media (Section 6), mobile phones (Section 9) and audio and video-conferencing (Section 10).

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 (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**

There are no financial implications directly arising from this report. However, the adoption of the updated Acceptable Use of Information Systems Policy will assist the Council in mitigating against the risk of financial penalties relating to, including fines and compensation from any losses associated with, the Council failing in its information governance duties, including in respect of data protection.

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**

Linked to the above, the adoption of the updated Acceptable Use of Information Systems Policy will assist the Council in mitigating legal and other risks related to the Council failing in its information governance duties, including in respect of data protection.

5.4 **Human Resources**

There are human resource implications as all Council staff and Elected Members will be obliged to comply with the updated Acceptable Use of Information Systems Policy, if adopted. This will be supported by information on the Policy being cascaded to all staff and Elected Members, with a toolbox talk that all managers will be expected to use. The roll out of the Policy will be overseen by the Council's Information Governance Steering Group.

A breach of the Policy by a staff member could result in disciplinary action being taken against them.

5.5 **Strategic**

There are no strategic implications directly arising from this report.

5.6 **Data Protection**

Has a Data Protection Impact Assessment (DPIA) been carried out?

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

While a DPIA was not necessary for this report, the adoption of the updated Acceptable Use of Information Systems Policy will assist the Council in mitigating risk to the personal data- held and used by the Council/IHSCP in the delivery of their services.

6.0 CONSULTATION

6.1 The Information Governance Steering Group, the Corporate Management Team and the trade unions have been consulted on the updated Acceptable Use of Information Systems Policy.

7.0 BACKGROUND PAPERS

7.1 None.

APPENDIX 1

Information Governance & Management Framework

Acceptable Use of Information Systems

Version 3.0

Produced by:
Information Governance Steering Group

November 2022

INVERCLYDE COUNCIL IS AN EQUAL OPPORTUNITIES EMPLOYER

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DOCUMENT CONTROL

Document Responsibility		
Name	**Title**	**Service**
(Information Governance) Solicitor	Acceptable Use of Information Systems Policy	Legal and Democratic Services

Change History		
Version	**Date**	**Comments**
0.1		
0.2	27/12/2006	RS – changes as per meeting 11/12/06
0.3	10/5/07	RS – laptop physical security measures
0.4	14/5/07	RS – format changes
0.5	29/5/07	RS - Extended para 2 – section 1 + added music/video streaming SW
1.0	25/10/2007	Final version for approval by committee
1.1	20/01/2010	Added Appendix 1 for GSx – Personal Commitment Statement
1.2	19/02/2010	Information added wrt removable storage media
1.3	17/03/2010	Inclusion of consultant with Information Governance & Management Working Group
2.0	March 2017	Updated and use of Social Media added.
3.0	November 2020	Updated to reflect GDPR, mobile phone and hosted/cloud/web services.
4.0	13 September 2022	Updated to reflect. comments from IGSG
4.1	13 October 2022	Updated to submit to CMT

Distribution		
Name/ Title	**Date**	**Comments**
Information Governance Steering Group	13 September 2022	Various
Corporate Management Team	19 October 2022	TBC

Distribution may be made to others on request

Policy Review		
Review Date	**Person Responsible**	**Service**
September 2022	(Information Governance) Solicitor	Legal & Democratic Services

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1 GENERAL PRINCIPLES

This policy applies to all Inverclyde Council and Health and Social Care Partnership (HSCP) employees and elected members, and any person using Council information systems when working with or on behalf of the Council/HSCP. The policy covers the use of Internet, email and social media via ICT systems as well as equipment security and working from home on Council/HSCP business.

ICT systems include, but not limited to, Council: laptops; tablets; desktops; and mobile phones.

Information and communications technologies (ICT) are an integral part of the business of the Council and the HSCP. The Council gives access to ICT systems, email and the internet to relevant employees, to enhance their ability to perform their duties. The Council/HSCP will always endeavour to be as flexible as it can be in allowing a reasonable level of personal use of email and the internet and such use by employees should always be outwith working hours. However, should this right be abused, the Council/HSCP reserve the right to withdraw personal use without notice.

How employees communicate with people reflects on the individual and on the Council/HSCP. The purpose of this policy is to ensure that all employees: -

- Understand what is and is not acceptable use of ICT systems, especially email and the Internet;
- Are aware that all electronic and voice communications may be recorded and logged;
- Understand that all files and communications may require to be released under the Data Protection Legislation (UK General Data Protection Regulation and the Data Protection Act 2018) or the Freedom of Information (Scotland) Act 2002, or the Environmental Information (Scotland) Regulations 2004 and any updates thereto;
- Understand the implications of inappropriate use of ICT systems; and
- Notwithstanding the above, all employees understand that their rights to privacy will be respected.

All information relating to customers and Council/HSCP operations is confidential. All employees ***must*** treat the Council/HSCP paper-based and electronic information with utmost care.

Downloading, copying, possessing and distributing material from the Internet (or any other source) may be an infringement of copyright or other intellectual property rights. Therefore, in general, employees ***must not*** download or copy any material onto Council ICT equipment, unless the information is clearly for business purposes and provided such download or copy does not infringe copyright or other intellectual property rights.

Whilst ICT systems are provided primarily for business use, the Council/HSCP will allow a reasonable level of personal use outwith working hours, provided that this does not: -

- Conflict with work or business activities;
- Violate any Council policies or law;
- Involve any inappropriate content (e.g. as detailed in Section 5);
- Involve the use for any business purpose, other than that of the Council/HSCP.

Employees may be asked to justify the amount of time they have spent on the internet, or the sites they have visited or the level of personal use of email. Failure to provide a satisfactory explanation may result in disciplinary action, under the Council's disciplinary procedures. (see section 2)

The Council/HSCP will respect all employees' rights at all times and also places a level of trust in its staff to at all times use these facilities professionally, in a respectful manner, lawfully, consistently with their duties and with respect for colleagues.

Employees who do not follow the guidelines in this policy may be liable to disciplinary action, under the Council's disciplinary procedures.

In addition to invoking the disciplinary procedure, the Council/HSCP reserve the right to restrict or deny access to email or the Internet to any employee at work without notice and, in such cases, will give reasons for doing so.

Any employee who is unsure about whether something he/she proposes to do might breach this e-mail and internet policy or is proposing to do something not specifically covered in this policy should seek advice from his/her manager and/or the ICT & Customer Service Manager.

2 MONITORING OF COMMUNICATIONS

The Council will exercise the rights and obligations of a data controller under Data Protection Legislation in relation to staff communications.

The Council/HSCP has a responsibility to both its employees and the organisation to ensure that ICT systems, email and internet access are used in a safe, legal and businesslike manner.

In order to ensure the above: -

- all email, MS Teams or Cisco chat/messaging and voice communication, including incoming and outgoing personal email, and Internet access may be recorded and logged automatically by ICT systems;
- all emails are filtered for inappropriate language, content and attachments; and
- ICT systems automatically prevent access to Internet sites that are deemed inappropriate, because of content or because of the security implications of the technology used within the site.

From time to time, there may be circumstances under which it may be necessary for the Council/HSCP insofar as considered possible to retrieve and use this recorded information. Whenever this is the case, the Council/HSCP will endeavour to inform an affected employee when this is to happen and the reasons for it but the Council/HSCP reserves their discretion to decide whether or not to inform the employee.

Examples of circumstances under which it may be necessary to examine this information include the following:-

- If the Council/HSCP suspects that the employee has been viewing or sending offensive or illegal material. (e.g. racist, homophobic, sectarian, pornography etc);

- If the Council/HSCP suspects that an employee has been using the e-mail system to send and receive an excessive number of personal communications or spending an excessive amount of time viewing websites that are not work related;

- If the Council/HSCP suspects that the employee is sending or receiving e-mails that are detrimental to the Council/HSCP.

Where an employee is absent through illness or on annual leave, the Council/HSCP may require to open emails sent to the employee, where it considers necessary and appropriate to do so. The opening of emails in these circumstances ***must*** be authorised by the ICT & Customer Service Manager and the employee's Head of Service in consultation, where appropriate, with the Head of Legal and Democratic Services

Employees using the Council's e-mail system in the performance of authorised Trade Union duties must also follow any obligations set out in their respective Union privacy policy, as well as the provisions of this policy. Trade Union related correspondence transacted on the Council's e-mail system will be governed by the Trade Union's data protection responsibilities and the Trade Union concerned will be the data controller for any personal data exchanged.

3 USE OF COUNCIL ICT EQUIPMENT

Employees ***must*** take reasonable care of all ICT equipment issued to them. Basic security guidelines for staff using Council owned equipment include:-

- Store laptops or other portable devices out of sight. If a laptop or portable device is used as an office desktop machine, it ***must*** be removed from the desk and stored securely overnight, in a locked drawer or cupboard.

- Rotate storage locations, if possible, of laptops or other portable devices. Changing patterns can make it harder for thieves to prepare for the theft.

- The Council will supply an appropriate carrying case or backpack for transporting the laptop or other portable device safely.

- Keep the laptop or other portable device close at hand. Staff should not leave the laptop or other portable device case unattended, even for a short time. If possible, remain in physical contact with it all times.

- Whilst travelling by car, staff ***must*** ensure that the laptop or other portable device is locked out of sight

in the boot of the car, to prevent opportunistic theft.

Employees ***must not***

- Connect personal digital music/video players to any Council device
- Install or use music or video streaming software, except where express permission has been given by the ICT & Customer Service Manager.
- Store MP3/WMA (or similar) files, AVI/MP4 (or similar) video files on their local or network drives. They may not use the Council network to distribute such files, (Where services require to utilise such files with respect to providing training or other purpose, prior approval from the ICT & Customer Service Manager ***must*** be obtained).
- Download, install or store games, screensavers and/or wallpapers from the internet or from any other source.
- Use Council ICT equipment for any other business purposes, other than those directly related to the Council/HSCP.
- Use these facilities to operate any business and/or service operated by them or a third party.
- Make any attempt to circumvent network security restrictions.
- Take equipment other than authorised, home or move equipment without permission of their line manager.
- Use personal devices for official purposes, e.g. using a private laptop for work related purposes, attending remote or virtual meetings.

4 USE OF ELECTRONIC MAIL

Emails are dealt with in the same manner as a letter, memo or other business communication. Where Employees require to send confidential, sensitive or personal information via email, advice on encryption methods and software should be sought from ICT Services.

All guidelines which apply to the use of E-mail apply equally regardless of whether the E-mail is of a business or a personal nature.

Some intended recipients may have rigourous email gateway protocols (or firewalls), which can automatically screen all incoming email for content and source. If this is the case, consider whether this means of communication is appropriate.

Employees ***must not*** **–**

- Send or forward messages which are defamatory, libellious, obscene or otherwise inappropriate. The use of email in this way will be treated as misconduct under the Council's disciplinary procedure. In serious cases this could be regarded as gross misconduct and lead to dismissal.

- Forward any obscene or defamatory email, whether received unwittingly or otherwise and from whatever source, to any other address.
- Impersonate any other person when using email or amend any messages received.
- Open unsolicited email which is clearly not related to Council/HSCP business.
- Open any attachments from unknown senders.
- Respond to or forward any chain emails.
- Forward social emails from friends and colleagues.
- Click on any unknown or suspicious embedded links.
- Use personal accounts for official purposes eg using a private email account for work related purposes.

All email communication is monitored and filtered for inappropriate language, content and attachments. Suspicious emails are quarantined and intended recipients within the Council/HSCP are sent a message detailing the content and ***must*** give approval before the email is released. If the recipient does not wish to receive the message it is automatically deleted. Details of all quarantined messages are retained. Where it cannot be established by ICT that an email or an attachment to an email presents no risk to the Council Network under no circumstances will that email be released.

5 USE OF THE INTERNET

When using an Internet site, employees ***must*** always read and comply with the terms and conditions governing its use.

Employees are ***specifically prohibited*** from downloading and installing software without authorisation from ICT. Any such requests will be judged on whether the software fulfils a business requirement that cannot be provided from the range of software already provided and supported by ICT. ICT will check that the source is safe before allowing installation. ICT is also responsible for keeping a record of the licences for all software used in the Council/HSCP, whether the software was free or paid for. Employees may not download software for non-business related purposes.

Employees are expressly prohibited from : -

- Downloading any material that is copyright protected unless authorised to do so by the copyright owner;
- Downloading any images, text or material which are obscene or likely to cause offence (e.g. racist, sectarian, pornography etc);
- Introducing any software which has not been authorised (either from on-line or other sources) by ICT;
- Seeking to gain access to restricted areas of the network without appropriate managerial authorisation;

- Knowingly seeking to access data which they know or ought to know to be confidential unless authorised to do so;
- Introducing any form of computer viruses;
- Carrying out any 'hacking' activities;
- Opening any email via web mail accounts. E.g. Yahoo Mail, Google. etc unless authorised to do so.
- Using unauthorised cloud storage such as DropBox, Google Docs and similar applications for Council data without permission from ICT.

For information, the following activities ***are criminal offences*** under the Computer Misuse Act 1990: -

- Unauthorised access to computer material i.e. hacking;
- Unauthorised modification of computer material;
- Unauthorised access with intent to commit/facilitate the commission of further offences.

ICT have implemented filtering software that prevents access to sites that are deemed inappropriate because of content or because of the security implications of the technology used within the site. The software monitors and logs all sites visited by council employees and employees are directed to a warning page when a blocked site is accessed.

Where staff are involved in creating, amending or deleting the Council/HSCP web pages or content on the Council/HSCP web sites, such work should be consistent with their responsibilities and be in the Counci/HSCP best interests. Employees ***must*** always ensure that the proper vetting procedures have been complied with and the information is accurate and up-to-date.

6 USE OF SOCIAL MEDIA

The Council and HSCP recognise that social media has become part of everyday life for employees and can be used positively. All Council/HSCP employees should be aware of their conduct and responsibilities when communicating online and using social media sites. The purpose of this guidance, therefore, is to make clear the conduct and behaviours expected of employees of the Council/HSCP who use online communication methods and in particular social media for business and personal use.

When engaged in online activities, including the use of social media, employees are reminded that the Council has a number of policies and procedures which clearly detail the standards of conduct and behaviour expected. These include:

- Code of Conduct for Employees;
- Media and Social Media Protocol;
- Dignity & Respect at Work Policy
- Data Protection Policy;
- Data Protection Breach Protocol;

- Information Sharing Protocol;
- Information Security Guidelines.

Councillors are also reminded of their duties and obligations in the Councillors' Code of Conduct, and related guidance, including the Improvement Service's #FollowMe guide to social media for elected members in Scotland.

Online communications and social media includes software, applications (including those running on mobile devices), emails and websites, which enable users to interact and create and exchange information online. These include, but are not limited to:

- Blogs;
- RSS feeds from other websites;
- Social networking/messaging sites such as Facebook, Twitter, Whatsapp or LinkedIn;
- Photo sharing sites such as Flickr;
- Content sharing or bookmarking sites such as Digg and Delicious;
- Customer feedback sites such as Yelp;
- Video sharintg sites such as YouTube;
- SMS (text) and instant messaging programmes such as, MSN Messenger and BBM.

Employee responsibilities when at work

- Employees permitted to access social media sites such as Facebook and Twitter on the Council network for business purposes must have this access authorised by an appropriate manager who must confirm that there is a legitimate business need for access.

- Employees should be aware that social media can encourage casual and informal dialogue and very often innocent actions can easily be misconstrued or manipulated. Electronic messages are not anonymous and once information is online the author relinquises control of it. Social media sites archive content posted, even when deleted from online profiles.

- Where employees bring their own personal mobile devices into the workplace, they must limit their use of these devices in relation to personal use of social media to official breaks, such as lunch breaks and outwith working hours. Working hours means the period of time that the individual spends at paid work (this is highlighted in the individual employee's contract of employment).

- The expectation of an employee's behaviour when interacting with social media is no different from the expectation of their behaviour when dealing with other methods of communication, such as face-to-face or on the telephone. However, as with all other forms of communication, there may be circumstances where an employee's participation with social media is brought to the attention of the Council/HSCP. Any incidents of unacceptable or inappropriate use of social media will be investigated by the Council/HSCP and could result in disciplinary action, including dismissal.

Employee responsibilities when not at work

- All employees are responsible for any information they make available online whether this was posted during work hours, during breaks or when not at work. The Council/HSCP considers employees to be responsible and accountable for information contained on their social networking page or blog.

Employees need to be aware of what is posted/uploaded to sites they control and that they would be expected to manage any inappropriate material responsibly and appropriately. If an employee comes into contact with any inappropriate material outwith their control, it is expected that this too is managed appropriately.

Safer use of social media

Using online communication and social media can be a great way of keeping in touch with family, friends, and work/professional colleagues. To avoid any conflict between your personal use of social media and your employment with the Council/HSCP, you should:

- Think twice before posting anything about the Council/HSCP, your job or your colleagues;
- Not, or not appear to, promote, encourage or express any personal or political views/opinions which may bring the Council/HSCP into disrepute or harm the Council/HSCP reputation, or breach any of the Council's other policies. If in doubt, don't post it;
- Manage your privacy settings and keep them under review;
- Regularly review your settings to ensure you know who has access to your information;
- Do not use the Council/HSCP logo or branding materials in personal social networking accounts;
- Share information in accordance with the Council's Information Sharing Protocol.
- Comply with copyright and data protection laws, as defamation/libel and data protection laws still apply online.

Employees should speak to their manager if they believe they are being targeted online or believe that personal information may be used in a manner that might compromise their professional status.

Unacceptable use of social media

Examples of unacceptable and inappropriate online activity and use of social media, whether made during working hours or otherwise, are:

- Offensive comments in relation to any employee including management or colleagues or service users of the Council/HSCP;
- Using photographs or video footage of an employee or service user of the Council/HSCP without their permission;
- Disclosure of personal, sensitive or confidential information gained during the course of your employment without authorisation. Unauthorised disclosure could constitute misconduct/gross-misconduct in accordance with the Council's disciplinary procedures;
- Posting comments, content, media or information that could bring the Council/HSCP into disrepute.

Legitimate concerns about the Council/HSCP employees should be addressed through the appropriate human resources policies and procedures, such as the Council's grievance procedure or the Dignity & Respect at Work Policy. Where, through investigation, it is found that the use of social media has been unacceptable, this may lead to disciplinary action being taken and could lead to dismissal.

Inappropriate online behaviour can result in criminal action or in some instances civil action brought by others. Employees should also be aware that in circumstances where their behaviour is unlawful i.e., a hate crime incident such as sectarianism, racism or homophobia, the Council/HSCP will report this to Police Scotland.

7 ICT SYSTEMS SECURITY

Employees ***must*: -**

- Not use ICT systems in any way that may damage, overload or affect the performance of the system or the internal or external network.

- Ensure that all confidential information is secure and used only for the purposes intended and is not disclosed to any unauthorised third party.

- Keep their user names and passwords confidential at all times.

- Ensure that they lock their computer whenever they move away from it for any length of time (press 'Ctrl-Alt-Delete' simultaneously then click lock computer. This will ensure that the machine can only be unlocked with the original password.)

8 REMOTE, HOME WORKING AND USE OF USB MEMORY DEVICES

This section applies to the use of Council laptops or other portable devices and PCs when accessing Council/HSCP systems from outwith Council/HSCP premises e.g. home access.

Where employees have been given the facility to access the Council network from home, or any other remote location, they will be provided with a Council owned laptop or other portable device or desktop PC. Employees must not use their own equipment or devices for Council/HSCP work purposes.

No employees should seek to take a Council ICT system, including laptop or other portable device, to a country outside of the United Kingdom, save with the prior written consent of their Head of Service and the ICT & Customer Service Manager, and only after first agreeing to comply with any reasonable conditions their Head of Service and the ICT & Customer Service Manager impose in respect of the same.

Where a temporary requirement for a USB memory device is identified, the ICT service desk will issue a device from a centrally held stock. It will be issued for a fixed period of time and only for the purposes identified in the request. The Individual will be fully responsible for the safe use and management of this device and the consequence of any data loss should be understood and acknowledge.

Use of Council owned laptops or other portable devices and PCs is covered by Display Screen Equipment Regulations 1993. A display screen equipment (DSE) assessment is required and in some instances a home

visit may be carried out by the Council's health and safety officer to ensure home workstations comply with the requirements of the regulations.

All employees ***must:***

- Password protect any work which relates to Council/HSCP business, where the work in question could reasonably be considered to be of such a sensitive or confidential nature that such protection is sensible;
- Position themselves so that work cannot be overlooked by any other person;
- take reasonable precautions to safeguard all passwords and the security of any computer equipment on which they do Council/HSCP business;
- apply an appropriate level of security to any personal data which comes into their knowledge, possession or control through their employment with the Council/HSCP, so that the personal data is protected from theft, loss, destruction or damage and unauthorised access and use;
- inform the police and ICT as soon as possible, if a laptop or other portable device in their possession or any computer equipment on which they do the Council/HSCP work has been stolen;
- ensure that any work which they do remotely is saved on the Council's network or transferred to the Council's network as soon as reasonably practicable.

9 MOBILE PHONE USE

Employees are expected to exercise due care when making telephone calls and using mobile messaging, to ensure that they maintain the standards of professionalism the Council expects of their position.

The Council reserves the right to monitor and record/log individuals' use of Council owned mobile device systems for its lawful business purposes. The Council's employees must not expect privacy whilst using Council equipment for the purposes of communicating. The Council may be required to disclose voice recordings to third parties for legal reasons, which may include requests made under the Data Protection Legislation or Freedom of Information (Scotand) Act 2002.

Employees *must: -*

- Use the phone in connection with normal business

Employees *must not*: -

- Allow the use of Council phones by unauthorised person(s);
- Download Apps without the approval of ICT Services;

- Incur international roaming costs unless pre-authorised by your manager;
- Use phones in a manner that could bring the Council into disrepute;
- Send SMS or MMS messages that could contain discriminatory, abusive, racist, homophobic, pornographic, obscene, illegal, offensive, potentially libellous or defamatory content;
- Send personal and/or sensitive data using SMS or MMS messages without verifying that the Council has the legal powers or explicit consent to do so;
- Use a Council number to promote any external private business;
- Use a Council phone to contact premium rate numbers;
- Remove the Council SIM card for any purpose (unless explicitly told to do so by a member of the ICT Service Desk as part of fault diagnosis/repair);
- Transfer the SIM Card to any personal device;
- Use personal laptops, personal mobile phones, personal email addresses; Facebook Messenger or WhatsApp Groups to send personal information. Please note that this list is not exhaustive.

10 VIDEO AND AUDIOCONFERENCING

Employees should note that this Policy also applies to any use of video and audioconferencing such as use of Microsoft Teams, Webex, Cisco Jabber etc. Please note the following in relation to use of video and audioconferencing:-

- Council provided facilities for video and audio conferencing should be used primarily for business purposes, however there is discretion for personal use where appropriate and necessary to do so, for example in emergency circumstances, as provided for under Section 1 above in relation to the use of ICT systems.
- When organising a video or audio conference, care must be taken to ensure that you only invite the correct parties to attend. Please take particular care when inviting external parties.
- Please do not proceed with a video or audio call if an unauthorised attendee is present.

For all use of video and audioconferencing, regardless of being provided by the Council or a Third Party, professional standards of behaviours are expected of our users at all times, and any Council approved protocols for use of the same must also be adhered to.

Employees must:-

- Make all participants aware prior to the start of the call if the video or audio conference is to be recorded for subsequent broadcast.
- Be mindful of their surroundings and who else is around them if discussing details about service users, other staff and/or other sensitive material.
- Ensure there is nothing visible in the background of your call that may be damaging to the reputation or professional image of the Council.
- Be aware that both video and audio recordings plus the content of online chat discussions may be regarded as Council records and may have to be released under Freedom of Information and Data Protection legislation.
- Use their Council user account to register, organise and invite attendees.

Employees must not:-

- During calls, download files from untrusted sources.

11 DATA PROTECTION

On occasion, Council/HSCP employees may possess or control personal data. If you are collecting or sharing personal data on behalf of the Council then please note the following Council Policies/Procedures on handling information:-

- Data Protection Breach Management Protocol
- Data Protection Policy
- Code of Conduct for Employees
- Information Sharing Protocol
- Policy for the Retention and Disposal of Documents and Records Paper and Electronic

When in possession of such personal data, employees ***must: -***

- Keep the data confidential and not disclose any information to any other person unless authorised to do so by the Council/HSCP.

- Familiarise themselves with the provisions of the Data Protection Legislation and comply with its provisions.

- Process personal data strictly in accordance with the Data Protection Legislation and other policies and procedures issued by the Council.

- Not make personal or other inappropriate remarks about clients or colleagues on manual files, computer records or any other communication, since the subject of such remarks has a right to see information the Council/HSCP holds on that individual.

Inverclyde Council and the HSCP views any breach of the Data Protection Legislation and its data protection policy as potentially gross misconduct which may lead to summary dismissal under its disciplinary procedures.

If an employee makes or encourages another person to make an unauthorised disclosure knowingly or recklessly, they may be held criminally liable.

Inverclyde council

AGENDA ITEM NO: 13

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Interim Director, Finance & Corporate Governance**	**Report No:**	**LS/68/22**
Contact Officer:	**Carol Craig-McDonald**	**Contact No:**	**01475 712725**
Subject:	**Complaint Handling Annual Report 1 April 2021 – 31 March 2022**		

1.0 PURPOSE AND SUMMARY

1.1 ☒For Decision ☐For Information/Noting

1.2 This is an agreed routine annual monitoring report to provide the Policy & Resources Committee with details of the annual performance of all complaints received and handled by Inverclyde Council, Health and Social Care Partnership (HSCP), and both Arms-Length Organisations (ALEOs), Inverclyde Leisure and Riverside Inverclyde, for the period from 1 April 2021 to 31 March 2022.

1.3 The appended report (appendix 1) provides the annual complaint handling statistical information for the period 1 April 2021 to 31 March 2022. The report has been prepared by the Council's Information Governance Team and provides the following information:

i. Performance Information;
ii. Analysis of complaint activity; and an
iii. Update on learning from complaints.

1.4 The SPSO has provided statistical information on the Council's complaint handling during the above period, which is included in section 4.10 of this report. There have been no cases involving the Council or the HSCP investigated this year.

1.5 The Council remains committed to investigating, learning from and taking appropriate action where it is found that standards have fallen below the level expected or where it is recognised that services could be improved.

2.0 RECOMMENDATION

2.1 It is recommended that the Committee:

(1) notes the annual performance of Inverclyde Council's complaint handling procedure; and
(2) approves the publication of the Annual Complaint Handling Report on the Council's website.

Alan Puckrin
Interim Director, Finance & Corporate Governance

3.0 BACKGROUND AND CONTEXT

3.1 The Local Authority Complaint Handler Network (LACHN) is a national forum for local authority complaint handlers to meet quarterly to assist in the development of professional practice in relation to complaint handling. The Council's Complaints Officer alongside representatives represents Inverclyde Council at this forum from 32 Scottish Local Authorities. The Scottish Public Service Ombudsman (SPSO) attends these meetings to support the ongoing development of complaint handling within local authorities and to achieve consistency in approach.

3.2 There is a requirement for Councils to report complaint handling performance for ALEOs. Inverclyde Council have two ALEOs, Inverclyde Leisure and Riverside Inverclyde, and they both require to adhere to reporting on complaints handled although they were not included at the time of the implementation of the model complaint procedure. Inverclyde Council is adhering to the reporting requirements for ALEOs set out by the SPSO.

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

3.4 Inverclyde Council, the HSCP and both ALEOs implemented revised model complaint handling procedures on 1 April 2021.

4.0 PROPOSAL

4.1 Inverclyde Council, the HSCP, Inverclyde Leisure and Riverside Inverclyde received and handled 317 complaints and closed 315 complaints within the relevant period.

4.2 Section 3 of the appended report provides a comparison of the complaint handling performance by the Council from 2017/18 to 2021/22. Members will note that, in comparison with volumes received during 2020/21, there has been an increase in the overall number of complaints dealt with by Inverclyde Council and the HSCP. Inverclyde Leisure's statistics show a decrease in the complaints received. This appears to be the normalising of volumes post pandemic.

4.3 Section 3.6 to 3.9 of the appended report shows the breakdown of complaint volumes per service and the percentage of complaints per service area against the total number of complaints received for the reporting period. The numbers remains relatively low within some services however; they are proportionately higher in those services that have historically received higher complaint volumes based on the nature of work undertaken. Riverside Inverclyde was the only area, which did not receive a complaint during the reporting period.

4.4 Section 3.10 – 3.13 of the appended report shows the outcome of complaint investigations at each stage of the complaint handling procedure, the collective view of which is summarised below:

- 78 complaints were upheld across all complaint stages;
- 58 complaints were partially upheld across all complaint stages;
- 158 complaints were not upheld across all complaint stages; and
- 21 complaints were resolved across all complaint stages

4.5 Section 3.14 to 3.21 of the appended report details the Council's responses to complaints at each of the complaint stages. The HSCP's performance has shown strain in timescale management due

to the complexity of complaints being received. This should remain an area of focus for the HSCP, as well as for the Council, as there is scope to improve timescale management in some complaints that exceed the expected timescales across all stages of the complaints.

4.6 Stage one of the complaint handling procedure should be attempted where there are straightforward issues potentially easily resolved with little or no investigation. This should be completed within 5 working days. If the service user remains unhappy following the stage one complaint investigation, they can request that their complaint be escalated to stage two of the procedure. The performance of complaints handled at stage one of the complaint handling procedure has been summarised in the table below.

Stage 1 Complaints	Indicators 2021/22	Indicators 2020/21	Trend when comparing to 2020/21
No of complaints closed	222	200	An increase of 22 complaints
% of complaints closed on time within 5 days (including cases where a time extension was approved)	83%	86%	3% reduction of on time responses
Average number of days taken to close complaints	4.1 days	5 days	A positive reduction in time by 0.9 days

Outcome of complaints	No of Cases 2021/22	%	No of case 2020/21	%	Trend when comparing to 2020/21
No of complaints upheld & as % of all stage 1 complaints	68 cases	30.6%	54 cases	27%	An increase of 3.6%
No of complaints partially upheld & as % of all stage 1 complaints	36 cases	16.2%	38 cases	19%	A reduction of 2.8%
No of complaints not upheld & as a % of all stage 1 complaints	103 cases	46.4%	108 cases	54%	A reduction of 7.6%
No of complaints resolved & as a % of all stage 1 complaints	15 cases	6.8%	n/a	n/a	No historic data due to introduction of new outcome 1/4/21

4.6 A stage two complaint is generally for complex, or for serious issues where a thorough investigation will be undertaken. It should also be used for complaints that cannot be resolved at the stage one of the procedure. This typically requires a more thorough investigation to establish facts prior to reaching conclusion and allows 20 days for the investigation to be completed. The performance of complaints handled at stage two of the complaint handling procedure has been summarised in the table below.

Stage 2 Complaints	Indicators 2021/22	Indicators 2020/21	Trend when comparing to 2020/21
No of complaints closed	73	35	An increase of 38 complaints

% of complaints closed on time within 20 days & where we applied time extension	63%	74.3%	A decrease of 11.3%
Average number of days taken to close complaint	23.1 days	16.2 days	6.9 days longer and 3.1 days outside 20 days

Outcome of complaints	No of Cases 2021/22	%	No of cases 2020/21	%	Trend when comparing to 2020/21
No of complaints upheld & as % of all stage 2 complaints	9 cases	12.3%	13 cases	37.1%	A reduction of 24.8%
No of complaints partially upheld & as % of all stage 2 complaints	16 cases	21.9%	11 cases	31.4%	A reduction of 9.5%
No of complaints not upheld & as a % of all stage 2 complaints	42 cases	57.5%	11 cases	31.4%	An increase of 26.1%
No of complaints resolved & as a % of all stage 2 complaints	6 cases	8.2%	n/a	n/a	No historic data to compare due to introduction of new outcome 1/4/21

4.7 An Escalated stage two complaints is one where the service user remains dissatisfied with the way the Council dealt with their complaint at frontline resolution, the complainant can request a detailed investigation under stage two of our complaints handling procedure it allows 20 days for completing the investigation. This must be undertaken before the complainant can take their complaint to the SPSO to review. The performance of complaints handled at escalated stage two of the complaint handling procedure has been summarised in the table below.

Escalated Stage 2 Complaints	**Indicators 2021/22**	**Indicators 2020/21**	**Trend when comparing to 2020/21**
No of complaints closed	20	15	A reduction of 5 complaints
% of complaints closed on time within 20 days & where we applied time extension	65%	80%	15% a reduction in those meeting timescale
Average number of days taken to close complaints	19.8 days	15.1 days	An increase of 4.7 days

Escalated stage 2 outcomes	**No of cases 2021/22**	**%**	**No of cases 2020/21**	**%**	Trend when comparing to 2020**/21**
No of complaints upheld & as % of all of all escalated stage 2 complaints	1 case	5%	3 cases	20%	a reduction of 15%
No of complaints partially upheld & as % of all escalated stage 2 complaints	6 cases	30%	3 cases	20%	An increase of 10%
No of complaints not upheld & as % of all	13 cases	65%	9	60%	An increase of 5%

escalated stage 2 complaints					
No of complaints resolved & as a % of all escalated stage 2 complaints	0 cases	0%	n/a	n/a	No historic data to compare due to introduction of new outcome 1/4/21

4.8 Section 4 of the appended reported provides further detail on the next steps that the Council requires to take in implementing the Customer Satisfaction Survey for complaint handling to meet the expectations set out by the SPSO. Implementation has been delayed however will be revisited in the coming year to develop the technical process for implementing the survey. The HSCP, Inverclyde Leisure and Riverside Inverclyde will also be required to develop their processes for implementation to meet this requirement. Engagement with the appropriate officers will be undertaken to support the delivery of this work.

4.9 Section 5 of the appended report provides an overview of service improvement recording which commenced in November 2016. This has been embedded within services and is reported quarterly to Directorate Management Teams. The HSCP requires to implement this process within their complaint handling process in the coming year. The Council will also be required to publish learnings taken from complaints on a quarterly basis, along with statistical information, to maintain compliance with the Scottish Public Services Ombudsman (SPSO) expected requirements of all Scottish local authorities.

4.10 Section 6 of the appended report provides detailed information on the complaints which were taken to the SPSO. The SPSO received 12 complaints for Inverclyde Council, which were dealt with at early resolution stage, and no complaints were investigated. The SPSO recognised that the Council had demonstrated good complaint handling in 6 of the complaints they reviewed. The SPSO received 4 complaints for the HSCP, which were dealt with at early resolution stage, and no complaints were investigated. The SPSO also recognised good complaint handling in one of the complaints they reviewed for the HSCP. This reflects a reduction in the complaints received by the SPSO for both Inverclyde Council and the HSCP. It is also an indication of good complaint handling where a right of review was exercised, as the complainant remained dissatisfied with the Council's handling of their complaint.

Scottish Public Services Ombudsman – Complaints Determined by Authority and Outcome
(tab 4 Joint Health & Social Care Cases Determined and tab 6 Local Authority)
https://www.spso.org.uk/sites/spso/files/communications_material/statistics/2021-22/AnnualStatisticsComplaintsDeterminedbyAuthorityandOutcome2021-22.pdf

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

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

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

4.14 6 monthly reports on progress throughout the year are submitted to the Directorate Management Teams for overall review and any actions on a service specific basis and to ensure awareness of the impact on staff resources

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 (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**

There are no financial implications from this report.

One off Costs

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

Annually Recurring Costs/ (Savings)

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

5.3 **Legal/Risk**

There are no legal or risk implications from this report.

5.4 **Human Resources**

There are no human resource implications arising from this report.

5.5 **Strategic**

This report helps deliver Corporate Plan Organisational Priority 9 – to deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources.

6.0 CONSULTATION

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

7.0 BACKGROUND PAPERS

7.1 None.

Appendix 1

Inverclyde Council

Annual Complaints Report

1 April 2021 – 31 March 2022

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1. INTRODUCTION

1.1 Inverclyde Council, along with all other Scottish Local Authorities, follows a model complaint handling procedure (MCHP) which was created by the Scottish Public Services Ombudsman (SPSO). This report demonstrates how Inverclyde Council has performed against the 8 key performance indicators that are set by the SPSO and provides an overview of improvements made to services along with positive feedback from service users.

2. THE COMPLAINT HANDLING PROCEDURE

2.1. Inverclyde Council co-ordinates the reporting of complaints to the SPSO and this includes the HSCP, Inverclyde Leisure and Riverside Inverclyde. Each area is responsible for recording their own complaints and providing their management information to Inverclyde Council to enable the consolidated statistical report to be produced quarterly and annually.

2.2. The procedure provides a quick, simple, streamlined process with a strong focus on local, early resolution. This enables issues or concerns dealt with close to the event, which gave rise to the service user making the complaint. As far as possible, the complainant should be actively and positively engaged with the process from the outset.

2.3. Stage one of the complaint handling procedure should be attempted where there are straightforward issues potentially easily resolved with little or no investigation. This should be completed within 5 working days. If the service user remains unhappy following the stage one complaint investigation, they can request that their complaint be escalated to stage two of the procedure.

2.4. Stage two of the complaint handling procedure should be used for those matters, which are complex, or for serious issues where a thorough investigation will be undertaken. It should also be used for complaints that cannot be resolved at the stage one of the procedure. This typically requires a more thorough investigation in order to establish facts prior to reaching conclusion. The complaint points and resolution outcome sought is agreed with the complainant. This complaint should be completed within 20 working days. Should the service user remain unhappy with the investigation of the stage 2 complaint they can exercise their right of review and request the SPSO to look at the issues raised and determine whether they can investigate the matter further.

2.5. Escalated stage two: Where the service user remains dissatisfied with the way the Council dealt with their complaint at frontline resolution, the complainant can request a detailed investigation under stage two of our complaints handling procedure. This must be undertaken before the complainant can take their complaint to the SPSO to review.

2.6. The Scottish Public Service Ombudsman reviews complaint outcomes that are referred to them by the service user and decide whether they should investigate the complaint.

3. SUMMARY OF COMPLAINT HANDLING PERFORMANCE

3.1. Indicator 1: the number of complaints received per 1,000 of the population.

3.2. To allow a fair comparison to be made across all 32 Scottish Local Authorities, this indicator looks at the figure of "Complaints per 1,000 of the population". The total number of complaints received per 1,000 of the population in Inverclyde Council during the reporting period 1 April 2021 - 31 March 2022 was 4.1 complaints. This reflects an increase of 0.6 when comparing the indicator to the same period last year. The population of Inverclyde Council is estimated to be at around 77,060 residents.

3.3. This means that there were 4.1 complaints per 1,000 of the population, or roughly one resident in 243 made a complaint about services. A comparison of this indicator over the past 3 years is shown in the table below.

Table: Number of Complaints received per 1,000 of the population

Year	No of Complaints	Complaints Per 1,000 of the population
2021/22	**317**	**4.1**
2020/21	**269**	**3.5**
2019/20	**389**	**5.0**

3.4. Indicator 2 the number of complaints closed at each stage of the complaint handling procedure.

3.5. In the reporting period 1 April 2021 – 31 March 2022 Inverclyde Council, Inverclyde Leisure and the HSCP received and handled 317 complaints and closed 315 complaints. It should be noted that Riverside Inverclyde did not receive any complaints. The table below shows the percentage of complaints received at each stage of the complaint procedure.

Table: Percentage of complaints closed at each stage of the procedure

Area	Stage 1 % of all closed complaints	Stage 2 % of all closed complaints	Esc stage 2 % of all closed complaints
Inverclyde Council	79.5%	12.2%	8.1%
HSCP	34.5%	65.5%	0%
Inverclyde Leisure	58.3%	41.7%	0%
Riverside Inverclyde	0%	0%	0%
Collective Performance	70.4%	23.1%	6.3%

3.6. The tables below show the number of complaints received and closed in total, as well as at each stage of the complaint handling procedure for each area over the last 5 years for comparison

Table: Total number of complaints received by each area

Area	2021/22	2020/21	2019/20	2018/19	2017/18
Inverclyde Council	244	213	274	256	288
HSCP	61	39	73	44	55
Inverclyde Leisure	12	14	40	*29	8
Riverside Inverclyde	0	0	2	13	

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

Table: Total number of complaints received by each area at stage 1

	2021/22	2020/21	2019/20	2018/19	2017/18
Inverclyde Council	195	162	220	214	225
HSCP	20	25	39	17	33
Inverclyde Leisure	7	13	40	29	7
Riverside Inverclyde	0	0	2	12	

Table: Total number of complaints received by each area at stage 2

	2021/22	2020/21	2019/20	2018/19	2017/18
Inverclyde Council	30	24	20	8	17
HSCP	38	10	27	22	26
Inverclyde Leisure	5	0	0	0	0
Riverside Inverclyde	0	0	0	1	

Table: Total number of complaints received by each area at escalated stage 2

	2021/22	2020/21	2019/20	2018/19	2017/18
Inverclyde Council	20	12	21	13	21
HSCP	0	1	3	0	0
Inverclyde Leisure	0	1	0	0	0
Riverside Inverclyde	0	0	0	0	

3.7. The Council actively published information on the Council's website and on social media for residents to understand the implications of potential delays, which could be encountered, with the impact of Coronavirus (COVID-19). In particular, specific messages were shared on the Council's complaint handling website pages to manage the expectations of service users and to explain that the Council may have to apply extended timescales for complaint handling. In addition to this the Council encouraged service users to refrain from submitting complaints about the following matters:

- Delays with processing complaints,
- Delays with complaint responses,
- Matters which were likely to resolve themselves within the next few weeks/months,
- Delays in service delivery which were the result of organisations having to cope with COVID-19 and which were non-essential.

3.8. Emphasis was placed on the Council's appreciation of service user's patience whilst the Council worked through these unprecedented circumstances, particularly if the service received had fallen below expectations or if the response to a complaint had taken the Council longer than the stated timescale. The Council also signposted service users to the additional information published on the SPSO's website on the impact of Coronavirus (COVID-19) on complaints.

3.9. The tables below provide a monthly breakdown of complaints closed and the percentage of complaints received within each service each quarter covering the reporting period 1 April 2021 to 31 March 2022. For Inverclyde Leisure, Riverside Inverclyde and HSCP the breakdown is only provided for the annualised volumes.

Table: Breakdown of closed complaints by service areas each quarter Q1 & Q2

Service Area	Apr 21	May 21	Jun 21	Qtr. 1 21/22	% of complaints	Jul 21	Aug 21	Sept 21	Qtr. 2 21/22	% of complaints
Chief Exec Office	0	0	0	**0**	-	0	1	0	**1**	**1.4%**
Education	5	6	9	**20**	27%	1	3	6	**10**	**14%**
Culture, Comm & Educ Res	0	0	2	**2**	2.6%	2	5	2	**9**	**13%**
Org Dev, Policy & Comms	0	0	0	**0**	-	1	0	0	**1**	**1.4%**
Finance	2	1	2	**5**	6.8%	3	1	5	**9**	**13%**
Legal & Democratic Services	0	0	1	**1**	1.3%	0	0	1	**1**	**1.4%**
Property Services	0	0	0	**0**	0%	0	0	0	**0**	**0%**
Regeneration & Planning	0	0	4	**4**	5.4%	0	1	2	**3**	**4.3%**
Environ & Com Svs	4	5	5	**14**	19%	2	5	3	**10**	**14.4%**
Public Protection & COVID Rec	1	2	7	**10**	13.6%	1	2	2	**5**	**7.2%**
Roads Shared Service	3	1	5	**9**	12.3%	3	0	2	**5**	**7.2%**
Inverclyde Leisure				**1**	1.3%				**4**	**4.79%**
7Riverside Inverclyde	0	0	0	**0**	-	0	0	0	**0**	**-**
HSCP				**8**	10%				**11**	**15.9%**
Total				**74**					**69**	

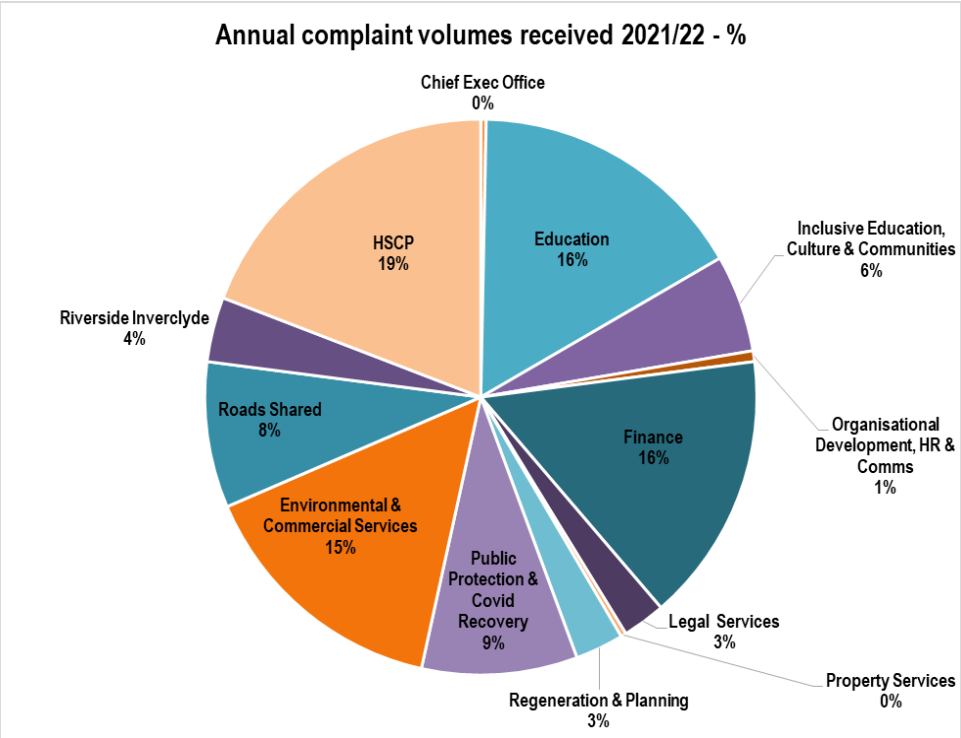
Table: Breakdown of closed complaints by service areas each quarter Q3 & Q4

Service Area	Oct 21	Nov 21	Dec 21	Qtr3 21/22	% of complaints	Jan 22	Feb 22	Mar 22	Qtr. 4 21/22	% of complaints	21/22 Year End Total	%of Complaint
Chief Exec Office	0	0	0	**0**	-	0	0	0	**0**	**-**	**1**	**0.3%**
Education	4	2	3	**9**	15.2%	3	5	6	**14**	**12%**	**53**	**16.4%**
Culture, Comm & Educ Res	2	0	0	**2**	3.3%	0	2	3	**5**	**4.3%**	**18**	**5.6%**
Org Dev, Policy & Comms	0	1	0	**1**	1.6%	0	0	0	**0**	**-**	**2**	**0.6%**
Finance	2	4	2	**8**	13.5%	14	5	9	**28**	**24.1%**	**50**	**17.3%**
Legal & Democratic Services	1	0	1	**2**	3.3%	2	0	2	**4**	**3.4%**	**8**	**2.5%**
Property Services	0	0	0	**0**	-	0	0	1	**1**	**0.8%**	**1**	**0.3%**
Regen & Planning	2	0	0	**2**	3.3%	0	0	0	**0**	**-**	**9**	**2.8%**
Environ & Com Svs	5	4	1	**10**	16.9%	2	3	8	**13**	**12**	**47**	**14%**
Public Protection & COVID Rec	2	3	2	**7**	13.5%	4	0	2	**6**	**4.3%**	**28**	**8%**
Roads Shared Ser	1	0	1	**2**	3.3%	2	4	5	**11**	**9.4%**	**27**	**8.5%**

Inverclyde Leisure				**0**	-				**7**	**6%**	**12**	**3.7%**
Riverside Inverclyde	0	0	0	**0**	-	0	0	0	**0**	**-**	**0**	**-**
HSCP				**15**	**25.4%**				**27**	**23.2%**	61	**19.2%**
Totals				**59**					**116**		**317**	

3.10. Outlined in the chart below is the percentage of complaints received by each service compared against the total number of complaints received for the reporting period. Riverside Inverclyde and the Chief Executive's Office is the only areas that that did not receive any complaints in the reporting period.

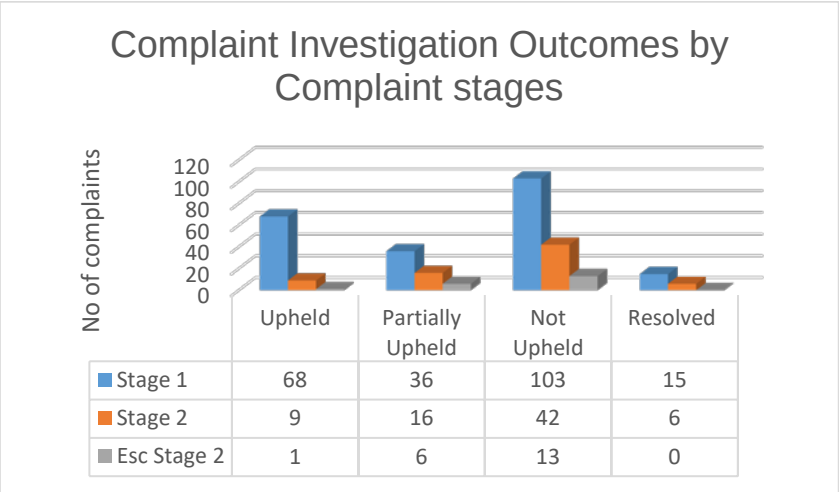
Chart: Annual complaint volumes received 2021/22



3.11. Indicator 3 – Outcome of Complaint Investigations

3.12. The graph below outlines the outcomes of investigations of all complaints at each of the complaint stages. For every complaint the Council investigates, the service user will be contacted and an explanation of the outcome of the complaint investigation will be confirmed as being either upheld, not upheld, partially upheld or resolved.

Chart: Complaint Investigation Outcome by each complaint stage



3.13. In summary there were:

- 78 complaints were upheld across all complaint stages
- 58 complaints were partially upheld across all complaint stages
- 158 completed were not upheld across all complaint stages
- 21 complaints were resolved across all complaint stages.

3.14. **Indicator 4 – average timescales for resolving complaints**.

3.15. The table below outlines the Inverclyde Council's collective performance measures on timescale management across all stages of the complaint procedure and covering the last 5 years for comparison purposes. The average time taken to close a complaint at each complaint stage has been:

- Stage 1 - 4.1 days;
- Stage 2 - 23.1 days; and
- Escalated stage 2 - 19.8 days.

Table: Collective complaint handling – average timescale for resolving complaints

Stage 1 Frontline Resolution	**2021/22**	**2020/21**	**2019/20**	**2018/19**	**2017/18**
No of complaints received	222	200	287	272	265
No of complaints – closed at stage 1 within 5 days	187	138	229	222	214
% Complaints meeting timescale (includes complaints that were time extended & completed on time)	84.3%	85.2%	83.6%	82%	81%
No of complaints closed at stage 1 as a % of all complaints closed	70.5%	80%	80.2%	86.1%	81.3%
Ave working days taken stage 1 complaints	4.1 days	4.6 days	3.7 days	4.1 days	4.4 days
Stage 2 Investigation	**2021/22**	**2020/21**	**2019/20**	**2018/19**	**2017/18**
No of complaints received	73	35	47	31	40
No of complaints – closed at stage 2 within 20 days	46	19	34	21	31
% Complaints Meeting timescale (includes complaints that were time extended & completed on time)	63%	79.2%	76.7%	68%	76.6%
No of complaints closed at stage 2 as a % of all complaints closed	23.2%	14%	13.1%	9.8%	12.3%
Ave working days taken stage 2 complaints	23.1 days	15.2 days	18 days	18.1 days	15.5 days
Escalated Stage 2 Investigation	**2021/22**	**2020/21**	**2019/20**	**2018/19**	**2017/18**
No of complaints received	25	15	24	13	21

No of complaints – closed at escalated stage 2 within 20 days	13	11	14	13	18
% Complaints Meeting timescale (includes complaints that were time extended & completed on time)	65%	91.7%	75%	100%	85.7%
No of complaints closed at escalated stage 2 as a % of all complaints closed	6.3%	6%	6.7%	4.1%	6.4%
Ave working days taken escalated stage 2 complaints	19.8 days	16.6 days	18.3 days	14 days	13.8days

3.16. The tables below outline the management of complaints within the prescribed timescale for each complaint stage and broken down by each area's complaint handling performance.

Table: Inverclyde Council's Consolidated Performance – average timescale for resolving complaints

Stage 1 Frontline Resolution	**2021/22**	**2020/21**	**2019/20**	**2018/19**	**2017/18**
No of complaints received	222	200	287	272	265
No of complaints – closed at stage 1 within 5 days	187	138	229	222	214
% Complaints meeting timescale (includes complaints that were time extended & completed on time)	84.3%	85.2%	83.6%	82%	81%
No of complaints closed at stage 1 as a % of all complaints closed	70.5%	80%	80.2%	86.1%	81.3%
Ave working days taken stage 1 complaints	4.1 days	4.6 days	3.7 days	4.1 days	4.4 days
Stage 2 Investigation	**2021/22**	**2020/21**	**2019/20**	**2018/19**	**2017/18**
No of complaints received	73	35	47	31	40
No of complaints – closed at stage 2 within 20 days	46	19	34	21	31
% Complaints Meeting timescale (includes complaints that were time extended & completed on time)	63%	79.2%	76.7%	68%	76.6%
No of complaints closed at stage 2 as a % of all complaints closed	23.2%	14%	13.1%	9.8%	12.3%
Ave working days taken stage 2 complaints	23.1 days	15.2 days	18 days	18.1 days	15.5 days
Escalated Stage 2 Investigation	**2021/22**	**2020/21**	**2019/20**	**2018/19**	**2017/18**
No of complaints received	25	15	24	13	21
No of complaints – closed at escalated stage 2 within 20 days	13	11	14	13	18
% Complaints Meeting timescale (includes complaints that were time extended & completed on time)	65%	91.7%	75%	100%	85.7%
No of complaints closed at escalated stage 2 as a % of all complaints closed	6.3%	6%	6.7%	4.1%	6.4%
Ave working days taken escalated stage 2 complaints	19.8 days	16.6 days	18.3 days	14.0 days	13.9days

3.17. The tables below outline the management of complaints within the prescribed timescale for each complaint stage and broken down by each area's complaint handling performance. The comparable data is not available for Inverclyde Leisure, as they have adopted the reporting of complaints within the period 2017/18.

Table: Inverclyde Council Only Performance – average timescale for resolving complaints

Stage 1	**2021 /22**	**2020 /21**	**2019/20**	**2018 /19**	**2017 /18**
No of complaints – closed at stage 1 within 5 days	167	138	172	171	182*
% Complaints Meeting timescale inc those time extended	87.4%	85.2%	87%	80%	78%
Ave working days taken stage 1	3.6 days	4.6 days	3.9 days	4.4 days	3.8 days
Stage 2 Investigation	**2021/22**	**2020/21**	**2019/20**	**2018/19**	**2017/18**
No of complaints – closed at stage 2 within 20 days	23	19	14	7	9**
% Complaints Meeting timescale inc those time extended	76.7%	79.2%	80%	88%	90%
Ave working days taken stage 2	17 days	15.2 days	16.1 days	18.4 days	16.3 days
Stage 2 Escalated Investigation	**2021/22**	**2020/21**	**2019/20**	**2018/19**	**2017/18**
No of complaints – closed at esc stage 2 within 20 days	13	11	14	13	18
% Complaints Meeting timescale inc those time extended	68.4%	91.7%	81.8%	100%	86%
Ave working days taken esc stage 2	20.8 days	16.6 days	15.7 days	14 days	13.8 days

*One complaint has been included within stage one resolution as time extension was granted allowing 10 days for the complaint to be resolved and reported within timescales.
** Two complaints have been included in the stage two resolutions as time extension was granted allowing 25 days for the complaint to be resolved and reported within timescale

Table: HSCP Complaint Handling Performance – average timescale for resolving complaints

Stage 1	**2021/22**	**2020/21**	**2019/20**	**2018/19**	**2017/18**
No of complaints – closed at stage 1 within 5 days	15	14	39	12	22
% Complaints Meeting timescale inc those time extended	75%	56%	72%	71%	88%
Ave working days taken stage 1	4.4 days	9.3 days	5.3 days	7.5 days	4.1 days
Stage 2 Investigation	**2021 /22**	**2020/21**	**2019/20**	**2018 /19**	**2017/18**
No of complaints – closed at stage 2 within 20 days	20	6	27	13	18
% Complaints Meeting timescale inc those time extended	52.6%	60%	74%	59%	79%
Ave working days taken stage 2	30.8 days	22.3 days	19.5 days	18.2 days	18.2 days
Stage 2 Escalated Investigation	**2021 /22**	**2020/21**	**2019/20**	**2018 /19**	**2017/18**
No of complaints – closed at esc stage 2 within 20 days	0	1	3	0	0
% Complaints Meeting timescale inc those time extended	-	0%	0%	0	N/A
Ave working days taken esc stage 2	-	27 days	31 days	0	0

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

Table: Inverclyde Leisure Performance *** – average timescale for resolving complaints

Stage 1	**2021/22**	**2020 /21**	**2019/20**	**2018 /19**	**2017 /18**
No of complaints – closed at stage 1 within 5 days	6	13	40	29	5
% Complaints Meeting timescale	85.7%	100%	100%	100%	83%
Ave working days taken stage 1	1 day	1 day	1 day	1 day	3 days
Stage 2 Investigation	**2021/22**	**2020 /21**	**2019/20**	**2018 /19**	**2017 /18**
No of complaints – closed at stage 2 within 20 days	5	1	0	0	2
% Complaints Meeting timescale	100%	100%	0	0	67%
Ave working days taken stage 2	10 days	10 days	0	0	13.3 days
Stage 2 Escalated Investigation	**2021/22**	**2020 /21**	**2019/20**	**2018 /19**	**2017 /18**
No of complaints – closed at esc stage 2 within 20 days	0	0	0	0	0
% Complaints Meeting timescale	-	0	0	0	N/A
Ave working days taken esc stage 2	-	0	0	0	0

Table: Riverside Inverclyde * – average timescale for resolving complaints***

Stage 1	**2021 /22**	**2020/21**	**2019/ 20**	**2018 /19**
No of complaints – closed at stage 1 within 5 days	0	0	2	12
% Complaints Meeting timescale inc those time extended	-	N/A	2	100%
Ave working days taken stage 1	0	N/A	2 days	1.6 days
Stage 2 Investigation	**2021 /22**	**2020/21**	**2019/ 20**	**2018 /19**
No of complaints – closed at stage 2 within 20 days	0	0	0	1
% Complaints Meeting timescale inc those time extended	-	N/A	0	100%
Ave working days taken stage 2	0	N/A	0	14 days
Stage 2 Escalated Investigation	**2021 /22**	**2020/21**	**2019/ 20**	**2018 /19**
No of complaints – closed at esc stage 2 within 20 days	0	0	0	0
% Complaints Meeting timescale inc those time extended	-	N/A	0	0
Ave working days taken esc stage 2	0	N/A	0	0

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

3.18. Services must maintain focus on ensuring complaints received are recorded and that officers follow the complaint handling procedure. Particular attention should be given to the timescales for resolving complaints at stage one and stage two. When comparing in isolation the Council's complaint handling performance it is noted that the timescales taken to resolve complaints have increased at all stages, which affects the average days reported. Most of the delays have been during periods when services were under considerable pressure responding to the COVID19 pandemic.

3.19. The average days taken to resolve complaints in all stages of the complaint procedure have increased in HSCP's complaint performance. Most of the delays have been during periods when HSCP services were under considerable pressure responding to the COVID19 pandemic and also as a result of the availability of management resources. This will be an area for focus in the coming year.

3.20. **Indicator 5 – Performance against timescales for Stage 1 Complaints:**

3.21. The Council aims to close all stage 1 complaints within 5 working days. In 2021/22 the Council closed 222 complaints, with 186 of these closed within timescale which equates to 83.8% response within timescale. 7 (3.2%) complaints were closed after an extension was agreed with the service user.

Table: Number of complaints closed within timescale and percentages stage 1

Reporting period	No of complaints closed	Within timescale	%	No with extension	%
2021/22	222	186	83.8%	7	3.2%
2020/21	200	169	84.5%	5	2.5%
2019/20	287	229	79.8%	27	9.4%
2018/19	272	222	82%	21	7.7%
2017/18	265	214	80.8%	9	3.4%

3.22. Indicator 5 – Performance against timescales for Stage 2 Complaints:

3.23. The Council aims to close all stage 2 complaints within 20 working days. In 2021/22, the Council closed 73 complaints, with 46 of these complaints being closed within timescale, which equates to 63% response within timescale. 5 complaints (6.8%) were closed after an extension was agreed with the service user.

Table: Number of complaints closed within timescale and percentages stage 2

Reporting period	No of complaints closed	Within timescale	%	No with extension	%
2021/22	73	46	63%	5	6.8%
2020/21	35	26	74.3%	3	8.6%
2019/20	47	34	72.3%	11	23.4%
2018/19	31	21	68%	10	32.3%
2017/18	40	31	77.5%	10	25%

3.24. Indicator 5 - Performance against timescales escalated stage 2 complaints:

3.25. The Council aims to close all escalated stage 2 complaints within 20 working days. In 2021/22, the Council closed 20 complaints, with 13 of these complaints being closed within timescale which equates to 65% response within timescale. 2 (10%) of complaints were closed after an extension was agreed with the service user.

Table: Number of complaints closed within timescale and percentages escalated stage 2

Reporting period	No of complaints closed	Within timescale	%	No with extension	%
2021/22	20	13	65%	2	10%
2020/21	15	12	80%	0	0%
2019/20	24	14	58.3%	6	25%
2018/19	13	13	100%	1	7.7%
2017/18	21	18	85.7%	3	14.3%

3.26. Indicator 6 – Extensions to Complaint Timescales:

3.27. The complaint handling procedure allows officers to seek an extension to the timescales permitted for stage one and stage two complaint investigations. The maximum period permitted to extend the timescale of a complaint is 5 days for both complaint stages. This indicator reports the number and percentage of complaints at each stage of the procedure, which were closed after an extension to the 5 day, or 20 day timescale was authorised.

Complaint stage	No of extemsions agreed	% as a total of all complaints
Stage 1 complaints	7 extensions were agreed	3.2% of total complaints

Stage 2 complaints	5 extensions were agreed	6.8% of total complaints
Escalated stage 2 complaints	2 extensions were agreed	10% of total complaints

4. Indicator 7 – Customer Satisfaction Survey

4.1. The SPSO has recommended that all Local Authorities should be completing customer satisfaction surveys with service users regularly to gain true insight on how well they are handling complaints. This standardised approach has been delayed this year to allow the development of a straight through process within the complaint handling system to support capturing this feedback in an efficient manner. The Council is developing the process to enable a customer satisfaction survey to be automatically issued once a complaint is closed. The survey will seek feedback using a standard set of questions that have been agreed for use by the SPSO as part of the collection of feedback to assist with suggestions and opportunities for improvement. The HSCP, Inverclyde Leisure, Riverside Inverclyde are also required to implement the survey being issued to complainants.

5. Indicator 8 – Learning from Complaints

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

5.2. Service improvement recording commenced in November 2016 for Inverclyde Council only. Service improvement tracking requires to be developed for the HSCP as this is not currently in place, although work is underway to implement this.

5.3. The Council shares the outcomes of complaint investigations and a selection of actions taken as a result of complaints on a quarterly basis with the Corporate Management Team.

6. SCOTTISH PUBLIC SERVICES OMBUDSMAN (SPSO) – RIGHT OF REVIEW

6.1. Following a stage two investigation and written response, if a complainant remains dissatisfied with the outcome of the complaint investigation, they have a right of review through the Scottish Public Services Ombudsman (SPSO). The table below outlines the number complaints received at the SPSO for Inverclyde Council and HSCP.

Table: Complaints received by the SPSO for a review

Year	2021/22	2020/21	2019/20	2018/19	2017/18
Inverclyde Council	12	7	15	15	15
HSCP	4	3	11	6	Not recorded

6.2. The SPSO reviewed 12 complaints for Inverclyde Council of which 2 complaints were reviewed at the advice stage and these complaint were unable to be taken forward and 10 complaints were reviewed all at the early resolution stage of the procedure the outcome of these reviews were as follows:

- 6 complaints were recognised as examples of good complaint handlling;
- 3 complaints were reviewed and insufficient benefit would be gained from further investigation of the complaint; and,
- 1 case was taken forward prematurely to the SPSO and not progressed.

6.3. There were no complaints taken through the investigation stage by the SPSO. Overall this reflects an increase of 7 complaints when comparing data to the same period last year. The table below outlines the SPSO's published statistics for Inverclyde Council.

Table: SPSO breakdown by reviews by stage and outcomes for Inverclyde Council

STAGE	**OUTCOME GROUP**	**Inverclyde Council**
Advice	Member of the public test not met (s 5 (6))	0
	Premature	0
	Unable to proceed	2
	Total	2
Early Resolution	Cause and impact test not met (s 5 (3))	0
	Discretion – Insufficient benefit would be achieved by investigation	3
	Discretion – alternative action proposed	0
	Discretion – Alternative route used or available	0
	Discretion - Good complaint handling	6
	Discretion – referred back	0
	Discretion - Resolved - both parties satisfied with proposed outcome	0
	Member of the public test not met (s 5 (6))	0
	Organisation not in jurisdiction	0
	Premature	1
	Right of appeal to court/tribunal/Scottish ministers (s 7 (8))	0
	Subject matter not in jurisdiction	0
	Time limit (s 10)	0
	Unable to proceed	0
	Total	10
Investigation	Fully upheld	0
	Not upheld	0
	Outcome not achievable	0
	Resolved	0
	Some upheld	0
	Total	0
TOTAL		**12**

6.4. The SPSO reviewed four complaints for the HSCP and no complaints were investigated. Two complaints were reviewed at the advice stage and were referred prematurely to the SPSO. A further 2 cases were reviewed at the early resolution,

of which 1 case was recognised as an example of good complaint handling while the other complaint was referred back to the HSCP to look into matters further. Overall this reflects an increase of 1 complaints when comparing data to the same period last year. The table below outlines the SPSO's published statistics for the HSCP.

Table: SPSO breakdown by reviews by stage and outcomes for HSCP

STAGE	OUTCOME GROUP	IHSCP
Advice	Discretion – alternative route used or available	0
	Premature	2
	Unable to proceed	0
	Total	2
Early Resolution	Discretion – Insufficient benefit would be achieved by investigation	0
	Discretion – alternative action proposed	0
	Discretion – Alternative route used or available	0
	Discretion - Good complaint handling	1
	Discretion – referred back	1
	Discretion - Resolved - both parties satisfied with proposed outcome	0
	Organisation not in jurisdiction	0
	Premature	0
	Right of appeal to court/tribunal/Scottish ministers (s 7 (8))	0
	Subject matter not in jurisdiction	0
	Time limit (s 10)	0
	Unable to proceed	0
	Total	2
Investigation	Fully upheld	0
	Not duly made or withdrawn	0
	Not upheld	0
	Some upheld	0
	Total	0
TOTAL		**4**

7. PERFORMANCE INDICATORS

7.1. The Council reports and publishes its complaint statistics in line with performance indicators published by the SPSO. Some aspects of the indicators are currently being developed and will be included in the core performance indicators applicable to all sectors (similar to those released in the draft MCHP).

8. POSITIVE COMMENTS

8.1. Throughout the year the Council receives positive comments and compliments from service users across all services. These recognise where employees have gone above and beyond the normal standard of service delivery and these compliments are shared with the service teams concerned.

9. TRAINING

9.1. Complaint handling training forms part of the induction process for all new staff joining the Council. Line managers identify which new staff that require training, which involves completion of the complaint handling procedure e-learning module followed by attendance at a digital or face-to-face training course on the more practical aspects of dealing with complaints using the complaint handling procedure. Each year, the Education Service provides an Induction Training Programme to all relevant staff who will be required to deal with complaints which also includes the use of the complaint handling system training.

9.2. Additionally, training was delivered to relevant staff involved in the handling of complaints in preparation for the changes that would be introduced when the new Model Complaint Handling Procedure was introduced on 5 April 2021.

9.3. Refresher training is provided on a regular basis by request from service areas and where it is deemed necessary, this includes the use of the complaint handling system too. All training is tracked using personal individual development plans. A total of 93 hours training has been delivered during the course of 2021/22.

10. CONCLUSION

10.1. The Council is committed to investigating, learning from and taking action as a result of individual complaints where it is found that standards have fallen below the level expected and where services could be improved. By listening to the views of service users who make a complaint, the Council can improve its services.

10.2. In the coming year the key action for services to focus on reducing the time taken to respond to complaints timely at each of the complaint stages where this is possible, particularly where the complexity of complaints has evolved as evidenced in complaints handling during this period and where we exceed the statutory response timescale. The Council will be operating through another challenging period and balancing this alongside all other priorities will be essential whilst managing resources carefully required to support this.

Inverclyde council

AGENDA ITEM NO: 14

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Interim Director, Finance & Corporate Governance**	**Report No:**	**LS67/22**
Contact Officer:	**Carol Craig-McDonald**	**Contact No:**	**01475 712725**
Subject:	**Freedom of Information Annual Report 2021**		

1.0 PURPOSE AND SUMMARY

1.1 ☒For Decision ☐For Information/Noting

1.2 This is an agreed routine annual monitoring report to provide the Policy & Resources Committee with details of Freedom of Information (FOI) requests received by the Council during the period 1 January – 31 December 2021.

1.3 The Freedom of Information (Scotland) Act 2002 (FOISA) came into effect on 1 January 2005. Under FOISA, a person who requests information from a Scottish public authority which holds it is entitled to be given it by the authority, subject to certain conditions and exemptions which are set out in the FOISA. The Environmental Information (Scotland) Regulations 2004 (the EIRs) also came into force on 1 January 2005 and give the public rights of access to environmental information held by Scottish public authorities.

1.4 The Council has adopted the Model Publication Scheme 2016 which was produced and approved by the Scottish Information Commissioner on 29 March 2016. The Model Publication Scheme (MPS) and the Council's Guide to information available through the MPS are on the Council's website at http://www.inverclyde.gov.uk/

2.0 RECOMMENDATION

2.1 It is recommended that the Committee:

(1) Notes the information provided in relation to FOI requests received by the Council during 2021.
(2) Approves the publication of the annual performance report on the Council's website.

Alan Puckrin
Interim Director, Finance & Corporate Governance

3.0 BACKGROUND AND CONTEXT

3.1 FOISA provides a right of access to recorded information held by Scottish public authorities subject to certain conditions and exemptions which are set out in the FOISA.

3.2 The Council has adopted the Model Publication Scheme 2016 which was produced and approved by the Scottish Information Commissioner on 29 March 2016. The Model Publication Scheme (MPS) and the Council's Guide to information available through the MPS are on the Council's website at http://www.inverclyde.gov.uk/.

The Council's Guide provides information on:-

- what information is available (and what is not available) in relation to each class;
- charges that may be applied;
- how to find the information easily;
- contact details for enquiries and help with accessing the information; and
- how to request information held by the Council that has not been published.

3.3 An applicant for information has the right to ask the Council to review its action and/or decisions if they are is dissatisfied with the way in which the Council has dealt with the request for information. If still dissatisfied with the review decision, or if the review decision has not been received within 20 working days, an applicant may appeal to the Scottish Information Commissioner.

3.4 The Scottish Information Commissioner has since April 2013 asked all Scottish public authorities to provide statistics on FOI requests and requests under the EIRs, the number of Subject Access Requests received, details of reviews dealt with and exemptions/exceptions applied on a quarterly basis. These statistics are available on the Scottish Information Commissioner's website at It's Public Knowledge - http://www.itspublicknowledge.info/ .

3.5 Although the Scottish Information Commissioner has no locus in relation to Subject Access Requests (SARs), this information is collected to see how the number of FOI and EIR requests authorities receive compares to the number of SARs received.

4.0 PROPOSAL

4.1 During 2021, a total of 929 FOI requests, 8 requests under the EIRs and 55 SARs were received. The annual report on performance during 2021 is appended to this report.

4.2 Section 2 of the appended report provides a comparison with the number of FOI and EIR requests received by the Council from 2016 to 2021. Members will note that, in comparison with volumes received during 2020, that there has been a 7.9% decrease in the overall number of FOI/EIR requests dealt with by the Council, this is the second consecutive year that there has been a decrease in the number of information requests received. The COVID-19 pandemic has had an impact on the number of information requests received.

4.3 Section 2 of the appended report details in full the source of applicants who submitted requests over the course of the year The top three sources of requestors who submit FOI requests are recorded as Individuals at 42.9%, Commercial Firms at 18.3% and Media and Newspaper Sources at 15.7%.

4.4 The Council's responses to FOI and EIRs for on time, late and failed to respond rates, as well as percentages of key performance indicators which is used by the SIC when comparing performance of other Scottish local authorities, is detailed in section 4 of the appended report. The Council responded to 80% of information requests on time and had a failure rate of 20% for responding late or failing to

respond to information requests during 2021. The Council is presently working on improving the time taken to respond to requests, which has been impacted by some of the operational challenges faced as a result of the pandemic, this area.

4.5 FOI/EIR requests are dealt with within existing staff resources and are recorded and co-ordinated centrally by Legal & Democratic Services. In addition, Legal & Democratic Services deals with any requests which are specific to the service and all of the corporate requests, the preparation and submission of quarterly statistical returns to the SIC and quarterly monitoring reports to the CMT. This is supported by staff within the directorates who deal with service specific requests.

4.6 Quarterly reports on progress throughout the year are submitted to the CMT for overall review and any actions on a service specific basis and to ensure awareness of the impact on staff resources.

4.7 In order to improve response times and the quality of FOI responses, a specific Corporate Development Improvement Plan (CDIP) improvement action was developed in 2020 and the CDIP was completed in December 2021.

4.8 The new information management system Workpro was implemented within all services on 1 November 2021. This was followed by training to increase knowledge across all officers who deal with FOIs. Refreshed guidance is being finalised for issuing to officers.

4.9 During 2020 and continuing into 2021, the number of late responses and failures to respond requests had steadily increased to a level that was a concern for the Council. The focus of officers had been stretched and resources were being extended to cover a wider remit during the pandemic. Coming out of the height of pandemic focus on timescales required to be refreshed and revisited with all officers involved in the FOI process within all services. Training was delivered to relevant officers in services to focus the attention on the timescales and technical aspects of the procedure.

4.10 Additionally in January 2022, a new FOI workflow summary was developed to improve officer understanding of the FOI process and to introduce escalation points to assist with improving focus on the response timescales being met and the quality of responses being improved. There is more stringent measurements in place within services to ensure the appropriate timely actions are taken by services when responding to requests. The FOI workflow process summary also clearly defines the roles and responsibilities of officers at key stages of the process timescales. The new stringent measures sits alongside a new Day 15 report that is issued weekly to senior managers to highlight cases that may require assistance from managers in order to expedite a prompt response to requests. The CMT along with the Information Governance Team are supporting the focus on key actions required each week, which have assisted in the improving performance in subsequent quarterly performance statistics to date.

4.11 In February 2022, a Level 1 Intervention was opened by SIC with the Council in connection with its 2021 submitted statistics. This action was taken by SIC as a result of concerns with the Council's recording for both late responses and requests where the Council failed to respond, which was at a rate of 29% or more in quarter 1 and 20% or more in quarter 2 of 2021. The aim of the intervention is to support the Council to improve its performance with regard to providing timely responses to information requests. In replying to this intervention the Council provided SIC with a written response, along with supporting information, including details of actions taken to address non-compliance with the statutory timescales required under FOISA.

4.12 The SIC noted that the Council's response was comprehensive, and also noted that the Council's quarter 3 submission in 2021 for both late responses and failures to respond was at a rate of 19.5%, therefore demonstrating a continued improvement in response rates. The SIC are seeking to see a continuation of this downward trend in the next couple of quarterly submissions to match the significant steps the Council has taken to improve performance. The table below shows further reduction in the number of late and not responded to requests as well as the noted increase in the number of on time

responses issued up to the most current period's statistics. This shows the continuing improvement desired for this performance indicators. A full update on this will be provided in the 2022 Annual Report, but is included here given it relates to service performance in 2021.

Period	FOI/EIRs responded to within Statutory Timescale	% On time	FOI/EIRs responded to out with Statutory Timescale	Requests not responded to	% of failed to respond rate
Jan - Mar 2021	152	76%	32	0	23%
Apr - Jun 2021	155	60%	70	0	37%
Jul – Sept 2021	180	79.6%	43	3	20%
Oct – Dec 2021	269	80.5%	43	3	19.4%
Jan – Mar 2022	324	90%	33	3	10%
Apr – Jun 2022	344	91.5%	29	2	9%

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 (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**

All costs associated with dealing with FOI and EIR requests, reviews and appeals and SARs are contained within existing budgets. Information on the time spent and estimated costs (based on the mid-point of the relative salary grade) of dealing with FOI and EIR requests across the Council has been collated from May 2016. Services are conscious of the need to accurately record the costs incurred and guidance and support are offered to assist in ensuring the Council has a clear view of the resources utilised. The time spent on and estimated cost of dealing with FOI and EIR requests during January-December 2021 is set out in the table below and shows a decrease in estimated hours and costs and that a lower number of requests was also received for the second consecutive year. There has been a deterioration in the capturing of this information by services which has resulted in 88 FOIs where the time and grade information has not been updated, even though reminders were issued to remind the service of the requirement. Therefore, the undernoted figures are based on the figures recorded and using an average calculation for the average time and average cost associated with dealing with an FOI for those cases that did not have the information recorded to give a representative view of time and estimated costs. Further reminders will be issued to officers involved in the process for discussion within services to remind them of the importance of supplying this information at time of responding to the FOI request.

Period	No of Requests	Time Spent	Estimated Cost
January - December 2017	1281	1814.4 hours	£30,112.93
January – December 2018	1305	1412.20 hours	£23,953.28

January – December 2019	1298	1934.95 hours	£39,122.34
January – December 2020	1042	1398.02hours	£29,553.44
January – December 2021	937	1222.34 hours	£24,919.80

The Freedom of Information (Scotland) Act 2002 makes a limited provision for refusing requests which incur an excessive cost, and partially for recharging those that would cost the authority more than £100 to process. The Environmental Information Regulations allows for full recharge of the cost of dealing with requests. During the period of this report 2 requests were refused on the grounds that answering them would exceed the statutory cost limit and 1 fees notice was issued, however did not progress as payment was not received.

One off Costs

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

Annually Recurring Costs/ (Savings)

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

5.3 **Legal/Risk**

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

5.4 **Human Resources**

There are no human resource implications arising from this report

5.5 **Strategic**

This report helps deliver Corporate Plan Organisational Priority 9 – to deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources.

6.0 CONSULTATION

6.1 None.

7.0 BACKGROUND PAPERS

7.1 None.

Inverclyde Council **APPENDIX 1**

Freedom of Information

Report on information requests received from 1 January 2021 to 31 December 2021

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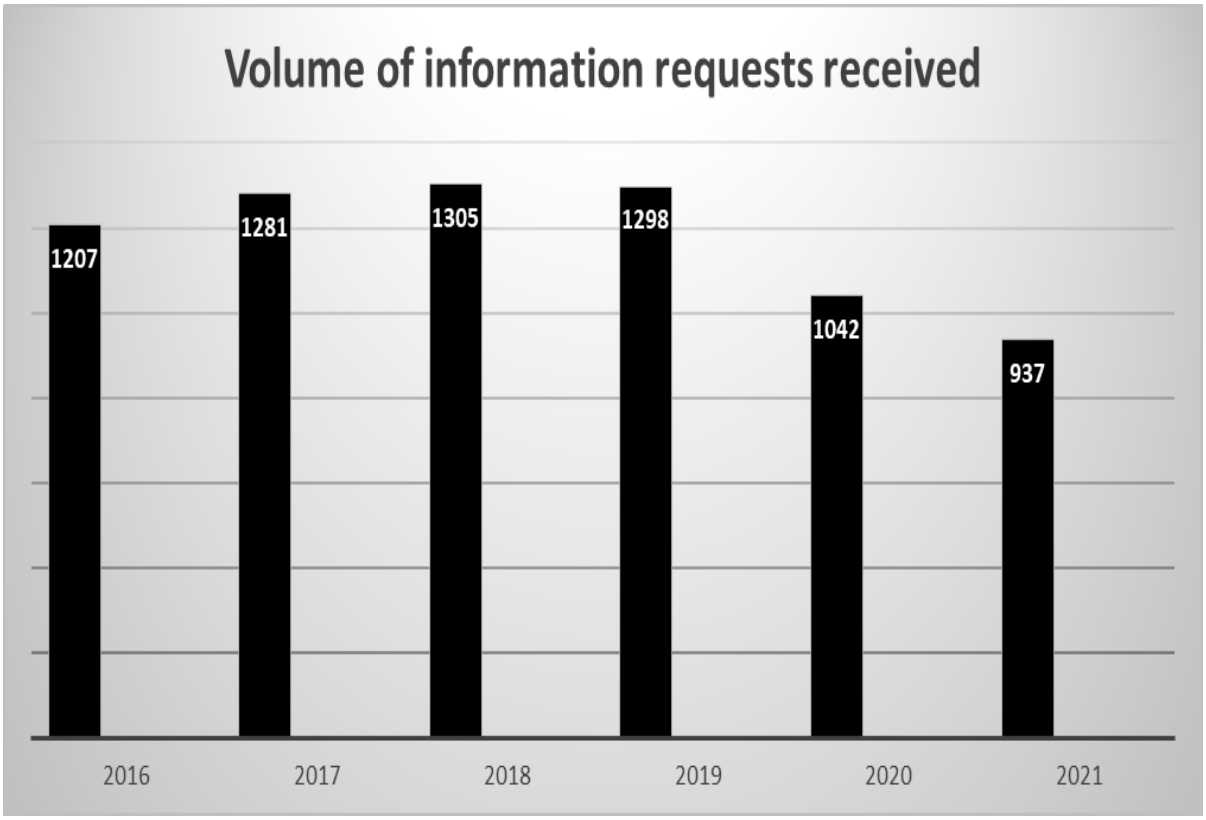
1. Introduction

This report outlines the volumes of information requests received during the period 1 January to 31 December 2021 and provides a performance review across the Council's processing of these requests. It also considers the use of exemptions, fees, reviews and appeals.

The Freedom of Information (Scotland) Act 2002 (FOISA) and the associated Environmental Information Regulations 2004 (EIRs) provide a statutory right to access information that is held by Scottish Public Authorities. FOISA encourages openness and accountability and helps to build trust between the Council and the public it serves.

2. Volume of requests

Inverclyde Council (including the HSCP) received 937 requests for information in 2021 compared to 1042 received in the previous year. This figure represents a 7.9% decrease in the number of information requests received and for the second consecutive year, the Council has seen a decrease in the requests being received. This total comprised of 929 requests under FOISA and 8 under the EIRs. The Council also received 55 Data Subject Access Request (SARs).



3. The Nature of requests

The requests for information have been received from a varied range of sources as noted in the table below. The top three sources of requests have been received from individuals - 42.9%, commercial firms - 18.3% and media and newspaper sources - 15.7%.

Source of request	% of requests
Individual	42.9%
Commercial Firm	18.3%
Media / Newspaper	15.7%
Parliamentary Assistant	9.28%
Charity / Third Sector	4.2%
Legal Firm	2.5%
Other	1.3%
Students	1.28%
Trade Union	1.17%
Researchers	1.06%
Client	0.4%
Employee	0.3%
Political Party MSP	0.1%

4. Performance

The table below compares the Council's responses to FOIs and EIRs for on time, late and failure to respond rates as well as percentages of key performance indicators which are used by the SIC when comparing performance of other Scottish local authorities. The Council responded to 80% of information requests on time and had a failure rate of 20% for responding late or failing to respond to information requests during 2021. An increase is evident in the number of FOIs/EIRs, which were responded to late when comparing the key performance indicators in 2020. The Council ended the year with 4 requests, which were not responded to, and 188 requests were responded to late.

Year	No of FOIs	No of EIRs	Total No of FOIS/ EIRs	No of Requests Responded On time (20 days)	No of Requests Responded Late (over 20 days)	No of Failed to Respond to Request
2016	1193	14	1207	1010	151	0
2017	1265	16	1281	1063	95	0
2018	1273	32	1305	1042	197	0
2019	1282	16	1298	1144	119	0
2020	1009	33	1042	820	187	15
2021	929	8	937	748	188	4

During 2020 and continuing into 2021, the number of late responses and failures to respond requests had steadily increased to a level that was a concern for the Council. The focus of officers had been stretched and resources being extended to cover a wider remit during the pandemic. Coming out of the height of pandemic focus on timescales required to be refreshed and revisited with all officers involved in the FOI process within all services. Training was

delivered to relevant officers in services to focus the attention on the timescales and technical aspects of the procedure.

Additionally in January 2022, a new FOI workflow summary was developed to improve officer understanding of the FOI process and to introduce escalation points to assist with improving focus on the response timescales being met and the quality of responses being improved. The summary also clearly defined the roles and responsibilities of officers at key stages of the process timescales. There are more stringent measurements in place within services to ensure the appropriate timely actions are taken when responding to requests. The more stringent measures sits alongside a new Day 15 report that is issued weekly to senior managers to highlight cases that may require assistance from managers in order to expedite a prompt response to requests. The CMT along with the Information Governance Team supporting the focus on key actions required each week have assisted in the improving performance in subsequent quarterly performance statistics to date.

FOI Annual Data FOI performance based on response outcomes

On time Response Performance numbers and %	2016	2017	2018	2019	2020	2021
Number of responses issued within timescales during the year	1010	1063	1042	1144	820	748
Percentage of requests answered within timescale	86%	92%	84%	91%	80%	80%

FOI not responded to failure rate numbers & %	2016	2017	2018	2019	2020	2021
Number of request where we failed to respond during the year	0	0	0	0	15	4
Number of responses issued late during the year	151	95	197	119	187	188
Failure rate for responses issued during the year%	14%	8%	16%	9%	20%	20%

In February 2022, a Level 1 Intervention was opened by SIC with the Council in connection with its 2021 submitted statistics. This action was taken by SIC as a result of concerns with the Council's recording for both late responses and requests where the Council failed to respond, which was at a rate of 29% or more in quarter 1 and 20% or more in quarter 2 of 2021. The aim of the intervention is to support the Council to improve its performance with regard to providing timely responses to information requests. In replying to this intervention the Council provided SIC with a written response, along with supporting information, including details of actions taken to address non-compliance with the statutory timescales required under FOISA.

The SIC noted that the Council's response was comprehensive, and also noted that the Council's quarter 3 submission in 2021 for both late responses and failures to respond was at a rate of 19.5%, therefore demonstrating a continued improvement in response rates. The SIC are seeking to see a continuation of this downward trend in the next couple of quarterly submissions to match the significant steps the Council has taken to improve performance. The table below shows further reduction in the number of late and not responded to requests as well as the noted increase in the number of on time responses issued up to the most current period's statistics. This shows the continuing improvement desired for these performance

indicators. A full update on this will be provided in the 2022 Annual Report, but is included here given it relates to service performance in 2021.

Period	FOI/EIRs responded to within Statutory Timescale	% On time	FOI/EIRs responded to out with Statutory Timescale	Requests not responded to	% of failed to respond rate
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Jan – Mar 2022	324	90%	33	3	10%
Apr – Jun 2022	344	91.5%	29	2	9%

5. Exemptions

The majority of requests which have been responded to have resulted in full disclosure of all of the requested information in 745 (80%) of information requests. However, for some requests some information is exempt from disclosure in terms of FOISA or the EIRs. In such instances, FOI or EIR exemptions and exceptions are applied. The table below provides further information as to the use of these exemptions and exceptions. Partial disclosures, where some but not all information was released, accounts for 33 (3.5%) of information requests. The Council relied on exemption or exceptions for all requested information in 85 (9%) of information requests received although this is largely attributable to information sought not being held by the Council or being otherwise accessible.

Section	Exemption / Exception Cited	No of times cited
Section (12)	Excessive cost of compliance	2
Section (17) Regulation 10(4)a	Information not held	50
Section (25) Regulation 6(1)b	Information otherwise accessible	13
Section (26)	Statutory Prohibition	0
Section (27)	Future Publication	0
Section (30)	Substantial prejudice	4
Section (33), Regulation 10(5)e	Commercial interests and the economy	3
Section (34)	Investigations	0
Section 35 Regulation 10(5)b	Law Enforcement	8
Section (36) Regulation 10(5)d	Confidentiality	4
Section (39)	Health and Safety	0
Section (38) Regulation 11	Personal Information	9
Regulation 10(5)f	Interests of the supplier of information	0
Regulation 10 (4)c	Request formulated in too general a manner	0

6. Fees

FOISA makes limited provision for refusing requests, which incur an excessive cost and for partially recharging those that would cost the authority more than £100.00 to process. The EIRs allow for the full recharge of the cost of dealing with requests. The table below sets out the number of requests where fees notices were issued. If the applicant does not pay the fees notices within a certain period of time, the request will not be progressed. The Council tends to release the information in the majority of cases without a fee. In relation to EIRs, services are encouraged to charge for information particularly when a significant amount of information is required. The Council has a charging schedule on the Council's website to assist officers with this.

Quarterly Period	No of Requests where fees notices issued	No of requests not progressed due to fee notice not paid	No of Requests where fees notice paid
Oct to Dec 2020	0	0	0
Jan to Mar 2021	0	0	0
Apr to Jun 2021	1	0	0
Jul to Sept 2021	0	0	0
Oct to Dec 2021	0	0	0

7. Time and Cost Involved in Responding to FOIs

All costs associated with dealing with FOI/EIR requests, reviews and appeals and Data Subject Access Requests are contained within existing budgets. However, information on the time spent and estimated cost (based on the mid-point of the relative salary grade) of dealing with FOI and EIR requests across the Council has been collated since May 2016.

The time spent and estimated cost of dealing with FOI and EIR requests during 1 January to 31 December 2021 is set out in the table below with a comparison data for the same period in previous years. There has been a deterioration in the capturing of this information by services is evident from the recorded figures. Therefore, the undernoted figures are based on the figures recorded and using an average calculation for the average time and average cost associated with dealing with an FOI for those cases that did not have the information recorded to give a representative view of time and estimated costs. Further reminders will be issued to officers involved in the process for discussion within services to remind them of the importance of supplying this information at time of responding to the FOI request

Period of Time	Time spent in hours	Estimated costs
1 January – 31 December 2017	1814.4 hours	£30,112.93
1 January – 31 December 2018	1412.20 hours	£23,953.28
1 January – 31 December 2019	1934.95 hours	£39,122.34
1 January – 31 December 2020	1398.02 hours	£29,553.44
1 January – 31 December 2022	1222.34 hours	£24,919.80

8. Reviews and Appeals

During 2021, of the 937 information requests received, the applicants formally asked the Council to review its decisions on 15 FOISA and 3 EIR requests. The table below outlines the outcome of the reviews. Applicants submitted appeals to the SIC in 8 cases. The SIC upheld the Council's decision on one appeal and did not uphold the Council's decision on the other appeal. 6 cases that were referred for a decision from the SIC were withdrawn by the applicant.

Type of review	**Number of reviews**
No of requests for internal reviews	15 FOISA & 3 EIRs
Outcome of internal reviews: - **upheld the Council's decision** - **partially upheld the Council's decision** - **did not uphold the Council's decision** - **internal review submitted outside of timescale**	 11 5 1 1
Appeals to Scottish Information Commissioner (SIC)	8
Outcome of SIC Appeal: **-upheld the Council's decision** **-did not uphold the Council's decision** **-withdrawn by applicant**	 1 1 6

9. Conclusion

The Council's performance during 2021 was undoubtedly impacted by the Covid-19 pandemic last year. During the year, particularly when volumes were lower training was under taken to support FOI designated officers and those officers involved in responding to requests as well as training for the new Information Governance Management System (Workpro). It is anticipated that the recently implementation of a new system Workpro together with ongoing work on policy, procedures and training will continue to support the improvements required in the coming year's performance.

Inverclyde Council **APPENDIX 1**

Freedom of Information

Report on information requests received from 1 January 2021 to 31 December 2021

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1. Introduction

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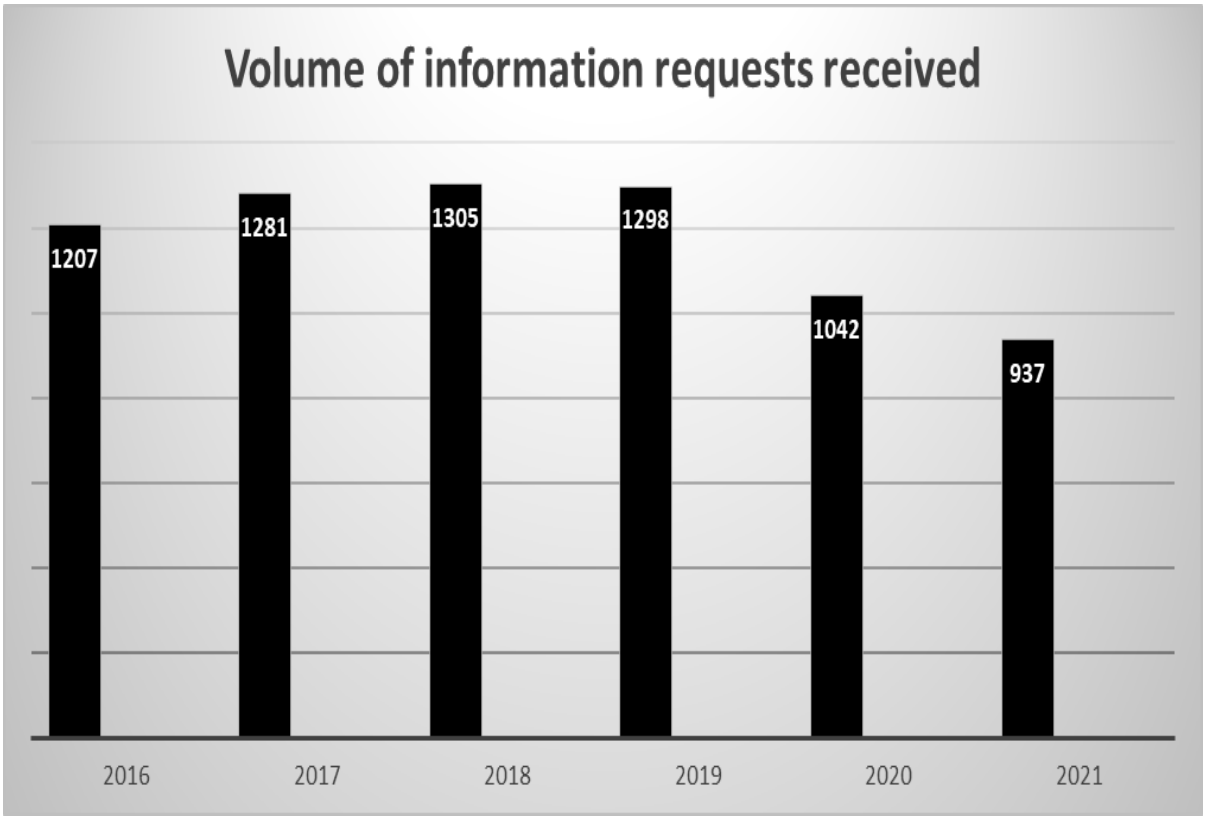
The Freedom of Information (Scotland) Act 2002 (FOISA) and the associated Environmental Information Regulations 2004 (EIRs) provide a statutory right to access information that is held by Scottish Public Authorities. FOISA encourages openness and accountability and helps to build trust between the Council and the public it serves.

2. Volume of requests

Inverclyde Council (including the HSCP) received 937 requests for information in 2021 compared to 1042 received in the previous year. This figure represents a 7.9% decrease in the number of information requests received and for the second consecutive year, the Council has seen a decrease in the requests being received. This total comprised of 929 requests under FOISA and 8 under the EIRs. The Council also received 55 Data Subject Access Request (SARs).



3. The Nature of requests

The requests for information have been received from a varied range of sources as noted in the table below. The top three sources of requests have been received from individuals - 42.9%, commercial firms - 18.3% and media and newspaper sources - 15.7%.

Source of request	% of requests
Individual	42.9%
Commercial Firm	18.3%
Media / Newspaper	15.7%
Parliamentary Assistant	9.28%
Charity / Third Sector	4.2%
Legal Firm	2.5%
Other	1.3%
Students	1.28%
Trade Union	1.17%
Researchers	1.06%
Client	0.4%
Employee	0.3%
Political Party MSP	0.1%

4. Performance

The table below compares the Council's responses to FOIs and EIRs for on time, late and failure to respond rates as well as percentages of key performance indicators which are used by the SIC when comparing performance of other Scottish local authorities. The Council responded to 80% of information requests on time and had a failure rate of 20% for responding late or failing to respond to information requests during 2021. An increase is evident in the number of FOIs/EIRs, which were responded to late when comparing the key performance indicators in 2020. The Council ended the year with 4 requests, which were not responded to, and 188 requests were responded to late.

Year	No of FOIs	No of EIRs	Total No of FOIS/ EIRs	No of Requests Responded On time (20 days)	No of Requests Responded Late (over 20 days)	No of Failed to Respond to Request
2016	1193	14	1207	1010	151	0
2017	1265	16	1281	1063	95	0
2018	1273	32	1305	1042	197	0
2019	1282	16	1298	1144	119	0
2020	1009	33	1042	820	187	15
2021	929	8	937	748	188	4

During 2020 and continuing into 2021, the number of late responses and failures to respond requests had steadily increased to a level that was a concern for the Council. The focus of officers had been stretched and resources being extended to cover a wider remit during the pandemic. Coming out of the height of pandemic focus on timescales required to be refreshed and revisited with all officers involved in the FOI process within all services. Training was

delivered to relevant officers in services to focus the attention on the timescales and technical aspects of the procedure.

Additionally in January 2022, a new FOI workflow summary was developed to improve officer understanding of the FOI process and to introduce escalation points to assist with improving focus on the response timescales being met and the quality of responses being improved. The summary also clearly defined the roles and responsibilities of officers at key stages of the process timescales. There are more stringent measurements in place within services to ensure the appropriate timely actions are taken when responding to requests. The more stringent measures sits alongside a new Day 15 report that is issued weekly to senior managers to highlight cases that may require assistance from managers in order to expedite a prompt response to requests. The CMT along with the Information Governance Team supporting the focus on key actions required each week have assisted in the improving performance in subsequent quarterly performance statistics to date.

FOI Annual Data FOI performance based on response outcomes

On time Response Performance numbers and %	2016	2017	2018	2019	2020	2021
Number of responses issued within timescales during the year	1010	1063	1042	1144	820	748
Percentage of requests answered within timescale	86%	92%	84%	91%	80%	80%

FOI not responded to failure rate numbers & %	2016	2017	2018	2019	2020	2021
Number of request where we failed to respond during the year	0	0	0	0	15	4
Number of responses issued late during the year	151	95	197	119	187	188
Failure rate for responses issued during the year%	14%	8%	16%	9%	20%	20%

In February 2022, a Level 1 Intervention was opened by SIC with the Council in connection with its 2021 submitted statistics. This action was taken by SIC as a result of concerns with the Council's recording for both late responses and requests where the Council failed to respond, which was at a rate of 29% or more in quarter 1 and 20% or more in quarter 2 of 2021. The aim of the intervention is to support the Council to improve its performance with regard to providing timely responses to information requests. In replying to this intervention the Council provided SIC with a written response, along with supporting information, including details of actions taken to address non-compliance with the statutory timescales required under FOISA.

The SIC noted that the Council's response was comprehensive, and also noted that the Council's quarter 3 submission in 2021 for both late responses and failures to respond was at a rate of 19.5%, therefore demonstrating a continued improvement in response rates. The SIC are seeking to see a continuation of this downward trend in the next couple of quarterly submissions to match the significant steps the Council has taken to improve performance. The table below shows further reduction in the number of late and not responded to requests as well as the noted increase in the number of on time responses issued up to the most current period's statistics. This shows the continuing improvement desired for these performance

indicators. A full update on this will be provided in the 2022 Annual Report, but is included here given it relates to service performance in 2021.

Period	FOI/EIRs responded to within Statutory Timescale	% On time	FOI/EIRs responded to out with Statutory Timescale	Requests not responded to	% of failed to respond rate
Jan - Mar 2021	152	76%	32	0	23%
Apr - Jun 2021	155	60%	70	0	37%
Jul – Sept 2021	180	79.6%	43	3	20%
Oct – Dec 2021	269	80.5%	43	3	19.4%
Jan – Mar 2022	324	90%	33	3	10%
Apr – Jun 2022	344	91.5%	29	2	9%

5. Exemptions

The majority of requests which have been responded to have resulted in full disclosure of all of the requested information in 745 (80%) of information requests. However, for some requests some information is exempt from disclosure in terms of FOISA or the EIRs. In such instances, FOI or EIR exemptions and exceptions are applied. The table below provides further information as to the use of these exemptions and exceptions. Partial disclosures, where some but not all information was released, accounts for 33 (3.5%) of information requests. The Council relied on exemption or exceptions for all requested information in 85 (9%) of information requests received although this is largely attributable to information sought not being held by the Council or being otherwise accessible.

Section	Exemption / Exception Cited	No of times cited
Section (12)	Excessive cost of compliance	2
Section (17) Regulation 10(4)a	Information not held	50
Section (25) Regulation 6(1)b	Information otherwise accessible	13
Section (26)	Statutory Prohibition	0
Section (27)	Future Publication	0
Section (30)	Substantial prejudice	4
Section (33), Regulation 10(5)e	Commercial interests and the economy	3
Section (34)	Investigations	0
Section 35 Regulation 10(5)b	Law Enforcement	8
Section (36) Regulation 10(5)d	Confidentiality	4
Section (39)	Health and Safety	0
Section (38) Regulation 11	Personal Information	9
Regulation 10(5)f	Interests of the supplier of information	0
Regulation 10 (4)c	Request formulated in too general a manner	0

6. Fees

FOISA makes limited provision for refusing requests, which incur an excessive cost and for partially recharging those that would cost the authority more than £100.00 to process. The EIRs allow for the full recharge of the cost of dealing with requests. The table below sets out the number of requests where fees notices were issued. If the applicant does not pay the fees notices within a certain period of time, the request will not be progressed. The Council tends to release the information in the majority of cases without a fee. In relation to EIRs, services are encouraged to charge for information particularly when a significant amount of information is required. The Council has a charging schedule on the Council's website to assist officers with this.

Quarterly Period	No of Requests where fees notices issued	No of requests not progressed due to fee notice not paid	No of Requests where fees notice paid
Oct to Dec 2020	0	0	0
Jan to Mar 2021	0	0	0
Apr to Jun 2021	1	0	0
Jul to Sept 2021	0	0	0
Oct to Dec 2021	0	0	0

7. Time and Cost Involved in Responding to FOIs

All costs associated with dealing with FOI/EIR requests, reviews and appeals and Data Subject Access Requests are contained within existing budgets. However, information on the time spent and estimated cost (based on the mid-point of the relative salary grade) of dealing with FOI and EIR requests across the Council has been collated since May 2016.

The time spent and estimated cost of dealing with FOI and EIR requests during 1 January to 31 December 2021 is set out in the table below with a comparison data for the same period in previous years. There has been a deterioration in the capturing of this information by services is evident from the recorded figures. Therefore, the undernoted figures are based on the figures recorded and using an average calculation for the average time and average cost associated with dealing with an FOI for those cases that did not have the information recorded to give a representative view of time and estimated costs. Further reminders will be issued to officers involved in the process for discussion within services to remind them of the importance of supplying this information at time of responding to the FOI request

Period of Time	Time spent in hours	Estimated costs
1 January – 31 December 2017	1814.4 hours	£30,112.93
1 January – 31 December 2018	1412.20 hours	£23,953.28
1 January – 31 December 2019	1934.95 hours	£39,122.34
1 January – 31 December 2020	1398.02 hours	£29,553.44
1 January – 31 December 2022	1222.34 hours	£24,919.80

8. Reviews and Appeals

During 2021, of the 937 information requests received, the applicants formally asked the Council to review its decisions on 15 FOISA and 3 EIR requests. The table below outlines the outcome of the reviews. Applicants submitted appeals to the SIC in 8 cases. The SIC upheld the Council's decision on one appeal and did not uphold the Council's decision on the other appeal. 6 cases that were referred for a decision from the SIC were withdrawn by the applicant.

Type of review	**Number of reviews**
No of requests for internal reviews	15 FOISA & 3 EIRs
Outcome of internal reviews: - **upheld the Council's decision** - **partially upheld the Council's decision** - **did not uphold the Council's decision** - **internal review submitted outside of timescale**	 11 5 1 1
Appeals to Scottish Information Commissioner (SIC)	8
Outcome of SIC Appeal: **-upheld the Council's decision** **-did not uphold the Council's decision** **-withdrawn by applicant**	 1 1 6

9. Conclusion

The Council's performance during 2021 was undoubtedly impacted by the Covid-19 pandemic last year. During the year, particularly when volumes were lower training was under taken to support FOI designated officers and those officers involved in responding to requests as well as training for the new Information Governance Management System (Workpro). It is anticipated that the recently implementation of a new system Workpro together with ongoing work on policy, procedures and training will continue to support the improvements required in the coming year's performance.

Inverclyde council

AGENDA ITEM NO: 15

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Head of Organisational Development, Policy & Communications**	**Report No:**	**HR/18/22**
Contact Officer:	**Steven McNab**	**Contact No:**	**01475 712015**
Subject:	**Workforce Information and Activity Report (WIAR) 2021/22**		

1.0 PURPOSE AND SUMMARY

1.1 ☐For Decision ☒For Information/Noting

1.2 The purpose of this report is to advise the Policy & Resources Committee of key workforce information and activity for the year 1 April 2021 to 31 March 2022. This annual report has been provided to the Policy & Resources Committee in recent years to support workforce planning and has been submitted to the Policy and Resources Committee in recent years to provide members with a useful overview of workforce activity and analysis.

1.3 Workforce Information and Activity Reports are published quarterly for the full Council and by Directorate too. A yearly WIAR (Full Council) is also produced at the end of each (financial) year which includes comparison with other years in the interests of showing trends and other developments.

1.4 The latest yearly Workforce Information and Activity Report for the year 1 April 2021 to 31 March 2022 is attached as Appendix 1 which includes a comparison with the previous two years in some key areas. This will be the subject of an all member briefing prior to the Policy and Resources Committee.

2.0 RECOMMENDATIONS

2.1 It's recommended that the Policy & Resources Committee:

- Notes the content of the Workforce Information and Activity Report for 2021/2022 outlined in Appendix 1.

Steven McNab
Head of Organisational Development,
Policy & Communications

3.0 BACKGROUND

3.1 Workforce Information and Activity Reports (WIAR) were first produced in 2013 to help inform workforce planning decisions by the Extended Corporate Management Team and to inform management of key performance information in relation to the workforce. The content of the reports has been expanded in recent years to encourage organisational development and workforce planning activity across a range of workforce analytics. It's recognised that the continued success of Organisational Development (OD) across the Council very much depends on good workforce data which helps to identify needs in key areas.

3.2 Workforce Information and Activity Reports are developed quarterly for the full Council and by Directorate too. A Yearly WIAR (Full Council) is also produced at the end of each (financial) year which includes comparison with other years in the interests of showing trends and other developments. Reports are distributed widely via senior officers and come with a separate 'to do' activity check list. The Health and Social Care Partnership quarterly WIAR also includes NHS side information and is presented to the Staff Partnership Forum.

3.3 Over time the report content has become standard and includes attendance, performance and workforce demographics which assist in focussing on and analysing trends across the workforce. The content of these WIAR reports is considered by the Corporate Workforce Planning and Development Group to help inform key workforce planning actions and HR policy decisions. The content of these reports is also shared and discussed with the trade unions at regular liaison meetings.

4.0 KEY WORKFORCE INFORMATION AND ACTIVITY SUMMARY

4.1 Attendance is reported annually alongside many other measures via the Local Government Benchmarking Framework (LGBF), each measure is commonly referred to as a Statutory Performance Indicator (SPI). It should be noted that there has been an increase in recorded absence levels reported for 2021/2022 with 8.29 workdays lost per employee compared to 6.92 days in 2020/21. However, this is an improvement compared to absence levels in 2018/19 and 2019/20. It should be noted that around 67% of employees had no days of sick leave for the period 2021/2022.

4.2 Performance Appraisal is reported annually as a Key Performance Indicator (KPI) that is for our own internal purposes and the target for completed appraisals is 90%. The 2021/22 analysis shows that 92% of performance appraisals have been returned therefore meeting our target. Due to the current global pandemic managers had an extended deadline from the previous year, until March 2022, to submit these. The appraisal process is supported by 7 core competencies which are applicable to all employees, with senior managers subject to additional 3 competencies.

4.3 Employee Demographics and Workforce Planning – provides factual information concerning the composition of our workforce:

- Number of employees has increased in the past year from 4254 in 2020/21 to 4294 in 2021/22; also, the number of FTE employees has increased from 3489.20 FTE in 2020/21 to 3570.76 FTE in 2021/22. The increase in staff numbers is mainly in the area of teaching staff, early years and within the HSCP,

- 52% of our employees are full time and 48% are part time. This is a change from last year where 51% were part time and 49% were full time.

- 78% of our employees have permanent employee status and 22% of our employees have temporary employee status. In 2020/21 80% of our employees had a permanent status and 20% were temporary. The increase in temporary staff mainly reflects the increased number of temporary funded posts created during the pandemic. The recent temporary to permanent exercise will reduce the number of temporary employees going forward with the changes from 4 to only 2 years service and no longer required to go to CMT for approval.

- Employee turnover sits at 10.09% across the sector. In 2020/21 the turnover rate 7.17%.

- 28% of our employees are aged over 56 years old compared to 6% aged under 25 years old – this is typical of the sector, but we have seen a 1% decrease in employees aged over 56 years.

- 76% of our employees are female and 24% are male. This is the same as last year.

4.4 Other HR/OD Support Activity –

- The number of disciplinary hearings has increased from 26 in 2020/121 to 31 in 2021/22.

- There were 9 Grievances/Dignity and Respect at Work Forms submitted in 2021/22 which is the lower than 2020/21 at 20.

- Approximately 34% of our workforce pay trade union subscriptions via the payroll system. It is estimated that approximately 52% of our work force are trade union members, similar to last year.

- Work/Life balance requests show an upward trend sitting at 107 received for 2021/2022. 61 requests were made in 2020/21.

- 309 employees have utilised the buy and bank leave scheme which is also indicative of an upward trend. In 2020/21 99 employees utilised this scheme.

- 51 employees have taken advantage of our cycle to work scheme, which is an increase from last year – 47 in 2020/21.

- 32 employees participated in our childcare voucher scheme which is a decrease from last year's total of 38.

Further detail on the above areas is covered in the full Workforce Information and Activity Report attached at Appendix 1.

5.0 PROPOSALS

5.1 It is proposed that the P&R Committee notes the content of the Workforce Information and Activity Report for 2021/2022 outlined in Appendix 1.

6.0 IMPLICATIONS

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

SUBJECT	YES	NO	N/A
Financial			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

6.2 **Finance**

One off Costs

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

Annually Recurring Costs/ (Savings)

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

6.3 **Legal/Risk**

N/A

6.4 **Human Resources**

The content of the Workforce Information and Activity Report will assist to inform organisational development actions and HR Policy.

6.5 **Strategic**

N/A

7.0 CONSULTATION

7.1 WIAR reports are widely distributed:

- Chief Executive/Corporate Directors/Heads of Service
- Service Managers/Team Leaders (+ pass on to all employees)
- Trade Union Liaison Group

- HSCP – Staff Partnership Forum

8.0 BACKGROUND PAPERS

8.1 Yearly Workforce Information and Activity Report Full council version 2021/2022 (Appendix 1).

Appendix 1

Yearly Workforce Information and Activity Report (WIAR)

Full Council

April 2021 to March 2022

Inverclyde council

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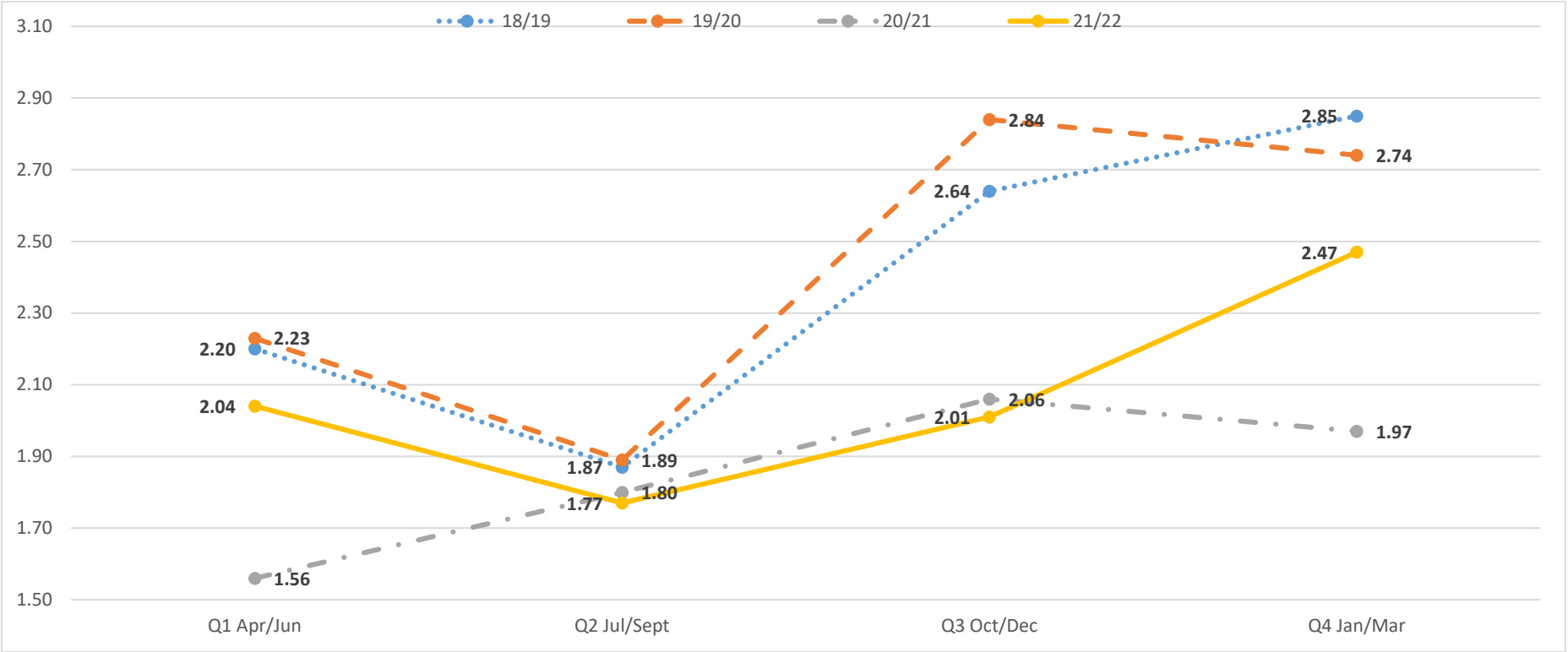
This Yearly WIAR includes 2021/2022 information and also a comparison against 2018/2019, 2019/20 and 2020/21 (where possible).

1. Attendance and Performance Appraisal Information

a. Absence Chart & Breakdown

This shows the 4 quarters in 18/19, 19/20, 20/21 and 21/22 for comparison. Please note that none of the absence statistics provided in 1a, b, c & d below include covid-19 related absences.



	21/22	20/21	19/20	18/19
Work Days Lost per FTE Employee (Inverclyde Council target: 9 days)	**8.29**	**6.92**	**9.18**	**9.04**

b. Absence Rates by Directorate Breakdown

Directorate	Workdays lost per FTE employee in 21/22	Workdays lost per FTE employee in 20/21	Workdays lost per FTE employee in 19/20	Workdays lost per FTE employee in 18/19
HSCP	11.05	10.93	12.96	12.44
ECOD	7.15	5.59	7.69	7.26
ERR	8.32	5.59	8.70	10.12
CE	0.91	0.51	0.59	2.31
Full Council	**8.29**	**6.92**	**9.18**	**9.04**

c. Absence Rate Breakdown by Reason for Absence

Reason for Absence	% of Workdays lost per FTE employee in 21/22	% of Workdays lost per FTE employee in 20/21	% of Workdays lost per FTE employee in 19/20	% of Workdays lost per FTE employee in 18/19
Accidents	0.53	0.41	0.89	1.34
Major Medical/Surgery	14.47	15.54	15.98	18.02
Maternity Related Illness	1.06	1.37	1.56	1.55
Mental Health	33.76	37.38	31.66	26.18
Musculoskeletal	21.88	24.58	20.34	19.76
Virus/Short Term	28.30	20.72	29.57	33.15

d. Employees Days Absence

Number of days off sick	Number of Employees 21/22	Number of Employees 20/21	Number of Employees 19/20	Number of Employees 18/19
9 days or less	1029 (24%)	870 (20%)	1371 (33%)	1485 (36.5%)
10 days or more	392 (9.1%)	728 (17%)	898 (21.5%)	991 (24%)
Zero Days absence	2873 (66.9%)	2694 (63%)	1876 (45.5%)	1611 (39.5%)

e. Covid-19 Absence Rates

The information below is the % absence rates of those off sick relating to covid-19 and this information was reported to P&R on a regular basis. Please note that the methodology used to calculate the COVID absence is different compared to how we calculate all other sickness absence. This data includes all those employees reporting sick, those isolating, those absent with caring responsibilities and shielding at home while unable to work from home.

	12.04.21	07.05.21	02.06.21	23.07.21	03.09.21	04.11.21	21.01.22	11.03.22
Council	6.0%	5.2%	5.0%	5.6%	6.8%	6.2%	6.0%	6.1%
Homecare	7.1%	6.7%	5.4%	7.1%	11.0%	11.5%	11.0%	12.1%
Other HSCP	3.0%	2.5%	2.5%	3.5%	7.1%	7.0%	7.2%	7.6%
Waste Management	8.7%	7.9%	5.9%	6.8%	5.8%	5.0%	3.9%	4.6%
Facilities	7.2%	3.1%	3.2%	3.0%	4.8%	4.1%	6.4%	5.1%

f. Performance Appraisals

The target for 21/22 was 90%; the final overall position for 21/22 was 92%. Please note, due to the Covid-19 pandemic PA return stats were not reported on for 2019/20 and 2020/21.

Directorate	% Received 21/22	% Received 19/20	% Received 18/19	% Received 17/18
HSCP	87%	52%	98%	96%
ECOD	93%	8%	97%	90%
ERR	97%	71%	97%	96%
Chief Executive	100%	0	100%	100%
Total	**92%**	**35%**	**97%**	**94%**

2. Employee Demographics

a. Employee Numbers & Variances

Table includes actual number of employees (full time, part time, temporary & permanent).

Directorate	Mar 2022 - No. of employees	Mar 2021 - No. of employees	Mar 2020 - No. of employees	Mar 2019 - No. of employees	Full Time Equivalent (FTE*) 2022	Full Time Equivalent (FTE*) 2021	Full Time Equivalent (FTE*) 2020	Full Time Equivalent (FTE*) 2019
HSCP	1,113	1,103	1101	1036	889.83	874.41	877.95	831.92
ECOD	2,559	2,509	2350	2414	2,086.21	2003.72	1864.50	1906.92
ERR	613	634	651	630	585.91	603.26	618.74	601.87
CE	9	8	7	7	8.81	7.81	6.8	6.8
TOTAL	**4294**	**4254**	**4109**	**4087**	**3,570.76**	**3,489.20**	**3367.99**	**3347.51**

*Full Time Equivalent is number of full time posts. Please note the increase in employee numbers is due to the additional emergency COVID posts created due to the pandemic, for example, cleaners, teachers, home support workers etc.

b. Part Time v Full Time Employees

	March 2022	% of total workforce 2022	March 2021	% of total workforce 2021	March 2020	% of total workforce 2020	March 2019	% of total workforce 2019
Part Time Employees	2079	48	2152	51	2037	50	2033	49
Full time Employees	2215	52	2102	49	2072	50	2054	51

c. Perm v Temp Employees

	March 2022	% of total workforce 2022	March 2021	% of total workforce 2021	March 2020	% of total workforce 2020	March 2019	% of total workforce 2019
Permanent Employees (includes Temp Occupied by Perm)	3345	78	3392	80	3347	81	3401	83
Temporary Employees	949*	22	862	20	762	19	686	17

*Increase in temporary employees mainly due to additional emergency COVID posts created due to the pandemic.

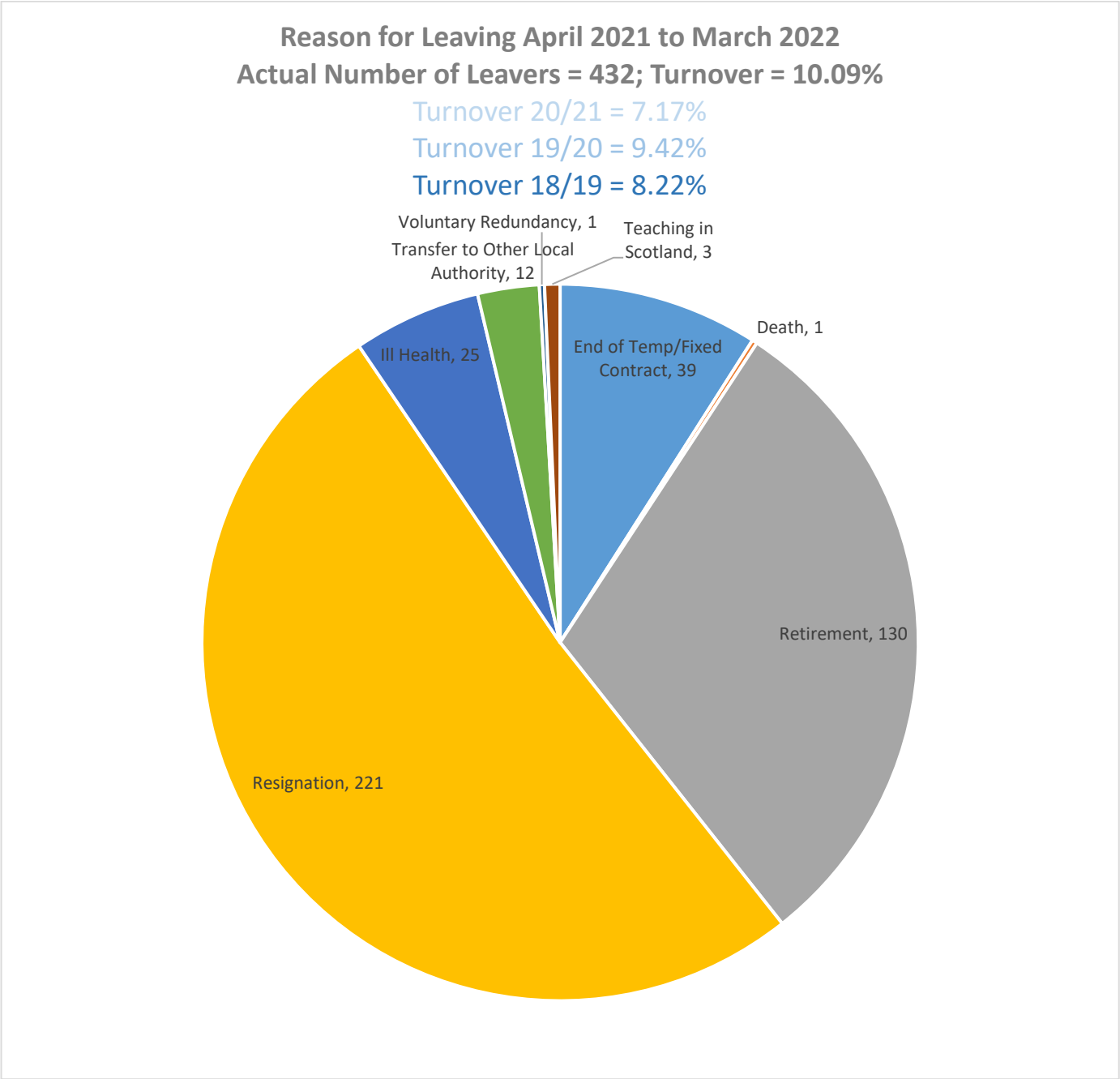
d. Modern Apprentice Breakdown

Directorate	No. of Modern Apprentices 21/22	No. of Modern Apprentices 20/21	No. of Modern Apprentices 19/20	No. of Modern Apprentices 18/19
HSCP	5	3	3	3

ECOD	26	26	24	17
ERR	19	9	9	13
CE	0	0	0	0
TOTAL	**50**	**38**	**36**	**33**

e. Reason for Leaving – Turnover

The pie chart and table below displays the number of leavers for 21/22 and reasons for leaving.



Reason for Leaving	No. of Employees
Capability – Ill Health	25
End of Temp/Fixed Contract	39
Redundancy (Voluntary Severance)	1
Resignation – Terms & Conditions	19
Resignation – Personal	101
Resignation – Career Progression	94
Resignation – Work Related	7
Retirement – Ill Health (pension)	14

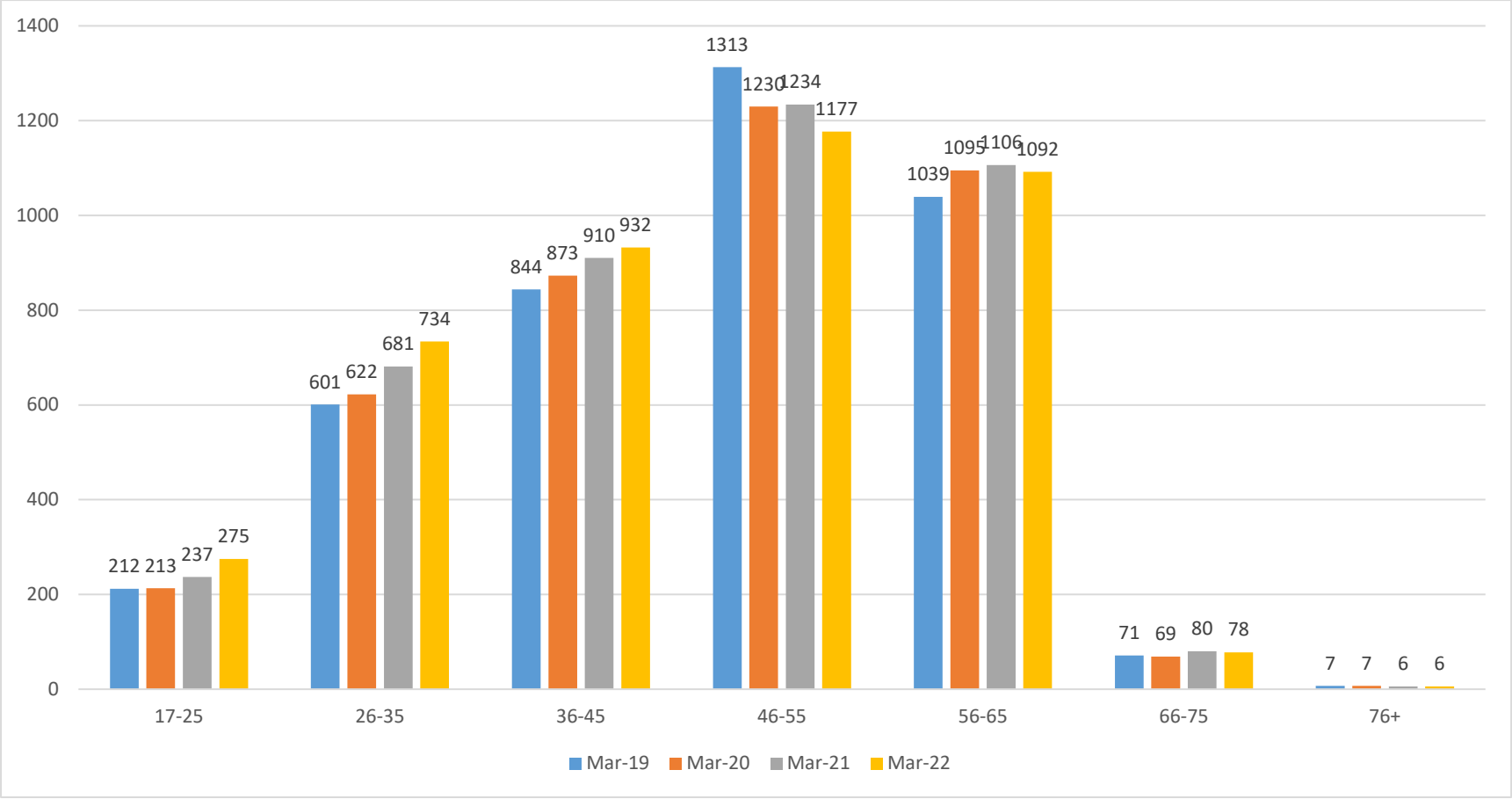
Retirement – Age (no pension)	5
Retirement – Age (pension)	68
Retirement – Severance	8
Retirement – Efficiency of Service	35
Transfer to other Local Authority	12
Teaching in Scotland	3
Death	1

f. Annual Leave Payment to Leavers

	2021/22		2020/21		2019/20	
Directorate	**Number of Employees**	**Amount Paid £**	**Number of Employees**	**Amount Paid £**	**Number of Employees**	**Amount Paid £**
HSCP	28	27,965.35	29	30,792.65	17	20,414.20
ECOD	101	69,461.40	56	40,943.11	93	73,507.02
ERR	7	7,761.62	8	14,461.17	11	20,843.56
CE	0	0	0	0	0	0
TOTAL	**136**	**105,188.37**	**93**	**86,196.93**	**121**	**114,764.78**

Where possible, the goal is to limit as majority of leavers should take unused annual leave before leaving. There has been an increase in the payment of annual leave during the Covid pandemic due to employees being unable to take their balance of leave prior to departure.

g. Age Profile



	% 16-25	% 26-35	% 36-45	% 46-55	% 56-65	% 66-75	% 76+
March 2022	6	17	22	27	26	1.81	0.19
March 2021	6	16	21	29	26	1.80	0.20
March 2020	5	15	21	30	26.90	1.90	0.20

March 2019	5	15	21	32	25.10	1.70	0.20

h. Employees in Pension Scheme

Directorate	Number of Employees 21/22	% of Total Employees in Directorate 21/22	Number of Employees 20/21	% of Total Employees in Directorate 20/21	Number of Employees 19/20	% of Total Employees in Directorate 19/20	Number of Employees 18/19	% of Total Employees in Directorate 18/19
HSCP	1024	92	996	90	966	88	918	88
ECOD	2372	93	2278	91	2146	90	2072	86
ERR	576	94	586	91	588	93	580	92
CE	9	100	7	100	7	100	7	100
TOTAL	**3981**	**93**	**3867**	**91**	**3707**	**89**	**3577**	**88**

i. Salary Protection/Responsibility Allowance

Within 21/22 there was **2** employee paid responsibility allowances, **3** employees' paid conserved salaries and **11** employees were paid salary protection. Please note that the figures in brackets are those that are still live and ongoing.

	2021/22			2020/21			2019/20			2018/19		
Directorate	**Resp Allowance**	**Conservation** (teachers only)	**Salary Protection** (SJC only)	**Resp Allowance**	**Conservation** (teachers only)	**Salary Protection** (SJC only)	**Resp Allowance**	**Conservation** (teachers only)	**Salary Protection** (SJC only)	**Resp Allowance**	**Conservation** (teachers only)	**Salary Protection** (SJC only)
HSCP	0	0	3 (2)	3	0	1 (1)	0	0	1	0	0	3
ECOD	0	3 (2)	8 (6)	2	3 (1)	8 (3)	0	2	7 (3)	9	6	7 (4)
ERR	0	0	0	2 (2)	0	1	0	0	4	0	0	5 (2)
CE	2	0	0	0	0	0	1	0	0	0	0	1
TOTAL	**2**	**3**	**11**	**7**	**3**	**10**	**1**	**2**	**12**	**9**	**6**	**16**

j. Contractual Overtime

Over 21/22 there were **23** paid contractual overtime. Please note that the figures in brackets are those that are still live and ongoing.

Directorate	No. of Employees 21/22	No. of Employees 20/21	No. of Employees 19/20	No. of Employees 18/19
HSCP	0	0	0	0
ECOD	8	9 (9)	10 (10)	10 (10)
ERR	15 (13)	12 (12)	14 (14)	14 (14)
CE	0	0	0	0
TOTAL	**23**	**21**	**24**	**24**

k. Night Work (Atypical Night Payments)

Please note that the figures in brackets are those that are still live and ongoing.

Directorate	Paid in 21/22		Paid in 20/21		Paid in 19/20		Paid in 18/19	
	No. of employees working nights as normal work pattern	No. of employees occasionally undertaking night	No. of employees working nights as normal work pattern	No. of employees occasionally undertaking night	No. of employees working nights as normal work pattern	No. of employees occasionally undertaking night	No. of employees working nights as normal work pattern	No. of employees occasionally undertaking night
HSCP	34 (32)	16 (9)	32 (31)	14 (9)	28 (28)	18 (12)	31 (29)	18 (10)
ECOD	1	0	0	0	0	1	0	2 (2)
ERR	3 (3)	0	4 (4)	13	0	18 (4)	4 (4)	10
CE	0	0	0	0	0	0	0	0
TOTAL	**38**	**16**	**36**	**27**	**28**	**37**	**35**	**30**

l. Sleepover Payments

**Sleepover payments changed in September 2018 and are now paid as an hourly rate. Tables below illustrates the allowance paid up to August 2018, and the other table details the hours paid since September 2018.*

Directorate	Paid in 21/22		Paid in 20/21		Paid in 19/20		Paid in 18/19 (from Sept 18 to March 19)*		Paid in 18/19 (from April 18 to August 18)*	
	No. of Hours Submitted	Amount £	No. of Hours Submitted	Amount £	No. of Hours Submitted	Amount £	No. of Hours Submitted	Amount £	No. of allowances paid	Amount £
HSCP	6,739	61,823.5	7,284	66,065.89	8,205.75	74,185.23	3032	25,802.32	438	15,509.58
ECOD	243	2,280.69	108	979	2,605.5	23,510.93	479	4,076.29	177	6,253.57
ERR	0	0	0	0	0	0	0	0	0	0
CE	0	0	0	0	0	0	0	0	0	0
TOTAL	**6,982**	**64104.19**	**7,392**	**67,044.89**	**10,811.25**	**97,696.16**	**3511**	**29,878.61**	**615**	**21,763.15**

m. Contractual Atypical Allowances

Contractual Allowance – not paid by timesheet.

Directorate	Number of Employees 21/22	Amount Paid 21/22 £	Number of Employees 20/21	Amount Paid 20/21 £	Number of Employees 19/20	Amount Paid 19/20 £	Number of Employees 18/19	Amount Paid 18/19 £
HSCP	545	263,641.44	483	272,029.96	417	227,564.99	446	219,707.01
ECOD	19	7,466.17	17	6,678.09	14	5,073.92	16	5,765.17
ERR	34	33,786.86	35	42,674.63	39	39,774.99	38	39,098.66
CE	0	0	0	0	0	0	0	0
TOTAL	**598**	**304,894.47**	**535**	**321,382.68**	**470**	**272,413.90**	**500**	**264,570.84**

n. Gender Breakdown

Gender	No. Of Employees March 22	No. Of Employees March 21	No. Of Employees March 20	No. Of Employees March 19	% of Workforce March 22	% of Workforce March 21	% of Workforce March 20	% of Workforce March 19
Female	3270	3259	3110	3088	76.15	76.61	75.69	75.56
Male	1024	995	999	999	23.85	23.39	24.31	24.44

3. Sessional Worker Activity – Workforce Planning

Directorate	No of Sessional Workers March 22	No of Sessional Workers March 21	No of Sessional Workers March 20	No of Sessional Workers March 19
HSCP	175	137	99	80
ECOD	455	385	347	366
(Supply Teachers)	*291*	*262*	212	189
ERR	4	4	2	3
TOTAL	**925**	**788**	**660**	**638**

Quarterly reports are sent out to all services on sessional usage and supply stats are done at the end of every term.
Increase in sessional staff is due to covid cover.

4. Human Resources Support Activity

a. Overtime Hours Worked

Directorate	Additional Basic At Plain Time		Overtime At 1.5		OT Pub Hols At 2.0		Grand Total 21/22	
	£	Hours	£	Hours	£	Hours	£	Hours
HSCP	517,080.85	45,281.28	307,334.43	14,828.05	23,122.16	865.39	847,537.44	60,974.72
ECOD	382,694.91	36,555.85	180,843.33	11,398.18	88.20	3.98	563,626.44	47,958.01
ERR	15,527.61	1,430.55	460,613.22	24,257.90	7,364.25	294.25	483,505.08	25,982.70
CE	0	0	0	0	0	0	0	0
TOTAL	**915,303.37**	**83,267.68**	**948,790.98**	**50,484.13**	**30,574.61**	**1163.62**	**1,894,668.96**	**134,915.43**

Directorate	Grand Total 20/21		Grand Total 19/20		Grand Total 18/19	
	£	Hours	£	Hours	£	Hours
HSCP	887,227.28	63,432.47	1,044,988.91	76,499.8	868,522.77	69,635.24
ECOD	540,475.30	44,822.22	516,243.93	49,044.59	410,181.72	44,737.41
ERR	581,685.78	32,535.83	603,864.17	35,503.66	491,551.54	31,565.06
CE	0	0	0	0	0	0
TOTAL	**2,009,388.36**	**140,790.52**	**2,165,097.01**	**161,048.05**	**1,770,256.03**	**145,937.71**

Note: the above figures do not include the additional 8.3% holiday pay

b. Employee Relations Activity

	2021/22		2020/21		2019/20		2018/19	
Investigations (relating to Disc, Grievance & D&R)	31		21		57		56	
Disciplinary	37		26		51		49	
Grievance & Dignity and Respect Submissions	9		20		33		33	
Male/Female split	4	5						
Absence Cases Supported	271		242		281		281	
Letters of Concern Issued	81		40		119		106	
Union Members (figures collected from check off only) (excluding EIS members)*	1454 (34%)		1505 (35%)		1581 (38.48%)		1631 (39.90%)	
Trade Union Activity (hours)	4,907.88		3,909.20		4,221.98		4,159.68	
Work Life Balance Request	Received	107	Received	61	Received	95	Received	87
	Approved	89	Approved	55	Approved	91	Approved	78
Male/Female Split (Approved)	8	81						
Grades of those approved for Work Life Balance	1-6	53	1-6	27	(1-6 (A-G)	59	A-G	47
	7 & Above/Teacher	36	7 & Above/Teacher	28	7 (H) & Above/Teacher	32	H & Above/Teacher	31
TOIL Request for Approval	48		62		114		193	
TOIL Taken (days)	36		29		71		92	

Note: EIS numbers not available as not paid by payroll deduction, also some members moved to check off.

c. New Start and Leavers Survey

Number of New Starts Surveys sent and completed

Directorate	New Employee Survey 21/22		New Employee Survey 20/21		New Employee Survey 19/20		New Employee Survey 18/19	
	Sent	Completed	Sent	Completed	Sent	Completed	Sent	Completed
CE	0	0	0	0	0	0	0	0
HSCP	138	36	131	44	75	21	90	28
ECOD	252	50	230	50	156	51	89	30
ERR	53	14	52	10	42	6	42	19
Not Known	0	7	0	16	0	5	0	7
Total	**443**	**107**	**413**	**120**	**273**	**83**	**221**	**84**

Number of Leavers Surveys sent and completed

Directorate	Leaver Survey 21/22		Leaver Survey 20/21		Leaver Survey 19/20		Leaver Survey 18/19	
	Sent	Completed	Sent	Completed	Sent	Completed	Sent	Completed
CE	1	0	1	0	0	0	0	0
HSCP	116	40	91	25	70	23	66	23
ECOD	221	63	133	40	134	39	198	49
ERR	58	14	22	10	37	15	45	15
Not Known	0	11	0	31	0	26	0	32
Total	**396**	**128**	**247**	**106**	**241**	**103**	**309**	**119**

New Start and Leaver Job Satisfaction Responses

Overall, how would you rate your employment experience to date?

Answer Choices	Responses 21/22		Responses 20/21		Responses 19/20		Responses 18/19	
	Leavers	New Starts	Leavers	New Starts	Leavers	New Starts	Leavers	New Starts
Excellent	42	60	27	67	22	43	30	41
Good	65	39	60	37	65	30	55	33
Average	15	5	14	3	11	1	27	2
Poor	6	1	5	2	5	6	7	1
Not Answered	0	2	0	11	0	3	0	7

Total	**128**	**107**	**106**	**120**	**103**	**83**	**119**	**84**

5. Organisational Development Support Activity

a. Training Activity

	21/22	20/21	19/20	18/19
Port Glasgow Training Suite Open (Days)	255	256	255	251
Computer Room Booked (Days)	61	43	213	212
Room 1 Booked (Days)	52	57	215	195
Room 2 Booked (Days)	38	89	195	211

Corporate Training Course Attended	211	110	499	947
E-Learning Courses Completed	7746	9693	7181	9431

b. Employee Participation & Job Evaluation Activity

Employees Registered as First Aiders	2022	91	2021	109	2020	105

Employees in Buy & Bank Leave Scheme 2022	309	Amount:	£155,591.80
Employees in Buy & Bank Leave Scheme 2021	99	Amount:	£48,702.63
Employees in Buy & Bank Leave Scheme 2020	224	Amount:	£106,308.43
Employees in Buy & Bank Leave Scheme 2019	190	Amount:	£85,842.72

Employees in Cycle to Work Scheme	21/22	51	20/21	47	19/20	64	18/19	75	17/18	76
Employees in Childcare Voucher Scheme	21/22	32	20/21	38	19/20	87	18/19	106	17/18	117

Job Evaluation Requests Received	21/22	87	20/21	57	19/20	60	18/19	76	17/18	55
Job Evaluation Appeals Received	21/22	0	20/21	0	19/20	0	18/19	1	17/18	1

c. Quarterly Reports Produced – Workforce Panning

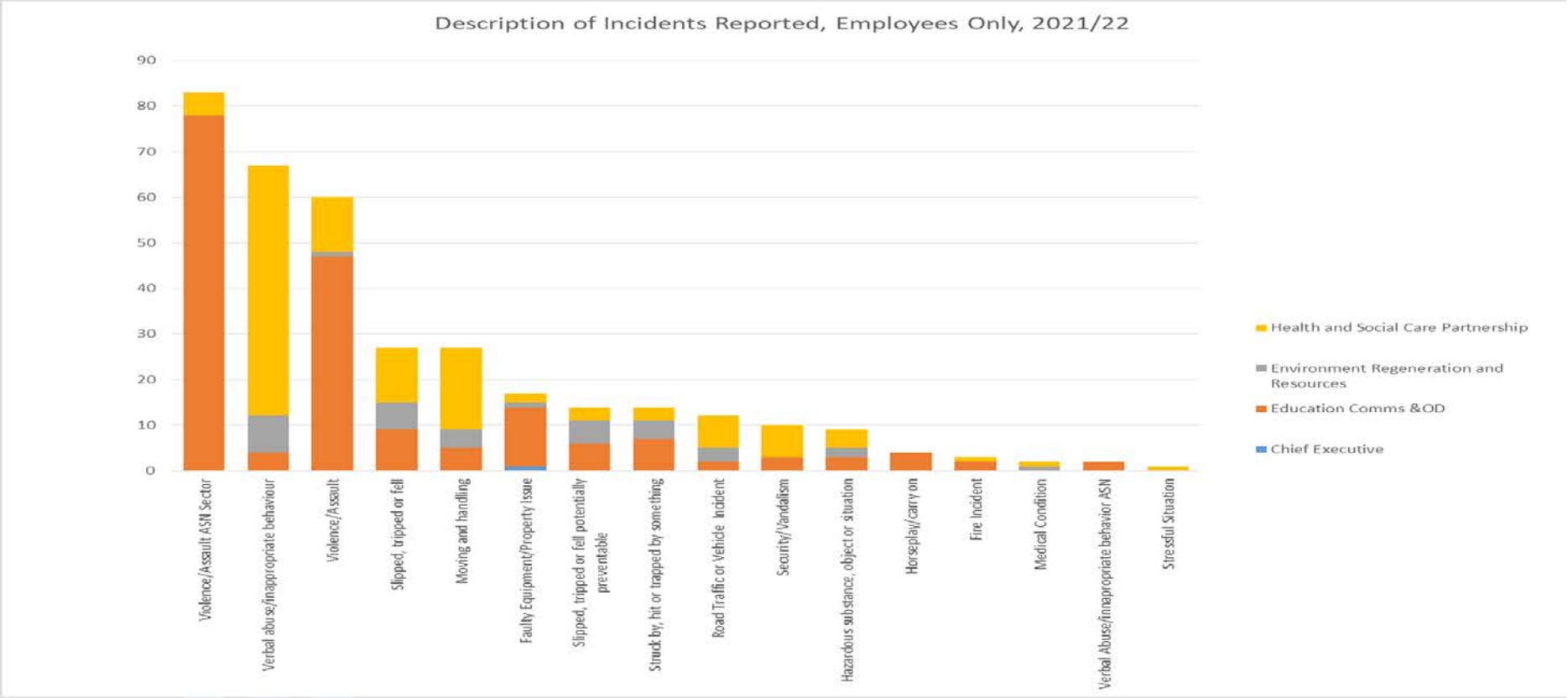
Project Descriptions
Sessional Workers Usage
Temporary End Date
Absence Management
Job Sizing Spreadsheet

6. Health and Safety Activity

Guidance: consider training needs and ensuring employees have the appropriate training and that it is recorded. Ensure risk assessments are carried out and are reviewed after accidents and incidents and that employees have been briefed on the contents.

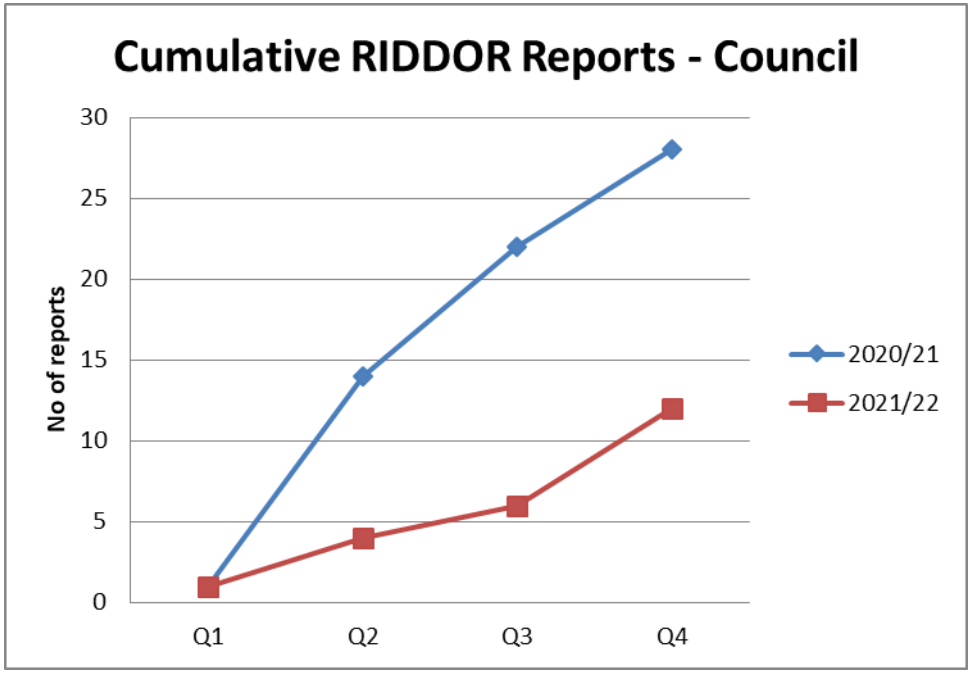
a. Causes of Accidents

The graph below shows the causes of accidents to employees by directorate. Due to the requirement to report certain Covid-19 related infections to the HSE the Council requires that Covid-19 illness is reported via the Council's incident reporting system so that they can be investigated for any work-related factor. Where the employee has been working from home or has not been in the workplace then these incidents will not require to be recorded via the incident reporting mechanism. This may result in discrepancies between the figures presented below and absence management statistics.



b RIDDOR 2013

The Graph shows the cumulative number of incidents which have been reported to the Health and Safety Executive under the requirements of the Reporting of Injuries Diseases and Dangerous Occurrences Regulations 2013



The table below shows the cumulative number of RIDDOR incidents reported by directorate. Please note: - There was an increase in the number of RIDDOR reports within Education Services due to the requirement to report 9 COVID related incidents in Sept/Oct 2020. The RIDDOR reporting requirements for COVID related incidents changed shortly after this and these incidents would no longer meet the requirement for reporting.

Directorate	2021/22	2020/21	2019/20	2018/19
HSCP	1	7	9	4
ECOD	2	17	2	11
ERR	9	4	11	13
TOTAL	**12**	**28**	**22**	**28**

c Cost of Incidents

Incidents can result in employees being absent from work during the quarter being reported on, the table below shows the number of workdays lost for each category of incident reported and the cost of time lost based on salary. These figures may rise where time lost spans more than one quarter.

	ECOD		ERR		HSCP		All	
Incident/Directorate	**Hours Lost**	**Cost**	**Hours Lost**	**Cost**	**Hours Lost**	**Cost**	**Total Hours Lost**	**Total Cost**
Slipped, tripped or fell	390	£10,618.00	1309.8	£17,409.68	213.2	£2,456.33	1913	£30,484.01
Slipped, tripped or fell potentially preventable	84.92	£891.15	618.5	£7,780.73			703.42	£8,671.88
Moving and handling	21	£207.90	111	£1,252.82	459	£5,084.82	591	£6,545.54
Road Traffic or Vehicle Incident					353.5	£3,914.38	353.5	£3,914.38
Struck by, hit or trapped by something	111	£1,163.28	45.5	£515.16	24	£265.92	180.5	£1,944.36
Violence/Assault ASN Sector	74	£819.92					74	£819.92
Violence/Assault	22.21	£303.39			21	£242.76	43.21	£546.15
Faulty Equipment/Property Issue	5.5	£53.45					5.5	£53.45
Grand Total	**708.63**	**£14,057.08**	**2084.8**	**£26,958.39**	**1070.7**	**£11,964.21**	**3864.13**	**£52,979.69**

Inverclyde council

AGENDA ITEM NO: 16

Report To:	**Policy & Resources Committee**	**Date:**	**15 November 2022**
Report By:	**Head of Legal & Democratic Services**	**Report No:**	**LS/101/22/CM**
Contact Officer:	**Colin MacDonald**	**Contact No:**	**01475 712113**
Subject:	**Procurement Strategy 2022/25 – Social Value Policy – Remit from Environment & Regeneration Committee**		

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 Environment & Regeneration Committee relative to the Procurement Strategy 2022/25 – Social Value Policy.

1.3 The Environment & Regeneration Committee at its meeting of 27 October 2022 considered a report by the Interim Director Environment & Regeneration.

1.4 A copy of the report and its appendix to the Environment & Regeneration Committee is attached as Appendix 1.

1.5 The Environment & Regeneration Committee decided:

(1) that (a) the Council's proposed approach to maximising social outcomes through the implementation of the Social Value Policy as part of its procurement activity be noted; and (b) it be noted that the Social Value Policy will be submitted to the Policy & Resources Committee for approval on 15 November 2022.

2.0 RECOMMENDATIONS

2.1 The Committee is asked to consider the remit from the Environment & Regeneration Committee

Iain Strachan
Head of Legal & Democratic Services

Appendix 1

AGENDA ITEM NO: 6

Report To:	**Environment & Regeneration Committee**	**Date:**	**27 October 2022**
Report By:	**Interim Director, Environment & Regeneration**	**Report No:**	**E=R/22/10/05/SJ/EM**
Contact Officer:	**David Aitken**	**Contact No:**	**01475 712964**
Subject:	**Procurement Strategy 2022/25 - Social Value Policy**		

1.0 PURPOSE AND SUMMARY

1.1 ☐For Decision ☒For Information/Noting

1.2 The purpose of this report is to inform and advise the Committee of the recently developed Social Value Policy.

1.3 The sustainable procurement duty in the Procurement Reform (Scotland) Act 2014 requires public bodies to consider and act on opportunities to achieve a positive social impact in their procurement activity.

1.4 The development and implementation of a Social Value Policy is an action contained within the Councils Procurement Strategy 2022-2025 and sets out the proposed general approach to maximising social value outcomes within its procurement activity along capturing how the benefits and outcomes will be managed, measured, monitored, and reported on.

2.0 RECOMMENDATIONS

2.1 It is recommended that the committee notes the Councils proposed approach to maximising social outcomes through the implementation of the Social Value Policy as part of its procurement activity, and that it will be submitted to the Policy and Resource Committee for approval on 15 November 2022.

Stuart Jamieson
Interim Director, Environment & Regeneration

3.0 BACKGROUND AND CONTEXT

3.1 Social value is recognised as a key driver for change that supports the delivery of both local and national outcomes. The aims of the Social Value Policy are aligned to and supported by procurement legislation, regulations, and statutory requirements both at a national and local level, including:

- Procurement Reform (Scotland) Act 2014;
- Sustainable Procurement Duty;
- Scottish Government Sustainable Procurement Action Plan;
- Local Government Scotland Act 2003;
- Inverclyde Council Corporate Plan;
- Inverclyde Council Procurement Strategy.

3.2 The sustainable procurement duty in the Procurement Reform (Scotland) Act 2014 requires public bodies to consider and act on opportunities to achieve a positive social impact in their procurement activity.

3.3 By definition, social value is broader than community benefits in that it considers initiatives which affect the long-term wellbeing and resilience of individuals and society. It considers economic and environmental matters as well as sustainability and is aligned with the strategic aims, objectives and key priorities of Inverclyde Council and the Scottish Government.

The delivery of social value outcomes will initially focus on 4 distinct areas:

- Employability - specifically for the long term unemployed and those directly leaving education or training including the creation of Modern Apprenticeship and Graduate opportunities;

- Skills and Training – providing work experience placements; training new, existing or a supply chain employee in a S/NVQ or equivalent; the hosting of industry awareness events in schools/further education centres;

- Supply Chain Development - the advertising of business opportunities through the Public Contracts Scotland portal; holding events to promote supply chain opportunities and/or providing business advice or support to an SME/Social Enterprise/Voluntary Organisation;

- Community Engagement – Providing a one-off financial/non-financial support to a community project.

3.4 The Council is committed to maximising Social Value from its procurement activity which will be achieved through the adoption and implementation of the Social Value Policy and the inclusion of specific clauses within procurement contracts known as Social Value clauses. Social Value clauses are requirements which deliver wider benefits in addition to the core purpose of a contract. These clauses can be used to build a range of economic, social, or environmental outcomes into the delivery of council contracts.

Social Value Pilot 2022

3.5 A pilot exercise was undertaken in June 2022 as part of the procurement for a partner to deliver the Home Energy Efficiency Programmes for Scotland (HEEPS) Area Based Scheme (ABS). The pilot was carried out in consultation with the service area, procurement, and legal & democratic services to establish and understand market appetite to this type of approach.

The tender was advertised at an estimated annual value of £1,462,261, for a period of 1 year with the option to extend for a further 1 year. The new approach resulted in the supplier having to provide a minimum of 60 points form the social value menu. The outcomes that were selected by the winning supplier resulted in an offer of 60 points and the contractual commitment to deliver the outcomes detailed below:

- 2 x Jobs for unemployed individual for a minimum of 26 weeks at least 30 hours per week;
- 1 x Job for a Graduate job created relevant to the degree gained for a minimum of 26 weeks at least 30 hours per week.

The contractual commitments have been included in the contract award letter and are supported by specific terms and conditions that will ensure the delivery of the outcomes. The specific delivery and timing was, and will be, discussed at the pre-start meetings to ensure they are delivered within the term of the contract like any other part of the specification. On completion of the delivery of the social value outcomes both the supplier and service area will report to the procurement team to ensure that the outcomes are being delivered in line with the contracts and being reported as part of the annual procurement report.

4.0 PROPOSALS

4.1 It is proposed to adopt and implement the Social Value Policy (included as Appendix 1) to assist in maximising Social Value from the Council's procurement activity. This will be achieved through the inclusion of specific Social Value clauses within procurement contracts above £50,000 (Goods and Services) and £250,000 (Works).

4.2 It is intended that the Social Value Policy will replace the existing Community Benefits / Targeted Recruitment & Training Policy with the changes captured in a planned revision of the Council's Procurement Manual and communicated through the Council's Designated Procurement Officer group.

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 (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)

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

5.3 **Legal/Risk**

If the Social Value Policy is not implemented the Council could be at increased risk of not being able to demonstrate that it is meeting its obligation under the sustainable procurement duty in the Procurement Reform (Scotland) Act 2014, which requires public bodies to consider and act on opportunities to achieve a positive social impact in their procurement activity.

5.4 **Human Resources**

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

5.5 **Strategic**

The Social Value Policy is aligned to and supports the delivery of the Councils strategic objectives as well as the Councils Procurement Strategy 2022-2025. However, it will not itself directly deliver objectives in the Local Outcome Improvement Plan or the Council's Corporate Plan.

5.6 **Equalities and Fairer Scotland Duty**

(a) Equalities

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

	YES – Assessed as relevant and an EqIA is required.
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.

5.7 **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.

5.8 **Environmental/Sustainability**

The outcomes that will be delivered from implementation of the Social Value Policy will directly benefit the Inverclyde area, whilst supporting delivery of the Local Outcome Improvement Plan.

Has a Strategic Environmental Assessment been carried out?

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

5.9 **Data Protection**

Has a Data Protection Impact Assessment been carried out?

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

6.0 CONSULTATION

6.1 Consultation took place with relevant officers together with the Corporate Management Team.

7.0 BACKGROUND PAPERS

7.1 Procurement Strategy 2022-2025 and Action Plan.

Appendix 1

Inverclyde Council
Social Value Policy & Guidance

Inverclyde Council

2022 – Version 0.1

DOCUMENT CONTROL

Document Responsibility		
Name	**Title**	**Service**
David Aitken	Procurement Manager	Procurement

Change History		
Version	**Date**	**Comments**
0.1	August 2022	Document Creation

Distribution		
Name	**Title**	**Location**
All Directors & Heads Of Service		
Designated Procurement Officers Group		

Distribution may be made to others on request

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GLOSSARY.

1 INTRODUCTION

1.1.1 The sustainable procurement duty in the Procurement Reform (Scotland) Act 2014 requires public bodies to consider and act on opportunities to achieve a positive social impact in their procurement activity.

1.1.2 By definition, social value is broader than community benefits, in that it considers initiatives which affect the long-term wellbeing and resilience of individuals and society. It includes economic and environmental as well as sustainability and is prevalent as a priority in many of the commitments of the Scottish Government.

1.1.3 Inverclyde Council is committed to maximising Social Value from its procurement activity. This will be achieved through the inclusion of specific clauses within procurement contracts known as Social Value clauses.

1.1.4 Social Value clauses are requirements which deliver wider benefits in addition to the core purpose of a contract. These clauses can be used to build a range of economic, social or environmental outcomes into the delivery of council contracts.

2 BACKGROUND

2.1.1 Social value is recognised as a key driver for change that supports both local and national outcomes.

2.1.2 The aims of the Social Value approach are aligned to and supported by procurement legislation, regulations and statutory requirements both at a national and local level, including:

- Procurement Reform (Scotland) Act 2014;
- Sustainable Procurement Duty;
- Scottish Government Sustainable Procurement Action Plan;
- Local Government Scotland Act 2003;
- Inverclyde Council Corporate Plan;
- Inverclyde Council Procurement Strategy.

2.1.3 Social Value clauses have been a key area of procurement policy and practice in Scotland since 2008.

2.1.4 Inverclyde Council have included a scored Social Value question in some tender exercises however the Procurement team are now looking to implement a formal Council wide Social Value process.

2.1.5 The process will initially focus on four distinct elements:

- Employability - specifically for the long term unemployed and those directly leaving education or training including the creation of Modern Apprenticeship and Graduate opportunities;

- Skills and Training – providing Work Experience Placements, training new, existing or a supply chain employee in a S/NVQ or equivalent, the hosting of Industry Awareness Events in schools/further education centres;

- Supply Chain Development - the advertising of business opportunities through the Public Contracts Scotland portal, holding events to promote supply chain opportunities and/or providing business advice or support to an SME/Social Enterprise/Voluntary Organisation;

- Community Engagement – Providing a one-off financial/non-financial support to a Community Project.

3 SOCIAL VALUE AIMS, OBJECTIVES & OUTCOMES

3.1.1 The aim of this policy is to ensure that Social Value principles are applied in a way that enables the council to maximise economic, social and environmental benefits.

3.1.2 Social Value clauses have, to date, been predominantly utilised in works contracts within Inverclyde, however the revised Social Value Policy will ensure that Social Value is considered and included in all contracts where it is relevant and proportionate to do so, including works, goods & services contracts.

3.1.3 The Social Value Policy will seek to:

- Support delivery of key council priorities;
- Ensure the Council meets its obligations in relation to the sustainable procurement duty, outlined in Procurement Reform (Scotland) Act 2014;
- Consider the inclusion of Social Value in all relevant procurement activities and maximise outcomes through the use of both Mandatory and Voluntary Social Value clauses;
- Increase the Social Value outcomes generated through the wider inclusion of Social Value clauses within goods and services contracts;
- Expand the types of Social Value outcomes generated;
- Maximise the promotion of Social Value outcomes;
- Monitor the impact of Social Value activity and report via the relevant committee as part of the Procurement Annual report.

3.1.4 These aims will be supported by the use of Social Value in procurement activity as noted below:

3.1.4.1 Social Values will be considered and included in all relevant and appropriate procurement activities with an aggregated threshold value as noted below:

Contract Type	Value Threshold
Goods & Services	From £50,000
Works	From £250,000

For the avoidance of doubt, ‘services’ includes without limitation Health and Social Care Services and other Specific Services.

3.1.4.2 The use of Voluntary Social Value clauses will be considered in all procurement activities and will be discussed with the recommended supplier. This will also be aligned and supported by the development and implementation of the on-going Contract and Supplier Management process as a means to identify, measure and report on Social Value outcomes.

4 SOCIAL VALUE POLICY DELIVERY

4.1 Values

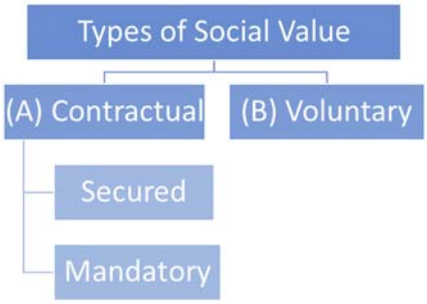
4.1.1 Social Value clauses are requirements which deliver wider benefits in addition to the core purpose of a contract. These clauses can be used to build a range of social, economic or environmental conditions into the delivery of council contracts.

4.1.2 Social Values which will be targeted for delivery include, but are not restricted to, delivery of the following:

- Targeted Recruitment and Training Initiatives;
- Educational Support Initiatives;
- Vocational Training;
- Supply Chain Development;
- Community and Environmental Initiatives;
- Supported Business, Third Sector and Voluntary Initiatives;
- Social Enterprise and Co-operative Initiatives;
- Equality and Diversity Initiatives;
- Poverty Initiatives.

4.2 Types of Social Value

4.2.1 Detailed below are the main types of social value:



4.2.2 **Contractual:** All Contractual Social Value outcomes form part of the contract and suppliers will have a contractual obligation to deliver these commitments. Appropriate contract conditions will be included to provide a remedy for failure to deliver Contractual Social Value.

Contractual Social Value outcomes can be incorporated in the following ways:

4.2.2.1 **Secured:** Social Value Outcomes will be requested during the tender using the Social Value Outcomes Menu Appendix 4.This may be scored or non-scored as part of tender evaluation award criteria, however any benefits offered will be secured and form part of the contract. Where scored, a minimum weighting of 5% of the total technical weighting criteria will be attributed to Evaluated Social Values. Where proportionate and relevant, the weighing can be increased subject to sign off at Contract Strategy stage. Any Social Value Benefits secured at post tender stage prior to the award stage will also form part of the contract.

4.2.2.2 **Mandatory**: Mandatory Social Values can be delivered in two ways:

- The bidder will be asked to offer at least a set number of Social Value Points based on the type, value and contract duration. This would be assessed as a Pass/Fail section. This method will be utilised when Evaluated Social Values are not appropriate, e.g. within multi-lot framework agreements.

- Specific mandatory requirements may be stipulated within the specification, e.g. advertising sub-contracting opportunities or Employability opportunities (New Entrants, Work Placements etc.).

4.2.3 **Voluntary:** Inverclyde Council may seek to encourage Voluntary Social Values for a particular procurement activity for example lower value quotations below threshold. This will not form part of the evaluation, or indeed place a contractual obligation on the supplier; however those which are offered and accepted by the council will be reported in the Corporate Procurement Annual Report. Delivery of Voluntary Social Values will be monitored through management information provided by the supplier and as part of the Contract and Supplier Management process.

4.2.4 The types of Social Value are explained to bidders in guidance note developed for suppliers.

See Appendix 1 for Social Value Guidance Note for Suppliers

4.3 Social Value Outcome Menu

4.3.1 A set of matrices have been developed where the classification of the contract (works, services, goods) along with the contract value and duration will determine an 'expectation' of the number of Social Value Points (SVP) the council would expect to be delivered throughout the contract period. Each Social Value outcome on the Social Value Outcome Menu has a set Social Value Points allocation.

See Appendix 2 - Social Value Points Matrix – Goods/Services
See Appendix 3 - Social Value Points Matrix – Works

4.3.2 A Social Value Outcome Menu has been created by the Procurement team tailored to the specific needs of the Inverclyde area. Where Social Value outcomes are sought as part of a tender process, the Social Value Outcome Menu will be issued for completion by the supplier. This can be amended to suit a particular tender exercise i.e. removing certain Social Value outcomes which would not be applicable and putting more emphasis on a particular Social Value area. Where the menu is being evaluated, suppliers will be evaluated on the outcomes/SVP that have been offered against the expected number of SVP.

See Appendix 4 for Social Value Outcome Menu

4.4 Social Value Supporting Methodology

4.4.1 Where the Social Value Outcome Menu has been used, a Supporting Methodology question will also be asked. The question will be:

Describe the methodology/approach that will be undertaken, specific to this contract, to ensure the delivery of the proposed Social Value Points/Outcomes in your Social Value (SV) Outcome Menu submission.

Responses should include, but not be limited to, the following;

- *Provide details of how the delivery and achievement of Social Value outcomes will be monitored and measured by your organisation;*
- *Details of any organisations you have engaged with to support delivery of your submissions proposed Social Value outcomes;*
- *Demonstrate how previous success in delivering Social Value outcomes will further aid successful delivery of them for this contract's Social Value offering;*
- *Provide the name of the individual who will co-ordinate the delivery of Social Value outcomes.*

4.5 Social Value Evaluation

4.5.1 Where Social Value has been weighted at 5%, the Social Value Outcome Menu will generally carry a weighting of 3% with the Supporting Methodology question worth 2%.

4.5.2 Where included within tenders for evaluation as tender award criteria, bidders are to be advised in the tender documentation of the evaluation procedures for the Social Value Outcome Menu and Social Value, by including the Evaluation Guidance in the tender documentation.

See Appendix 5 for Social Value Evaluation Guidance.

4.6 Process Map

4.6.1 See Appendix 6 for Social Value Process Map.

5 RESPONSIBILITY AND OWNERSHIP

5.1.1 As the expansion of the Social Values Policy involves a number of new activities, it is critical that representatives from across the council support policy delivery. Responsibility for delivery of the revised Social Values Policy will be shared across Key Stakeholders and Senior Managers across the council:

Key Stakeholders	Service Managers/Leads
➢ Procurement Team; ➢ Economic Development and Regeneration Services; ➢ Service Departments; ➢ Employability Services.	➢ Community Planning; ➢ Education Services; ➢ Land and Environmental Services; ➢ Legal Services; ➢ Social Work Services.

5.1.2 To support delivery of the updated Social Value Policy, new governance and management arrangements will be implemented. An outline of these arrangements, with a complete breakdown of the roles and responsibilities of stakeholders is provided below.

5.1.3 A Social Values Steering Group (SVSG) will be set up to oversee and support the delivery of Social Values and wider sustainable outcomes. The SVSG will be chaired by the Procurement Manager and supported by key stakeholders and service managers/leads. The SVSG will meet on a quarterly basis as a minimum, or more frequently as required.

5.1.4 The role of the SVSG will be to:

- Lead on the identification and prioritisation of potential Social Values opportunities through regular reviews of Procurements pipeline;
- Provide feedback to and from service owners to support informed discussions;
- Review Social Values outcomes targeted, secured and delivered;
- Develop the Social Value approach through a 'lessons learned' review process;
- Cascade information and escalate issues.

5.1.5 Service (Mangers/Leads/DPO) Responsibilities:

- Support the delivery of the Social Values Policy;
- Engage with suppliers and internal stakeholders to identify, agree and deliver Social Values outcomes;
- Support Social Values tender evaluation;
- Support on-going Contract Management and reporting.

5.1.6 Procurement Responsibilities:

- Supporting the on-going development of the policy and its implementation;
- Provide training and support;
- Engaging with Service departments to identify and agree Social Values outcomes;
- Engaging with the supply base to encourage and influence innovative Social Values opportunities;
- Supporting Social Values tender evaluation;
- Supporting contract management activities;
- Reporting Social Values outcomes within the statutory Corporate Procurement Annual Report;
- Monitor and report on social value outcomes targeted, secured and delivered.

5.1.7 Economic Development & Regeneration Responsibilities:

- Delivery and implementation of Social Value outcomes;
- Monitor and report on the delivery of Social Values outcomes.

5.1.8 Legal Services Responsibilities:

- Legal Services within the council will provide on-going advice and support the activity of the SVSG, while ensuring that relevant Social Values clauses are both legally compliant and enforceable.

5.1.9 Supplier(s) Responsibilities:

- Providing Social Values proposals and methodologies to support delivery of outcomes;
- Engaging with the Service to deliver agreed Social Values outcomes;
- Providing regular monitoring information outlining Social Values delivery.

6 GOVERNANCE, MANAGEMENT & REPORTING

6.1.1 Successful suppliers will be required to provide regular monitoring information outlining Social Value outcome delivery progress.

6.1.2 This will enable the Council to monitor progress and report on the Social Value outcomes achieved in the Annual Procurement Report as mandated within the sustainable procurement duty, outlined in Procurement Reform (Scotland) Act 2014.

6.1.3 Monitoring information will be reviewed by the Procurement team and relevant service managers and outcomes will be recorded in a format to be agreed.

6.1.4 The Social Value Steering Group will monitor and review overall Social Value outcomes on a regular basis.

6.1.5 The strategic aims, objectives, priorities and targeted outcomes will be monitored in the form of an Action Plan.

See Appendix 7 for Social Value Action Plan.

6.1.6 The performance against the Action Plan will be monitored by the Procurement Manager and reported to the Environment and Regeneration Committee every 6 months along with the contracts awarded under delegated authority in the given 6 month period. This reporting will include Performance Indicators' linked to the Action Plan and the Performance Indicators' will monitor, track and measure continuous improvement.

INVERCLYDE COUNCIL SOCIAL VALUE (SV) GUIDANCE NOTE FOR SUPPLIERS

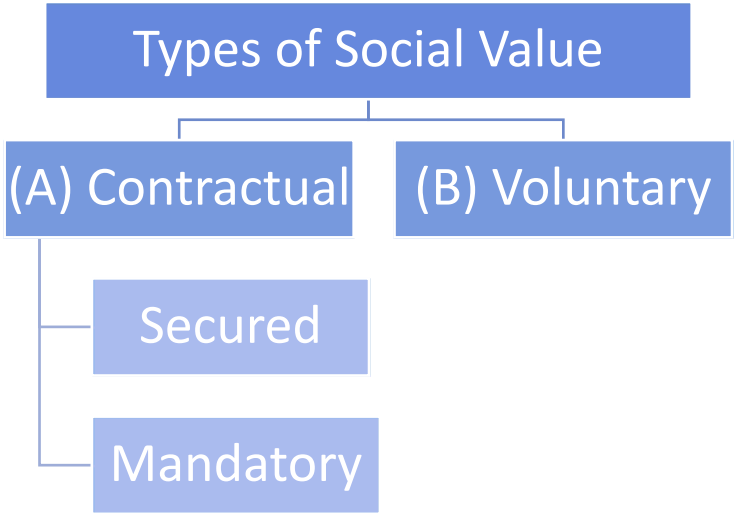
1. Introduction

Social Value provide a means of achieving sustainability in public contracts. They include targeted recruitment and training, business (particularly SMEs) and social enterprise development and community engagement.

The purpose of this guidance note is to provide an overview of how Social Value are sought within the tender process for Inverclyde Council contracts and to highlight to Tenderers the relevant support organisations who can assist Tenderers in delivering particular outcomes that are being sought.

Types of Social Values: Contractual v Voluntary

Inverclyde Council can seek Social Value in one of two ways; Contractually or Voluntarily. This has been laid out in the diagram below;



INVERCLYDE COUNCIL SOCIAL VALUE (SV) GUIDANCE NOTE FOR SUPPLIERS

(A) **Contractual** Social Values form part of the contract and Tenderers have a contractual obligation to deliver these commitments. Appropriate contract conditions may be included to provide a remedy for failure to deliver contractual Social Values. Contractual Social Values may be incorporated in the following ways:

- **Secured**: Social Value Benefits are assessed as part of the tender evaluation which is inclusive of the Social Value Outcome Menu and Social Value Supporting Methodology. This may be scored or non-scored as part of tender evaluation award criteria, however any benefits offered will be secured and form part of the contract. The Council will set a Social Value points expectation and Tenderers are required to propose a specific value of Social Value points from the Social Value Outcome Menu; for example the Invitation to Tender (ITT) will stipulate that "The Councils Social Value Points expectation is 20 Social Value Points as part of the Works". It is then the Tenderers responsibility to identify the level of community benefits they will deliver. Offering 20 or more Social Value Points will achieve the full weighting for this section, offering less will result in a pro rata score of the full weighting. Any Social Value Benefits secured at post tender stage prior to the award stage will also form part of the contract.

- **Mandatory**: Mandatory Social Values can be delivered in two ways:

    - The bidder will be asked to offer at least a set number of Social Value Points based on the type, value and contract duration. This would be assessed as a Pass/Fail section. This method will be utilised when Evaluated Social Values are not appropriate, e.g. within multi-lot framework agreements.

    - Specific mandatory requirements may be stipulated within the specification, e.g. advertising sub-contracting opportunities or Employability opportunities (New Entrants, Work Placements etc.).

(B) **Voluntary** Social Values may be sought to encourage Voluntary Social Values for a particular procurement activity for example lower value quotations below threshold. This will not form part of the evaluation, or indeed place a contractual obligation on the supplier. Delivery of Voluntary Social Values will be monitored through management information provided by the supplier and as part of the Contract and Supplier Management process.

INVERCLYDE COUNCIL SOCIAL VALUE (SV) GUIDANCE NOTE FOR SUPPLIERS

2. Evaluation of Social Values

Where the contractual, secured Social Value approach is being undertaken by Inverclyde Council, the Social Values are sought from Tenderers in the format of a 'Social Value Outcome Menu' and 'SV Supporting Methodology' as part of the tender process.

The SV Outcome menu was developed by a variety of key stakeholders. It provides details of the types of benefits the Council seeks to be delivered through its contracting activity, highlighting the key priorities of Inverclyde Council which are aligned to the Procurement Strategy and Sustainable Procurement Duty, targeting the delivery of outcomes in relation to;

- Targeted Employment and Training Initiatives;
- Educational Support Initiatives;
- Supply Chain Development Activity;
- Vocational Training;
- Community, Corporate Social Responsibility (CSR) and Environmental Initiatives and Supported Business, Third Sector and Voluntary Sector Initiatives.

Points attributed to each Social Value outcome are tailored to meet the requirements of the contract and only Social Values that are expected to be deliverable from the contract advertised will be included within the Social Value Ouctome Menu attached to the Invitation to Tender (ITT). The evaluation of the Social Value outcomes offered by Tenderers will be assessed using a point based model as detailed within the ITT.

The ITT will detail the anticipated Social Value Points to be delivered, however it is up to each Tenderer to decide what Social Value outcomes they wish to offer from this list and the number of points they will provide in doing so. This should be supported by a Social Value Supporting Methodology setting out how the Social Values offered will be achieved. Tenderers should propose a named individual who will have responsibility for delivery of Social Values.

There is no limit to the Social Values that a Tenderer may offer and the total Social Value Points may exceed the stated expectation. However, please note that the maximum score that can be achieved for the Social Value outcomes is defined within the ITT.

3. Support Organisations

There is a variety of support organisations that may be able to assist in delivery of Social Value commitments including various departments within Inverclyde Council and other support agencies within Inverclyde. Tenderers are advised to make contact through the PCS-T Message Board if they require assistance with Social Values where you will be signposted to the relevant support organisations/Inverclyde Council department.

INVERCLYDE COUNCIL SOCIAL VALUE (SV) GUIDANCE NOTE FOR SUPPLIERS

Document Change Control Log

AUTHOR	VERSION	DATE	REASON FOR CHANGE
Graeme Clark	1.0	29 March 2022	
Graeme Clark	1.1	03 August 2022	Terminology updates to match Social Value Policy

Social Value Points Matrix – Goods &Services				
	Duration			
Value	**0 – 6 < months**	**6 – 12 months**	**12 – 24 months**	**24 – 36 months**
£50k - £100k	5	5	5	10
£100k - £250k	5	5	10	30
£250k - £500k	10	10	20	40
£500k - £1m	20	30	40	50
£1m - £3m	40	50	60	70
£3m - £5m	50	60	70	90
£5m - £10m	60	70	80	100
£10m - £20m	70	80	100	120
£20m - £30m >	80	100	120	140

Social Value Matrix - Works				
	Duration			
Value	**0 – 6 < mths**	**6 - 12mths**	**12 - 24mths**	**24 - 36mths**
£250k – £500k	20	30	30	50
£500k – £1m	30	40	40	60
£1m – £3m	40	50	60	80
£3m – £5m	60	70	80	110
£5m - £10m	80	90	110	120
£10m – £20m	100	120	140	160
£20m - £30m>	120	140	160	180

Inverclyde Council
Social Value Outcome Menu

Appendix 4

Please note the following when completing this Social Value Outcome Menu:

1. The table below provides a range of social value outcomes that you can offer which must be offered SPECIFICALLY TO THIS CONTRACT.

2. Please ensure you select the social value outcomes which are achievable within the duration of the initial contract period (not inclusive or dependent on any extension periods) or ensure evidence is provided to sustain the social value benefits beyond the contract duration.

Type of Social Value Benefits (Contractual or Voluntary):	
Social Value Expectation for this contract (Points) - *(when you enter figures in No of People/Activity column, this will automatically calculate the Social Value Points (SVP's)).*	
Social Value scoring explained:	 When the Council notes above an expection of Points, only those who offer the points reqested will achieve the highest score for this section. All other scores will be a pro-rata from the full expectation.
Tenderer Name:	

Outcomes/Activity	Definition	Evidence required	No of SVP's per Activity	No of People/ Activity	SVP's
Employability - Additional Job Created					
Job for an unemployed individual	An additional Job created for an unemployed individual for a minimum of 26 weeks at least 30 hours per week.	- Evidence of unemployment - Signed contract of employment - Evidence of continued employment e.g. pay record	**20**		**0**
Modern Apprenticeship	An additional job created. Duration of employment must be appropriate which supports gaining an industry recognised qualification.	- Type of Modern Apprenticeship framework and level. - Registration with Skills Development Scotland - Evidence of continued training. - Evidence of signed contract of employment, e.g. pay record	**20**		**0**
Graduate	An additional Job created relevant to the degree gained for a minimum of 26 weeks at least 30 hours per week.	- Evidence of graduate status signed contract of evidence of pay record - Signed contractof employment - Evidence of continued employment, e.g. pay record	**20**		**0**
Skills and Training					
Work Experience Placement for an individual 16+ years of age	Duration of placement should be between 5 days and 4 weeks In certain circumstances shorter duration may be acceptable depending upon the needs of individual	- Case study or report from Supplier - Formal feedback from the individual undertaking the placement	**10**		**0**
Work Experience Placement for an individual aged 14 to 16 years of age	Duration of placement must be a minimum of 5 days taking into account the circumstances and needs of the individual.	- Case study or report from Supplier - Formal feedback from the individual undertaking the placement	**5**		**0**
S/NVQ (or equivalent) for **• New Employee** **• Existing Employee** **• Supply Chain Employee**	Type and duration of qualification must be relevant to the development of practical skills required by the individual for life, education and the workplace. Minimum SQCF level 5.	- Certification, qualification and confirmation of registration with Accredited/Awarding body	**10**		**0**
Industry Awareness Events **• Schools** **• Further Education**	Participation in an organised industry awareness event at a school, college or at the company premises.	- Report providing evidence of attendance at event	**5**		**0**
Industry Skill Transfer to Schools.	Arrangement with schools to deliver an agreed programme to school children, teaching them the basic practical skills required by the suppliers industry.	- Case study or report from Supplier and formal feedback from the School.	**10**		**0**
Supply Chain Development					
Business advice/support to an SME /Social Enterprise/ Voluntary organisation	Provide a minimum of 4 hours business / technical advice or support to an SME / voluntary organisation	- Details of SME supported, record of meetings etc.	**10**		**0**
Event to promote supply chain opportunities	Promotion of your supply chain/ sub-contract opportunities, through an event held at your own premises or other venue, or through your participation in a recognised Meet the Buyer event.	- Copies of promotional information, programme etc. - Records of companies/individuals attending	**5**		**0**
Community Engagement					
Financial Support for a Community Project	Must be a minimum value of £1000	- Confirmation from recipient of support (letter, photo shoot/Press release)	**5**		**0**
Non financial support for a Community Project	- Donation of goods/service minimum value of £1000 **OR** - In kind volunteering to meet the need of the Community Project.	- Press Release, social media promotion (Facebook, Twitter etc.) register of attendees. - Brief report on completion of activities - Confirmation from recipient of support (letter, photo shoot/Press release)	**5**		**0**
Total SVP's					**0**

Please refer to guidance which provides contact details to facilitate delivery of social value benefits.

Social Value Evaluation

Question Ref	Weighting	Number of Pages
Social Value Outcome Menu	3%	Not Applicable
Social Value Supporting Methodology	2%	2 A4 Pages

1) Social Value Outcome Menu (3%)

The Social Value Outcome Menu response will be scored using the methodology below:

For any bids received that offer the same number or higher number than expected of Social Value Points, they will score 100% against this question (weighted score of 3% of the technical envelope). For any bids that offer a lower number than expected of Social Value Points, they will receive a percentage of the 100% score based on the calculation example below:

Example:
If the weighted score is worth 3%, the number of Social Value Points expected is 60 points and 50 points are offered by a bidder, the score would be calculated as follows:

- Social Value Points offered (50) / Social Value Points expectation (60) = question score of 83.33%
- Weighted maximum score of 3% x question score of 83.33% = bidders weighted score of 2.50%

Tenderers who fail to submit the Social Value Outcome Menu before the Tender Deadline or who do not provide any Social Value Points will receive a score of 0% for this question

2) Supporting Methodology Question (2%)

Describe the methodology/approach that will be undertaken, specific to this contract, to ensure the delivery of the proposed Social Value Points/Outcomes in your Social Value (SV) Outcome Menu submission.

Responses should include, but not be limited to, the following;

- Provide details of how the delivery and achievement of Social Values will be monitored and measured by your organisation.
- Details of any organisations you have engaged with to support delivery of your submissions proposed Social Value outcomes.
- Demonstrate how previous success in delivering Social Values will further aid successful delivery of them for **this contract's** social value offering.
- Provide the name of the individual who will co-ordinate the delivery of Social Value outcomes.

Social Value Evaluation

SV Scoring Explained

The response received for the Supporting Methodology, in relation to the approach described for delivery and achievement of Social Value outcomes offered within the Social Value Outcome Menu, will be scored in accordance with the following scoring criteria;

0 Unacceptable	Nil or inadequate response. Fails to describe the approach demonstrating the ability to deliver Social Value requirements
1 Poor	Response is partially relevant but generally poor. Some elements of the approach adopted for the delivery and achievement of Social Values is provided but contains insufficient and limited information which does not fully explain or demonstrate how the Social Value outcomes offered will be delivered and achieved.
2 Acceptable	Response is relevant and acceptable Response addresses a broad understanding of Social Values, but lacks details on how all the Social Value outcomes offered will be delivered and achieved.
3 Good	Response is relevant and good. Response is sufficiently detailed demonstrating a good understanding of Social Values, the approach adopted for delivery, monitoring, measuring and reporting success of Social Value outcomes requirement
4 Excellent	Response is completely relevant and excellent overall. The response is comprehensive, unambiguous, demonstrates a comprehensive understanding of the Social Values, the approach adopted for delivery, monitoring, measuring and reporting success of Social Value outcomes requirement. As well as demonstrates how previous successes will aid successful delivery for this contract.

Appendix 6 - Social Value Process Map

Social Value Selection

- Contractual Social Value points to be included for contracts greater than or equal to £50,000 for goods and Serviceas and £250k for works.
- Consider voluntary Community Benefit for contracts less than £50,000 for goods and services and £250k for works.

Contractual or Voluntary

- Decide which is to apply (Contractual vs Voluntary)

Social Value Outcome Menu

- Social Value outcome menu

  Review and confirm that menu is relevant and proportionate to the requirement (if not speak to Procurement) Identify the number of points relevant to the requirement by using goods & Services or Works matrix (appendices 2 & 3)

Social Value Methodology

- Insert council standard Social Value questions:

  Determine question weighting (standard is 5% split 3% on menu and 2% on question) 5%)

Evaluation / Scoring & Advertise

- Determine and understand evaluation scoring methodology (0-4 for supporting question)
- Scoring the benefits Points realised / delivered Points scored from menu + Score for methodology question = total score Issue documentation as part of tender exercise
- The contract notice and tender documenation should cleary state the Social Value expectations.

Tender returns

- Evaluated Social Value respponses in line with the methodology stated within the tender documentation.
- contract award process is concluded, the successful supplier is contractually bound to deliver the benefits identified in their proposal.
- Send social value outcome menu and supporting response to question for the preferred bidder to legal to form part of the contract via T&Cs

Post contract

- Send Social Value outcomes secured to Economic Development team to undertake the management of the supplier in regards to delivery of Social value commitments and assign responsibilities to Contract Managers as appropriate to their role to manage the contract.

Post contract

- Pre-start meeting to agree specifics of social value outcome delivery
- Capture, monitor and report social value outcomes as part of CSM

Appendix 7 - Social Value Action Plan

	Objective / Task	Target Date	RAG Status
1.	Present Social Value Policy at E&R & P&R Committees	November 2022	
2.	Mobilisation and communication of policy	December 2022	
3.	Delivery of Social Value Training workshops	December 2022	
4.	After completion of the successful pilot of the new Social Value approach in the HEEPS (Home Energy Efficiency Programmes for Scotland) project the team will Implement and Embed Social Value Approach in all future Procurements from £50k (Goods & Services) & £250k (Works)	December 2022	
5.	Evaluate and monitor success of Social Value policy	Ongoing	
6.	Continue to engage and work with key stakeholders to learn lessons and continually improve Social Value approach with a focus on engaging with communities through the development of systems and tools that capture real time requirements and needs that can been included in tender opportunities..	Ongoing	
7.	Report progress of Social Value outcomes via delivery of the Annual procurement report	October 2023	

Glossary

Social Value Social Value outcomes are requirements which deliver wider benefits in addition to the core purpose of a contract. These can relate to social, economic and or environmental benefits
Collaboration When two or more groups of people or organisations engage in procurement work together for mutual benefit.
Contract An agreement concluded between the Council and the supplier that is legally binding, containing terms of the agreement, any schedules and appendices, the Tender Specification and any other specifications, drawings, official purchase order(s) and other documents which are relevant to the Contract.
Contract and Supplier Management (CSM) The process of monitoring the performance of a contract and supplier.
Fair Work First Employment practices that supports investment in skills and training, no inappropriate use of zero hours contracts, action on gender pay, engagement with trade unions, and payment of the real Living Wage.
Procurement Strategy A document required as part of Scottish Procurement Regulations that sets out how the Council intends to carry out its regulated procurements i.e. procurements with an estimated value equal to or greater than £50k (excluding VAT) for supplies & services (or £2,000,000 excluding VAT for a public works contract).
Public Contracts Scotland The national advertising portal used to advertise all Scottish Government supplies, services or works contract opportunities.
Public Contracts Scotland Tender The national advertising portal used to tender all Scottish Government supplies, services or works contract opportunities.
Real Living Wage A wage rate per hour that is based on the cost of living and is currently voluntarily paid by UK organisations. From 1st April 2022, the rate per hour is £9.90 across the UK and £11.05 in London, for ages 18 and older. The rates are reviewed and updated annually, each April. Organisations can grain accreditation of this with the Living Wage Foundation.
Stakeholder Any person or group who has a vested interest in the success of the procurement activity, i.e. either provides services to it, or receives services from it.
Supplier An entity who provides supplies, services or works; often used synonymously with “vendor”

Supported business An organisation whose main aim is the social and professional integration of disabled or disadvantaged persons.
Small and Medium Enterprises (SME's) Enterprises which employ fewer than 250 employees.
Sustainable procurement A process whereby organisations meet their needs for supplies, services, works and utilities in a way that achieves value for money on a whole life basis and generates benefits, not only for the organisation but also to society, the economy and the environment.
Third Sector The part of an economy or society comprising non-governmental and non-profit-making organisations or associations.