

Report To:	Policy and Resources Committee	Date:	15 September 2020
Report By:	Steven McNab Head of Organisational Development, Policy & Communications	Report No:	PR/35/20/KM
Contact Officer:	Louise McVey, Corporate Policy, Performance and Partnership Manager	Contact No:	01475 712042
Subject:	Corporate Services CDIP End of Year 1 Progress Report and Corporate Directorate Improvement Plans Annual Refresh		

1.0 PURPOSE

1.1 The purpose of this report is to present the Committee with (i) an end of year progress report on the delivery of the CDIP improvement actions that are the responsibility of the Council's Corporate Services, as detailed in their respective Corporate Directorate Improvement Plans (CDIPs) and (ii) refreshed CDIP Improvement Plans for the Education, Communities and Organisational Development and Environment, Regeneration and Resources Directorates, with attention drawn to the Corporate Services elements of these plans.

2.0 SUMMARY

- 2.1 The Council's CDIPs are rolling three year plans. The current plans (2019/22) were approved by this Committee on 21 May 2019. The central element of the CDIP is the Improvement Plan, which has been informed by service self-evaluation as well as ongoing service development.
- 2.2 Progress in the delivery of the Council's CDIPs is reported to every second meeting of the relevant service Committee. Additionally, because the CDIPs include improvement actions that are corporate in nature, a separate Corporate Services Performance Report, focusing on the improvement actions that are the responsibility of Finance and ICT; Legal and Property; Procurement; Organisational Development and Policy and Communications is submitted to every second meeting of the Policy and Resources Committee.
- 2.3 The CDIP Improvement Plans are reviewed annually to ensure that the actions remain relevant and reflect any new challenges or legislation that will impact on the Directorate during the remaining term of the Plan.
- 2.4 A report on the progress made in the delivery of the Corporate Services improvement actions in year one and the refreshed Improvement Plans were both due to be considered by this Committee in May 2020, however due to COVID-19 it was necessary to roll the Plans forward by several months until the Committee reconvened. The final year one progress report is attached as Appendix 1 and an overall summary of the status of the actions is provided below:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
July 2020	7	2	5	7

- 2.5 An unusually high number of improvement actions have ‘slippage’ status in this reporting period. This is due to the exceptional circumstances arising from the COVID-19 pandemic which significantly impacted on the day to day business of some services and required a shift in focus towards supporting and safeguarding the vulnerable residents and families of Inverclyde, as well as supporting and assisting employees in adapting to new working arrangements during this extremely difficult time.
- 2.6 The refreshed ERR and ECOD Improvement Plans have been submitted for the approval of their respective Committee and are now both presented in Appendix 2 for this Committee’s approval of the Corporate Services elements of the plans. Details of performance in relation to the key performance indicators 2019/20 is also provided. The Improvement Plans have been refreshed taking full cognisance of the challenges of COVID-19 and the associated recovery plans. It should be noted that COVID-19 and the associated future implications for delivering services combined with its effects on aspects of communities and learning, may result in the need for ongoing changes to the CDIPs. As a Council, we will need to be responsive to the ongoing changes resulting from COVID-19 and CDIPs will reflect this in the coming months and years.
- 2.7 In line with the established reporting cycle, performance reports on the refreshed improvement actions relating to the Corporate Services elements of the CDIPs will be presented to every second meeting of this Committee.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy and Resources Committee:
- a. Notes the progress made by the Council’s Corporate Services in delivering the year one improvement actions, as detailed in their respective CDIPs 2019/22.
 - b. Approves the Corporate Services improvement actions within the refreshed Environment, Regeneration and Resources and the Education, Communities and Organisational Development Corporate Directorate Improvement Plans.

Ruth Binks
Corporate Director
Education, Communities and
Organisational Development

Scott Allan
Corporate Director
Environment, Regeneration and
Resources

4.0 BACKGROUND

- 4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is regularly given to key stakeholders to allow them to evaluate and make informed judgements about performance and the delivery of strategic priorities.
- 4.2 CDIPs are 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 Corporate Plan 2018/22, as well as the wellbeing outcomes, which are: Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).
- 4.3 The Environment, Regeneration and Resources CDIP 2019/22 was approved by the Environment and Regeneration Committee on 2 May 2019, whilst the Education, Communities and Organisational Development CDIP 2019/22 was approved by the Education and Communities Committee on 7 May 2019. Both CDIPs were thereafter approved by the Policy and Resources Committee on 21 May 2019.
- 4.4 Progress in the delivery of these two CDIPs is reported to every second meeting of the relevant service Committee. Additionally, because the CDIPs include improvement actions that are corporate in nature, a separate Corporate Services Performance Report is submitted to every second meeting of the Policy and Resources Committee. The aim of this is to provide Members with a summary of progress and to give the Committee and officers the opportunity to make appropriate judgements on where performance across the Council is improving, good or where performance has declined.
- 4.5 This report focuses on improvement actions that sit within the following Services: Finance and ICT; Legal and Property; Procurement; Organisational Development, Policy and Communications.
- 4.6 As shown in Appendix 1, improvement actions have been allocated a 'BRAG' status:
blue - complete; red - significant slippage; amber - slight slippage; green - on track.

5.0 CORPORATE SERVICES YEAR 1 IMPROVEMENT PLAN PROGRESS

- 5.1 Progress reports on the delivery of the improvement actions that sit within Finance and ICT; Legal and Property; Procurement; Organisational Development and Policy and Communications are considered at every second meeting of this Committee.
- 5.2 This is the final report that will focus on the delivery of the improvement actions in the first year of the CDIPs. Due to COVID-19, it was necessary to roll forward both the ERR and ECOD Improvement Plans by several months until the refreshed Plans could be brought to this Committee for approval. The status of the improvement actions as at July 2020 is summarised below:

Status	blue - complete	red – significant slippage	amber - slight slippage	green - on track
July 2020	7	2	5	7

- 5.3 A higher number of improvement actions are reporting 'slippage' status in this reporting period than is usual. This is due to the exceptional circumstances arising from the COVID-19 pandemic which significantly impacted on the day to day business of some services and required a shift in focus towards supporting and safeguarding the vulnerable residents, families and businesses of Inverclyde, as well as supporting and

assisting employees in adapting to new working arrangements during this extremely difficult time.

- 5.4 Appendix 1 details the present status of all the improvement actions, together with a commentary from the appropriate Service.

6.0 CDIP ANNUAL REFRESH

- 6.1 The Council's CDIPs are subject to annual review to ensure that the improvement actions remain relevant and reflect any emerging challenges or legislation that will impact on the Directorate during the remaining term of the Plan. The refreshed ERR and ECOD Improvement Plans have also been submitted for the approval of their respective Committee and are now both presented in Appendix 2 for this Committee's approval of the Corporate Services elements of the plans.
- 6.2 The refreshed Improvement Plan takes full cognisance of the challenges of COVID-19 and the associated recovery plans.
- 6.3 The Improvement Plans also contain key performance indicators, comprising statutory performance indicators and local performance indicators and data for 2019/20 is provided where it is available.
- 6.4 In line with the established reporting cycle, performance reports on the refreshed improvement actions relating to the Corporate Services elements of the CDIPs will be presented to every second meeting of this Committee.

7.0 IMPLICATIONS

7.1 Finance

Financial implications

One-off costs:

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

Annually recurring costs/(savings):

Cost centre	Budget heading	With effect from	Annual net impact	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

7.2 Legal

There are no direct legal implications arising from this report.

7.3 Human Resources

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

7.4 Equalities

Equalities

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

YES

X

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

(b) Fairer Scotland Duty

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

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

--

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

X

NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

--

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

X

NO

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

8.0 CONSULTATIONS

8.1 Updates on progress with the Corporate Services improvement actions included in the CDIPs have been provided by the nominated officer with lead responsibility for that action.

9.0 BACKGROUND PAPERS

9.1 None.

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions

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

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
1.	<p><u>The Community Empowerment Act</u></p> <p>The council and its partners can demonstrate that it is effectively delivering on the statutory requirements of the Community Empowerment (S) Act 2015</p> <p>All Inverclyde Alliance Partners are investing in building the capacity of communities so that they feel confident about exercising their rights, as set out in the Community Empowerment (S) Act.</p> <p>Locality Plans are used by Services and CPP partners and communities to plan service delivery, target inequalities and work together to reduce them.</p> <p>Communities feel supported and empowered.</p>	<p>Respond to Scottish Government guidance.</p> <p>Continue to gather data from partners around the three localities.</p> <p>Facilitate improved community engagement in the implementation of the Locality Plans and the development of more robust community engagement methods.</p> <p>Hold an annual event for the three localities, aimed at engaging with communities to ensure plans continue to reflect local priorities.</p> <p>Create a Community Food Growing Strategy. Develop appropriate structures to respond to the council's decision to allocate</p>	<p>●</p>	<p>Amber – slight slippage</p>	<p>All six Locality Action Plans are now available on the council's website.</p> <p>A draft Food Growing Strategy has been developed and is available on the Community Planning pages of the council's website. The draft strategy explains how Inverclyde Council and the Community Planning Partnership will support community growing across Inverclyde.</p> <p>On 4 February 2020 a report was considered by the Policy and Resources Committee on participatory budgeting in Inverclyde. The report included an evaluation of Phase 1 and proposals to mainstream participatory budgeting in Inverclyde. The Committee agreed to implement the revised approach as set out in the report by March 2021.</p>	<p>OP1, OP2, OP3, OP4, OP5, OP6, OP7, OP8</p>

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
		a significant budget to Participatory Budgeting (PB) in 2018/19. Review the success of this.			Due to the impact of Covid 19 the locality planning model has been changed slightly and there has been delays establishing the Locality Planning Groups. However, each of the Communications and Engagement groups are establishing their own closed Facebook sites to enable continued discussions and will have had at least one virtual meeting by 31 October 2020.	
2.	<u>Child Poverty</u> The projects and initiatives within the Inverclyde LAR 2018/19 are implemented and impact monitored.	All partner (CPAG) activity and data linked to child poverty is held centrally to enable partners to measure progress against the national child poverty targets.	●	Green – on track	The 2019/20 Local Child Poverty Action Report is being finalised and will be presented to the October meeting of the Alliance Board. The report focuses on selected actions being undertaken locally to reduce child poverty in Inverclyde and / or support those living in the grips of poverty. The report will outline progress made from last year's Local Child Poverty Action Report, progress made over the year 2019/20 and plans for 2020/21 highlighting priorities for improvement.	OP1, OP4, OP5 OP6

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
3.	<p><u>Change Management</u></p> <p>ECOD and ERR services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet customer’s needs and are efficient.</p>	<p>Continue to meet regularly and progress specific projects.</p> <p>Detailed projects are established.</p> <p>Ongoing work with the Policy and Resources Committee and Members’ Budget Working Group.</p>	●	Blue - complete	As was reported to the Policy and Resources Committee on 24 March 2020, all projects are now embedded and this action is complete.	OP9, OP10
4.	<p><u>Measuring impact on outcomes</u></p> <p>Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.</p> <p>Performance reporting is linked to measuring impact on outcomes at an individual, community and population level.</p>	<p>Continue to work with experts and other performance management specialists, to identify processes to better measure impact on outcomes.</p> <p>Publish an Annual Report on the Corporate Plan that sets out progress on the delivery of the council's priorities for the residents of Inverclyde.</p> <p>Review our public performance reporting to deliver a more streamlined,</p>	●	Green – on track	<p>The Corporate Plan Annual Report 2020/21 is due to be considered by the Policy and Resources Committee on 11 August 2020.</p> <p>An Inverclyde Outcomes Improvement Plan Annual Report has been produced and approved by both the Programme and Alliance Boards and is published on the council's website.</p> <p>KPIs were reviewed in early 2019 and the first SPI / KPI report on the new indicator set</p>	OP1, OP2 OP3, OP4 OP5, OP6 OP7, OP8

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
		<p>robust set of KPIs, linked to organisational priorities.</p> <p>Identify desired outcomes with key milestones / timescales for the Inverclyde Alliance Partnership Action Plans.</p> <p>Continue to learn from good practice elsewhere.</p>			<p>was considered by this Committee in November 2019.</p> <p>The Inverclyde Council Management Report 2019/20 produced by Audit Scotland reported that a clear link is in place between the desired outcomes and the PIs in place at both a local and national level. Performance arrangements and reporting arrangements were found to be good with clear links in place between corporate priorities, PIs and desired outcomes and accessible reporting.</p>	
5.	<p><u>Workforce Planning</u></p> <p>Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and associated plans to address the key workforce challenges over the next 3 years and into the longer term.</p>	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions.</p> <p>Assessing future workforce requirements via service workforce plans.</p> <p>Delivery of plans to be monitored by the Workforce</p>	●	Green – on track	<p>Feedback from the key stakeholders around workforce planning has been incorporated into the People and Organisational Development Strategy for 2020/23 and has now been agreed by the Policy and Resources Committee.</p> <p>Service workforce plans which identify future workforce planning requirements continue to be</p>	OP1, OP3, OP9, OP10

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
	Continue to ensure Service Workforce Plans are actioned and reviewed.	Planning & Development Group (ongoing).			updated and monitored through the Workforce Planning and Development Group.	
6.	<u>People and Organisational Development Strategy</u> A new Strategy is developed for 2020/23 which builds on the work of the 2017/20 Strategy	Workshops to be arranged with relevant stakeholders to determine key priorities and objectives of the strategy March 2020	●	Blue - complete	The People and Organisational Development Strategy 2020-2023 was approved by the Policy and Resources Committee on 4 February 2020.	OP9,OP10
7.	<u>Fairer Scotland Duty</u> Ensure we are compliant with the Duty, as appropriate, by actively considering how we can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.	By taking advantage of the support offered by the Improvement Service to develop and share best practice on the Duty. When making strategic decisions, actively consider, with an open mind, whether there are opportunities to reduce socio-economic disadvantage.	●	Amber – slight slippage	Discussions have taken place with the Improvement Service regarding training sessions to be delivered to council employees on the Fairer Scotland Duty. Arrangements for this had to be put on hold due to the national lockdown but will be progressed as soon as it is possible to do so.	OP2, OP4, OP9
8.	<u>FMS Review / Replacement</u> Conduct a review to determine whether to further extend the FMS contract or have a transition plan in place	Supplier engagement and discussions with other local authorities by the end of 2019/20.	●	Blue - complete	An extension to the SLA has been agreed meaning the council is now in contract until 2022. In September 2019 Totalmobile confirmed that they are confident of product life /	OP9

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
					support for a “minimum of 5 years”, i.e. at least until 2024.	
9.	<p><u>2020/23 Budget</u></p> <p>To develop a balanced three year budget that has been approved by Council.</p>	<p>Initial three year budget developed by March 2020.</p> <p>Calculate funding gap by December 2019.</p>	●	Green – on track	<p>One element of this action is complete and the other ongoing and on track.</p> <p>Following receipt of a one year funding announcement in February, 2020 the Council approved its 2020/21 Budget on 12 March 2020.</p> <p>Work to commence on a planned 2 year budget in the summer. One off and on-going financial impacts of Covid-19 are to be factored in.</p>	OP9
10.	<p><u>Asset Management Strategy</u></p> <p>The capital asset management plan is updated to fully reflect current position and links to supporting plans which have been developed.</p>	<p>A co-ordinated approach will be implemented to update the current plan by November 2019.</p>	●	Red – significant slippage	<p>The majority of updates and strategy content has been received from lead officers and an updated, draft strategy has been produced. The revised target is to present this to Corporate Management Team by the end of the third quarter 2020.</p>	OP9

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Corporate Improvement Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
11.	<p><u>Information Governance</u></p> <p>The council's Freedom of Information Policy and associated guidance to officers is updated.</p>	<p>Freedom of Information Policy and procedures are updated to reflect current practice.</p> <p>Information Management System to manage FOI requests is implemented.</p> <p>A corporate training programme is established.</p> <p>March 2020.</p>	●	Red – significant slippage	<p>There was initially slight slippage in this workstream which has been exacerbated by Covid-19. A revised timescale of December 2020 has been set. A review and prioritisation of workstreams and actions will be carried out to bring on track to meet the new timescale.</p>	OP9

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Cross Directorate Actions						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
1.	<p><u>Channel Shift</u></p> <p>Move customers away from traditional channels of communication to digital channels such as self-serve and online services.</p>	<p>Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes. Initial projects operational by summer 2019.</p>	●	Amber – slippage	<p>The first tranche of services was delayed to allow the development of new Garden Waste Permit Scheme that has been delivered and is now fully operational.</p> <p>Completion of bulky uplift process and street light fault reporting and management are completed however testing by services has been delayed due to the COVID-19 emergency.</p> <p>Testing is to be completed in July 2020, with proposed implementation August 2020.</p>	OP9

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Service Improvement Actions 2019/20

These improvement actions will be implemented by individual Council Services

Service Improvement Actions Finance and ICT						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
1.	<p><u>Welfare Reform – Employees</u></p> <p>There is an adequately resourced Benefit and Customer Service Team in place.</p> <p>The service has effectively joined up working with Social Security Scotland Agency and other key partners.</p>	<p>Communication with employees and Trades Unions.</p> <p>Regular updates to the Policy and Resources Committee.</p> <p>Effective communication with partners will be achieved through the forum of the Welfare Reform Project Board and Financial Inclusion Partnership.</p> <p>Proposals as part of the 2020/23 Budget.</p>	●	Blue - complete	<p>Up to 4 Social Security Scotland Agency employees are located on the mezzanine in the Customer Service Centre.</p> <p>2020/21 Budget included further reductions in the Revenues & Benefits Team.</p>	OP4, OP9, OP10
2.	<p><u>Collaboration – Non-domestic rates</u></p> <p>Improved resilience and improved customer service for NDR delivery.</p>	<p>NDR collaboration operational by 2020.</p>	●	Blue - complete	<p>Following a cost benefit exercise non-domestic rates is being kept in-house and a new post has been filled to increase resilience</p>	OP9

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Service Improvement Actions Finance and ICT						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
3.	<p><u>Cloud Migration Strategy</u></p> <p>The review is complete and the recommendations arising from it have been implemented.</p>	<p>Engagement with suppliers and other local authorities.</p>	<p>●</p>	<p>Amber – slight slippage</p>	<p>The ICT service has engaged with the council’s suppliers of Office automation. Networks Storage and Telephony Systems to identify opportunities and costs for migrating systems to Cloud platforms. A report with recommendations was scheduled to be submitted to the CMT and subsequently to the appropriate committee in March 2020 but delayed by concentration on Covid matters. The report is now due in November,2020.</p>	<p>OP9</p>

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Service Improvement Actions Legal and Property Services						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
1.	<p><u>Partnership Working</u></p> <p>Partnership working is planned and roles and expectations are clear.</p>	<p>Develop SLAs with the relevant services</p>	●	Green – on track	<p>This action is being progressed by the service.</p>	OP10
2.	<p><u>Elections</u></p> <p>An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022.</p>	<p>Develop succession planning to ensure that an Election Team is in place to deliver the required actions.</p>	●	Green – on track	<p>Key members of the Election Team are in place and there is an awareness of the need to prioritise the identification of staff resource in the event of a loss of any key team members.</p> <p>The team successfully planned and put in place the necessary arrangements for the General Election held in December 2019.</p>	OP10

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

<p align="center">Service Improvement Actions Organisational Development, Policy and Communications</p>						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
1.	<p><u>Pay and Grading Model</u></p> <p>A revised Pay and Grading model is fully implemented.</p>	<p>Finalise the Implementation Plan, including the creation of a new structure and the migration of employees to this.</p> <p>Appropriate testing and employee communication to be carried out.</p> <p>October 2019</p>	●	Blue - complete	The revised pay model has now been fully implemented.	OP9, OP10
2.	<p><u>Health and Safety Monitoring System</u></p> <p>To record and monitor key action points and control measures which require to be implemented at Service level.</p> <p>To monitor and record that implementation has taken place.</p> <p>To integrate the accident reporting function with Finance's Insurance section, allowing a more streamlined investigation and recording process to ensure that all</p>	<p>Develop and test the relevant modules in the Figtree system.</p> <p>Change over the current incident reporting system to the Figtree system.</p> <p>Bring online the audit and assessment modules and pilot them in selected areas (Fire Risk Assessment, Education and Environmental and Commercial Services).</p>	●	Green – on track	External audits are being placed on the system and hazard and action modules are continuing to be utilised.	OP9, OP10

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

<p align="center">Service Improvement Actions Organisational Development, Policy and Communications</p>						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
	documentation is readily available for use in the event of a claim.	Develop the reporting function to bring statistical information to the Corporate Health and Safety Committee as required. December 2019				
3.	<p><u>Payroll System</u></p> <p>A 'Version 8' upgrade is fully implemented and rolled out across the whole council.</p>	<p>Carry out staff training and stakeholder engagement</p> <p>Conduct a review of processes</p> <p>Significant testing</p> <p>October 2019</p>	●	Blue - complete	The 'version 8' upgrade is now fully implemented.	OP9, OP10
4.	<p><u>Repopulation and tourism 'place' marketing linked to branding</u></p> <p>A planned and coordinated place marketing campaign, involving a range of partners, linked to the work of Tourism Inverclyde and using a redevelopment of the 'discover Inverclyde' brand to promote Inverclyde as a place to encourage more visitors, more businesses and more new residents</p>	<p>A new web resource will be created as a new 'discover Inverclyde' website under the support to Inverclyde tourism, the local area tourism partnership in the first half of 2019 supported by a place marketing campaign throughout 2019 and 2020 focused on promoting</p>	●	Amber – slight slippage	In partnership with the local area tourism partnership group 'Tourism Inverclyde' the Discover Inverclyde website has been developed which promotes Inverclyde as a place to visit, live and do business and support events. The website was ready to be launched on 27 March 2020 but this had to	OP1, OP9

APPENDIX 1: CORPORATE SERVICES CDIP IMPROVEMENT ACTIONS YEAR 1 PROGRESS REPORT

Service Improvement Actions Organisational Development, Policy and Communications						
	Where do we want to be?	How will we get there?	Status July 2020		Commentary July 2020	Corporate Plan priority
		Inverclyde as a place to visit, live and work.			be postpone due to the Covid-19 crisis.	

APPENDIX 2: CDIP REFRESHED IMPROVEMENT PLANS

The Environment, Regeneration and Resources (ERR) and the Education, Communities and Organisational Development (ECOD) CDIPs have a further two years left in their current planning cycle. The Improvement Plans are reviewed annually to ensure that the actions within them remain relevant, that they reflects the current position locally and nationally and also any new challenges that have emerged in the previous year.

This section sets out the refreshed improvement actions for both the ERR and ECOD Directorate. The full CDIPs which includes details of achievements in year 1, the Directorate structure and budget can be found on the council's website.

ENVIRONMENT, REGENERATION AND RESOURCES IMPROVEMENT PLAN OVERVIEW

Environment & Public Protection	Corporate Plan Priority
Clune Park Regeneration	OP7 , OP9
Contracts – Residual Waste	OP7, OP9
Home Energy Efficient Programmes for Scotland (HEEPS)	OP4, OP6, OP9
Strategic Housing Investment Plan	OP4, OP6, OP7
Capital Projects	OP9
Finance	
Welfare Reform – Employees	OP4, OP9, OP10
2021/23 Budget	OP9
Collaboration – Non domestic rates	OP9, OP10
Channel Shift	OP9
Cloud Migration Strategy	OP9
Legal and Property Services	
Asset Management Strategy	OP7, OP9
Information Governance	OP9
Partnership Working	OP9, OP10

APPENDIX 2: CDIP REFRESHED IMPROVEMENT PLANS

Elections	OP10
Regeneration and Planning	Corporate Plan Priority
City Deal	OP1, OP3, OP7
Small and Medium Sized Enterprises (SME) Activity	OP3
Local Development Plan 2	OP1, OP7, OP8
Planning (Scotland) Act 2019	OP2, OP7
Town Centre Regeneration	OP1, OP3, OP7
Collaboration (Roads & Transportation)	
Collaboration and shared strategic management of Roads & Transportation services	OP7, OP9, OP10
Sustainable Travel	OP6, OP7
Roads Network / Transport Infrastructure	OP3, OP7, OP9
Roads	OP7, OP9
All Services	
Measuring impact on outcomes	OP9

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Corporate Improvement Actions

These actions have implications for the whole Council, or more than one Directorate, not just the Environment, Regeneration and Resources Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
CA1	2021/23 Budget	No figures for 2021/23 from the Government and therefore council approved a single year budget in 2020/21	To develop a balanced two year budget that has been approved by Council.	Two year budget developed by March 2021. Calculate funding gap by December 2020. Regular meetings of the MBWG and Joint Budget Group	Detailed approved plans setting out how the budget will be balanced. Regular reports to Policy & Resources Committee	Chief Financial Officer	Within existing resources	OP9
CA2	Asset Management Strategy	The Inverclyde Council Corporate Asset Management Strategy 2016/18 requires to be refreshed to reflect the current position. A new strategy has been developed and is currently at the draft stage and requiring formal approval.	The capital asset management plan is updated to fully reflect current position and links to supporting plans which have been developed.	New plan approved by the CMT end September 2020 and submitted for Committee approval thereafter.	Approval of Corporate Asset Management Strategy at Committee. Implementation of Strategy.	Head of Legal and Property Services	Contained within existing budget.	OP7 OP9

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
CA3	Information Governance	The council's Freedom of Information Policy was last formally reviewed in 2011 and, along with procedural guidance, requires to be reviewed and updated to reflect current practice and guidance from the Scottish Information Commissioner in order to improve the quality and response times of FOI responses. A training programme for officers is also needed.	The council's Freedom of Information Policy and associated guidance to officers is updated.	Freedom of Information Policy and procedures are updated to reflect current practice. Information Management System to manage FOI requests is implemented. A corporate training programme is established. December 2020.	Finalised Freedom of Information Policy and associated guidance and procedures are agreed. Improvement in response times and quality of FOI responses.	Head of Legal and Property Services	Contained within existing budgets.	OP9
CA4	Measuring Impact on Outcomes	The Audit Scotland Best Value Assurance Report (2017) contained a recommendation that the council and partners need to better identify the extent of the impact services/partners expect to make to the overall strategic outcomes. Public performance reporting has been	Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes. Performance reporting is linked to measuring impact on outcomes at an individual, community and population level.	Continue to work with experts and other performance management specialists, to identify processes to better measure impact on outcomes and learn from good practice elsewhere. Build on additional performance reporting	Audit Scotland is assured that Inverclyde Council is able to demonstrate impact on outcomes for all its children, citizens and communities.	Corporate Policy, Performance and Partnership Manager	Contained within existing resources	OP1 OP2 OP3 OP4 OP5 OP6 OP7 OP8

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		<p>strengthened across a range of areas, including:</p> <ul style="list-style-type: none"> • A Corporate Plan Annual Report shows progress in the delivery of our organisational and partnership priorities. • A redesign of the performance webpages to present performance information that shows the progress that is being made in the delivery of priorities and outcomes. • A LOIP Annual Report is also produced by the Inverclyde Alliance. 		<p>arrangements that have been put in place in the last 2 years. Identify desired outcomes with key milestones / timescales for the Inverclyde Alliance Partnership Action Plans.</p> <p>Ongoing</p>				

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Cross-Directorate Improvement Actions

The delivery of these actions will involve more than one service in the Environment, Regeneration and Resources Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Link to Corporate Plan priority
CD1	Collaboration and shared strategic management of Roads & Transportation services	Inverclyde and West Dunbartonshire Councils now share a Head of Service across Roads, Waste, Fleet, Street cleaning and Ground Maintenance. A strategic manager is also shared in respect of Waste, Fleet Street cleaning and Ground Maintenance. A strategy has been presented to the Joint committee in terms of collaboration achievements and improved resilience to date.	Further explore opportunities for collaboration	Development of strategic across service areas. Fully agreed with Tus and Members in each Council. 31 March 2021	Delivery of service changes approved at Joint Committee and within Councils and implemented.	Head of Roads & Transportation	Within existing budget	OP7 OP9 OP10

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Link to Corporate Plan priority
CD2	Channel Shift	Many customer transactions still take place through traditional channels, which are more costly.	Move customers away from traditional channels of communication to digital channels such as self-serve and online services.	Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes. Council Tax on line launched January, 2020 Next projects identified and progressed.	Monitoring of channel statistics. Reduced contact from customers through traditional methods such as face to face and telephone and a shift to using electronic forms, reporting and mobile applications.	ICT Manager/ Revenues and Customer Services Manager	Within existing resources supported by £200k reserve agreed March 2020	OP9
CD3	City Deal	The floating pontoon work is complete. The contractor has gone into administration and a high level options appraisal on potential solutions is being examined. Terminal building had commenced onsite but was suspended due to COVID. A final business case for Inverkip is due by early 2021. The design element	Implementation of projects in respect of: <ul style="list-style-type: none"> Inverkip road infrastructure Expansion of the quayside and delivery of a new visitor centre at Greenock Ocean Terminal having concluded the Options Appraisal Inchgreen project 	Delivery of business cases for all projects. Completion of options appraisal and where necessary resubmission of business cases reflecting current situations	Monitor progress towards the achievement of project milestones Reports on progress will be delivered to the City Deal Project Board and the Environment & Regeneration Committee.	City Deal Programme Board	Contained within existing resources	OP1, OP3, OP6

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Link to Corporate Plan priority
		<p>has been delayed due to Covid-19.</p> <p>Inchgreen - The District Valuer is negotiating with interested parties on the council's behalf regarding their acquisition. The joint venture with Peel Ports is being progressed.</p>						
CA4	Clune Park regeneration	The Clune Park Masterplan is currently being supplemented by the development of a strategy for the wider Eastern Gateway.	<p>Continue progress towards demolition in the area.</p> <p>Publication of the Eastern Gateway Strategy.</p>	Delivery of the key elements of the masterplan.	<p>Completion of the actions contained within the Masterplan.</p> <p>Monitoring and reporting of progress to Committee.</p>	Head of Service Environment and Public Protection Services	<p>Included in Capital Allocation</p> <p>Earmarked reserves identified</p>	OP7 OP9
CD5	Contracts – Residual Waste	Engagement is ongoing with other councils and Zero Waste Scotland. Procurement options are being explored to jointly procure solutions with other local authorities or alternatively	<p>To have an agreed Memorandum of Agreement in place.</p> <p>A waste management supplier has been identified.</p>	<p>Regular meetings between 3 authorities and Zero Waste Scotland to achieve agreement</p> <p>Agreed route to market</p> <p>October 2021</p>	Successful bids delivered through procurement exercise	Head of Service Environment and Public Protection	Subject to approval and outcome of bid	OP9

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	Link to Corporate Plan priority
		procure a solution for Inverclyde separately.						

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Service Improvement Actions

These actions will be carried out by specific Services in the Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
Environment and Public Protection								
EPP1	HEEPS (Home Energy Efficiency Programmes for Scotland)	<p>IC successfully sourced funds from Scottish Government (SG) – Home Energy Efficiency Programme Scotland – Area Based Schemes (HEEPS ABS)</p> <p>In 2017/18, £1,225,259 funding was received from the Scottish Government.</p> <p>In 2019/20, £1,144,634 funding was received from the Scottish Government.</p> <p>In 2020/21 £1,255,975 has been awarded.</p>	<p>Increase energy efficiency in homes across Inverclyde through the continued delivery of HEEPS.</p> <p>Achieve successful bids in future years.</p> <p>Have in place an agreed plan with RSLs.</p>	<p>Delivery of the key areas of the HEEPS plan</p> <p>Collaborative working</p> <p>Full spend of allocated funding</p> <p>Year 2 - 31 March 2021</p>	<p>There is an overall increase in home energy efficiency across all tenures.</p> <p>Programme is annually funded. Regular programme / progress meetings with the Council's delivery partner the Wise group and RSLs. Delivery of energy efficiency measures to homes is monitored.</p>	Head of Service	Dependant on external SG funding allocation.	OP4 OP6 OP9

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
EPP2	Strategic Housing Investment Plan (SHIP)	The Council has an approved Strategic Housing Investment Plan for the period 2019/20 – 2023/24.	RSLs are supported to increase new housing provision in the area.	Regular programme meetings with RSLs and Scottish Government 31 March 2021	Increase in the number of good quality, affordable homes that meet the needs of our residents	Head of Service	Funding of the SHIP programme is direct from Scottish Government to RSLs.	OP4 OP6 OP7
EPP3	Environmental Capital Projects	Capital projects have been identified and are progressing for the following: - Crematorium - Cemeteries - Vehicle Replacement Programme - Kirn Drive	Environmental capital projects have been delivered on time and on budget.	Effective project management. Project management meetings to review progress. Ongoing over years 1 and 2.	Capital update reports to Committee. Capital projects are delivered on time and within budget.	Head of Service	Included in Capital Allocation	OP9
Shared Services – Roads								
SSR1	Sustainable Travel	An Active Travel Strategy is in place. Additional funding has been secured to promote Active Travel from SPT and Sustrans and a programme of improvements for cycling and walking delivered. A new programme of	There is increased access to active and sustainable travel. Identify external funding opportunities e.g. Sustrans	Implementation of the actions in the Active Travel Strategy. Timescale for delivery is dependent on individual projects and initiatives	Regular reports to Committee on active travel.	Head of Service	Within existing budget Maximising funding opportunities	OP6 OP7

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		investment and associated bids will be made on an annual basis.						
SSR2	Roads Network / Transport infrastructure	<p>Roads resurfacing programme has been delivered in full. Some footway works have been delayed into 2020/21 in view of Covid-19. The improved road condition is reflected in annual road condition benchmarking.</p> <p>The National Strategy is not yet complete.</p> <p>A number of transport schemes have been successfully submitted for funding to SPT and Sustrans.</p>	<p>Improvement in the road network safety and condition in line with RAMP.</p> <p>Support economic growth by rolling forward the Local Transport Strategy across Inverclyde and West Dunbartonshire Councils.</p>	<p>Structured collaboration with West Dunbartonshire Council combined with appropriate project management.</p> <p>31 March 2021</p>	<p>Growth targets supported and delivered.</p> <p>Regular reports to Committee.</p>	Head of Service	<p>Within existing budget</p> <p>Maximising funding opportunities where possible</p>	<p>OP3</p> <p>OP7</p> <p>OP9</p>
SSR3	Roads	Roads capital programme has been identified and approved by Committee	Delivery of programme within existing budget and timescale	<p>Regular team meetings and updates</p> <p>Regular budget monitoring against projects</p> <p>Year 2</p>	<p>Capital update reports to Committee</p> <p>Projects delivered on time and within budget</p>	Head of Service	Within existing budget	<p>OP7</p> <p>OP9</p>

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
Regeneration and Planning								
RP1	SME Activity a) Development b) Supplier development	<p>The Business Gateway contract is in place to provide advice and guidance to new and existing businesses in Inverclyde.</p> <p>Meet the Buyer Programmes Events are held.</p> <p>Quarterly construction forum meetings are held involving 50 companies</p> <p>One to one procurement advice is offered by the service.</p> <p>Inverclyde ranks in 12th place nationally for spend on local SMEs</p>	<p>Maintain or grow the existing company base.</p> <p>Increase level of local government participation for local businesses.</p>	Support local businesses through contract and direct intervention	<p>Business base is maintained at existing levels or has grown.</p> <p>Monitoring of performance through reporting to Committee.</p>	Head of Regeneration and Planning	Within existing resources	OP3
RP2	Local Development Plan 2	The Local Development Plan was adopted last year, however following the decision by the Court of Session to quash the Community and Housing chapters	To have in place a Housing Policy which reflects the council's requirements	<p>Following legal advice</p> <p>Promotion of a new Policy / Plan</p>	Monitor progress towards the achievement of project milestones.	Head of Regeneration and Planning	Contained within existing resources	OP1 OP7 OP8

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		this will require to be addressed and a solution implemented.						
RP3	Planning (Scotland) Act 2019	The Planning (Scotland) Act 2019 introduces new responsibilities for planning services and requires a more strategic focus	Implementation of the individual regulations of the Act in line with Scottish Government's guidance.	Partnership working with applicants and developers	Monitor progress towards the achievement of project milestones	Head of Regeneration and Planning	Contained within existing resources	OP7
RP4	Town Centres	A number of significant challenges are faced by our town centres in Inverclyde which threatens their future viability. The difficulties facing town centres have been exacerbated by Covid-19.	Working in partnership with the business community to implement a Recovery Plan	Resource allocation	Reduced level of void rates	Head of Regeneration and Planning	Contained within existing resources	OP3
Finance								
FIN1	Welfare Reform – Employees	Universal Credit Service has resulted in a reducing Housing Benefit caseload. Managed migration is on hold.	There is an adequately resourced Benefit and Customer Service Team in place. Clarity on timescales for managed migration and employee implications	Communication with employees and Trades Unions. Regular updates to the Policy and Resources Committee. Effective communication with	Performance targets are met and a stable workforce is retained.	Revenues and Customer Services Manager	Within existing resources 2.8 FTE reduction in resources agreed March, 2020	OP4 OP9 OP10

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
				partners will be achieved through the forum of the Welfare Reform Project Board and Financial Inclusion Partnership.				
FIN2	Non-domestic rates Policy-Unoccupied Premises	Responsibility to be delegated to Councils to set NDR Policy for Unoccupied properties from March,2022	Policy set by the Council and communicated to Rate Payers	Policy approved by March, 2021 Letters issued April, 2021	Policy approved	Chief Financial Officer	Within existing resources & Government Grant	OP9
FIN3	Cloud Migration Strategy	The majority of current systems are 'on premises'. A review of systems is required.	The review is complete and the recommendations arising from it have been implemented.	Engagement with suppliers and other local authorities.	Approved Ph1 of the strategy by late 2020	ICT Manager	Employee saving approved as part of the 2020/21 Budget.	OP9
Legal and Property								
LPS1	Partnership working	The service works in partnership with the Council and HSCP to deliver on a wide range of strategic priorities e.g. - Clune Park - AMP refresh - SEMP completion	Partnership working is planned and roles and expectations are clear.	Develop SLAs with the relevant services	SLA(s) are complete and approved by relevant partners	Head of Legal and Property Services	Within existing resources	OP10

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
		<ul style="list-style-type: none"> - 1140 hours for early learning and childcare - City Deal - Community Empowerment - Health and Social Care Integration - SCAI - Vulnerable children and adults <p>Partnership working currently is reactive.</p>						
LPS2	Elections	The service has the responsibility for the management and delivery of national and local elections.	An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022.	Develop succession planning to ensure that an Election Team is in place to deliver the required actions.	Successful completion of the Local Government Election 2022.	Head of Legal and Property Services	Within existing resources	OP10

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Environment, Regeneration and Resources Directorate Key Performance Indicators

Key Performance Measures	Performance			Target 2020/21	Post Covid-19 Targets 2020/21	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20				
Council Tax – In year collection level	95.5%	95.7%	95.4%	95.5%	90.5%	89%	LGBF indicator – 24 th best performing council in Scotland in 2018/19
Speed of processing changes in circumstances to Housing Benefit	4days	3.74 days	2.55 days	4 days	4 days	6 days	-
Speed of Processing new claims for Council Tax Reduction (From November 2016)	30 days	33 days	31 days	34 days	34 days	37 days	-
CSC – Abandoned Calls - Revenue - General	25% 7%	18% 7%	6% 3%	20% 7%	22% 7%	26% 10%	-
Percentage of invoices sampled that were paid within 30 days	96.6%	95.86%	96.2%	97.13%	95.0%	93.5%	LGBF indicator – 9 th best performing council in Scotland in 2018/19
ICT Service Delivery Corporate Incident SLA Attainment	94.7%	88.8%	90.4%	95%	90%	85%	-
ICT Schools Service Delivery Schools Incident SLA Attainment	91.6%	91.1%	90.4%	95%	90%	85%	-
Category 1 Potholes – Make safe/repair within 24 hours of identification	100%	100%	100%	90%	-	85%	-
Category 2 Potholes – Make safe/repair within 7 days of identification	98.6%	92.8%	100%	80%	-	75%	-
Street Lighting Failed Dark Lamp	85.6%	90.6%	92.3%	92%	-	87%	-

APPENDIX 2a: ENVIRONMENT REGENERATION AND RESOURCES CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Key Performance Measures	Performance			Target 2020/21	Post Covid-19 Targets 2020/21	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20				
Waste Recycling (households)	57%	56%	Not available	43%*	-	47%	LGBF indicator – 6 th best performing council in Scotland in 2018/19
Number of Business/Property Assists	27	27		25	25	15	-
Percentage of all planning applications decided in under 2 months	87%	80%	84%	90%	85%	80%	-
Percentage of householder planning applications decided in under 2 months	96%	90%	92%	95%	90%	85%	-
Percentage of building warrants assessed within 20 working days of registration	97%	95%	94%	95%	91%	85%	-

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Education, Communities and Organisational Development Improvement Plan Overview	
Education	Corporate Plan Priority
Scottish Attainment Challenge	OP1, OP4, OP5, OP9, OP10
Broad General Education	OP1, OP5, OP9, OP10
1140 hours expansion in early learning and childcare	OP4, OP5, OP9, OP10
Children's Services Plan	OP5, OP6, OP9, OP10
Review of Inverclyde GIRFEC model	OP2, OP5, OP6, OP9, OP10
Implement the findings from the Additional Support Needs Review	OP5, OP6, OP9
Culture, Communities and Educational Resources	
Culture and heritage	OP1, OP8, OP9, OP10
Library services for children and young people	OP1, OP2, OP8, OP9, OP10
Facilities management	OP4, OP6, OP9
School transport	OP9
Raising attainment and achievement in our communities	OP1, OP2, OP3, OP4, OP5, OP9
Adult pathways	OP1, OP2, OP3, OP4, OP5, OP9
Youth consultation and representation structures	OP2, OP9
Implementation of the 3 year plan for CLD	OP3, OP4, OP6, OP9, OP10
Development and implementation of a Sport and Physical Activity Strategy	OP6
Volunteering Strategy for Inverclyde	OP1, OP2, OP6
Community Safety and Resilience	OP1, OP2, OP5, OP6, OP7, OP9
Community Safety Engagement	OP1, OP2, OP5, OP6, OP7, OP9
Organisational Development, Policy and Communications	
The Community Empowerment (Scotland) Act 2015	OP1 – OP9
People and Organisational Development Strategy	OP9, OP10
Child poverty	OP4, OP6
Fairer Scotland Duty	OP2, OP4, OP9
Health and safety monitoring system	OP9, OP10
Repopulation and tourism 'place' marketing	OP1, OP9
All Services	
Measuring impact on outcomes	OP1 – OP8
Workforce planning	OP1, OP3, OP9, OP10

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Corporate Improvement Actions

These actions have implications for the whole Council, or more than one Directorate, not just the Education, Communities and Organisational Development Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
CA1	The Community Empowerment (Scotland) Act 2015	<p>Audit Scotland made a recommendation in the BVAR 2017 that Inverclyde Council should further develop the capacity of communities.</p> <p>Inverclyde's Outcome Improvement Plan was published in December 2017. Performance monitoring consists of a quarterly performance report and an Annual Report.</p> <p>Locality Action Plans have been developed and published on the Council's website for all six Inverclyde localities.</p>	<p>The Council and its partners can demonstrate that it is effectively delivering on the statutory requirements of the Community Empowerment (S) Act 2015</p> <p>The issues that matter most to each locality are identified and community planning partners and the community work together to tackle them.</p> <p>Locality Planning Groups are</p>	<p>Develop appropriate, local responses to Scottish Government guidance.</p> <p>Continue to gather data from partners around the three localities.</p> <p>Pilot the establishment of a Locality Planning Group in Port Glasgow and then roll out to the remaining 5 localities.</p>	<p>Communities are making full use of the Community Asset Transfer, Participation Request and Participation in Public Decision Making elements of the Community Empowerment Act 2015</p> <p>Implementation of the six Locality Plans, involving all partners. A Locality Action Plan is developed for each locality and published on the Council's web site.</p>	<p>Corporate Policy, Performance and Partnership Manager</p> <p>Community Learning and Development, Community Safety and Sports Service Manager</p>	<p>Contained within existing budgets</p>	<p>OP1 OP2 OP3 OP4 OP5 OP6 OP7 OP8</p>

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
		<p>Communication and Engagement Groups have been established in Port Glasgow, Kilmacolm and Quarriers, Greenock East and Central, Greenock South and South West and Inverkip and Wemyss Bay</p> <p>An evaluation of phase 1 of Participatory Budgeting has been carried out and a revised approach agreed.</p>	<p>established in each of the 6 localities to enable service planning at a local level and to implement Locality Action Plans.</p> <p>The Alliance is investing in building the capacity of communities</p> <p>Robust and comprehensive community involvement and engagement takes place in each of the 6 localities.</p> <p>Communities can influence how budgets can be used to address local priorities.</p>	<p>Establish a Communications and Engagement Group in each of the 6 localities.</p> <p>Implementation of the revised approach as agreed by the Policy and Resources Committee</p>	<p>Locality Planning Groups established in each locality and meeting on a quarterly basis.</p> <p>The local priorities that have been identified through community engagement are delivered.</p> <p>Communications and Engagement Groups established in each of the 6 localities and meet on a regular basis.</p> <p>There is a sustainable model of PB in place in Inverclyde</p>			

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
CA2	Measuring impact on outcomes	<p>The Audit Scotland Best Value Assurance Report (2017) contained a recommendation that the Council and partners need to better identify the extent of the impact services/partners expect to make to the overall strategic outcomes.</p> <p>Public performance reporting has been strengthened across a range of areas, including:</p> <ul style="list-style-type: none"> • A Corporate Plan Annual Report shows progress in the delivery of our organisational and partnership priorities. • A redesign of the performance webpages to present performance information that shows the progress that is being made in the delivery of 	<p>Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.</p> <p>Performance reporting is linked to measuring impact on outcomes at an individual, community and population level.</p>	<p>Continue to work with experts and other performance management specialists, to identify processes to better measure impact on outcomes and learn from good practice elsewhere.</p> <p>Build on additional performance reporting arrangements that have been put in place in the last 2 years Identify desired outcomes with key milestones / timescales for the Inverclyde Alliance Partnership Action Plans.</p>	<p>Audit Scotland are assured that Inverclyde Council is able to demonstrate impact on outcomes for all its children, citizens and communities.</p>	<p>Corporate Policy, Performance and Partnership Manager</p>	<p>Contained within existing resources</p>	<p>OP1 OP2 OP3 OP4 OP5 OP6 OP7 OP8</p>

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
		<p>priorities and outcomes.</p> <ul style="list-style-type: none"> • A LOIP Annual Report is also produced by the Inverclyde Alliance. 						
CA3	Workforce Planning	<p>A Corporate Workforce Planning and Development Group has been established to focus on progressing the workforce planning and learning and development agenda (WP and L&D) for the Council.</p> <p>Service Workforce Plans have been completed including longer term forecasts of workforce numbers and skills.</p>	<p>Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and associated plans to address the key workforce challenges over the next 3 years and into the longer term.</p> <p>Continue to ensure Service Workforce Plans are actioned and reviewed.</p>	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions.</p> <p>Assessing future workforce requirements via service workforce plans.</p> <p>Delivery of plans to be monitored by the Workforce Planning & Development Group. (Ongoing)</p>	<p>Workforce Planning and Learning & Development activity is prioritised and needs are met through coordinated and cost effective approaches.</p> <p>Appropriate WP and L&D interventions are implemented to address key workforce challenges over the next 3 years and beyond.</p>	Head of OD, Policy and Communications	Contained within existing resources	OP1 OP3 OP9 OP10
CA4	People and Organisational Development Strategy	The New Strategy for 2020/23 was approved by Council in February 2020	The new People & OD Strategy Action Plan will need to be reviewed in light of the COVID19 pandemic and associated recovery plans to assess it continues to be fit for	OD Team to review Action Plan and link with OD, Policy & Communications representatives on Recovery Groups and with Workforce Development Group to determine and new or	CMT approve amended People and Organisational Development Strategy Action Plan 2020/23, or confirm existing plan fit for purpose.	Head of OD, Policy and Communications	Contained within existing resources	OP9 OP10

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
			purpose. It will then be taken back to CMT for agreement on any amendments	amended key priorities in terms of the strategy Dec 2020				
CA5	Child poverty	<p>25.7% of children in Inverclyde are estimated to be living in poverty, the 6th highest in Scotland. Child poverty is expected to increase nationally.</p> <p>A multi-agency Child Poverty Action Group, oversees the work around child poverty in Inverclyde</p> <p>The first Inverclyde Local Child Poverty Action Report was published in 2019. Work on the second LAR is underway.</p>	<p>To reduce child poverty locally and work towards the achievement of national targets.</p> <p>The Child Poverty Action Group will agree priorities for the area and the Local Action Report for 2019/20 will be the framework to develop these local priorities (food insecurity, employment and digital insecurity) in line with the national priorities.</p>	<p>Local and national data will be analysed to evidence local impact on child poverty and on the national targets.</p> <p>All partner (CPAG) activity and data linked to child poverty is held centrally to enable partners to measure progress against the national child poverty targets.</p> <p>Monitor and review the projects in the Child Poverty Action Report.</p>	<p>Qualitative and quantitative data will show improvement in child poverty levels in Inverclyde</p>	<p>Corporate Policy, Performance and Partnership Manager</p>	<p>Costs are set out in the Inverclyde Child Poverty Action Report</p>	<p>OP1 OP4 OP5 OP6</p>
CA6	Children's Services Plan: Update	<p>An Inverclyde's Children's Services Plan is in place and the year 2 Delivery Plan has been</p>	<p>A refreshed Children's Services Plan is submitted in accordance with the new timescale once</p>	<p>Cross-service working will allow alignment of Children's Services Partnership work with review of GIRFEC</p>	<p>A new Children's Services Plan is approved and reflects the Covid-19 recovery plan</p>	<p>Corporate Director ECOD; Head of Education;</p>	<p>Contained within existing resources</p>	<p>OP5 OP6 OP9 OP10</p>

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
		<p>implemented across all child support agencies. A monitoring framework is in place in keeping with Scottish Government guidance.</p> <p>A refresh of the ICSP was initially due to be submitted in 2020 however the Scottish Government has delayed this in response to Covid-19. It is accepted that priorities may change due to this.</p> <p>The Children's Services Partnership restructure will provide appropriate framework for multi-agency approach to planning, achieving outcomes and quality assurance across all partner agencies.</p>	<p>announced by the Scottish Government.</p> <p>Governance framework provides overview of progress and service level accountability.</p>	<p>Pathway Model to ensure consistency across partner agencies.</p> <p>Review of priorities and performance measures.</p> <p>Refresh the Strategic Needs Assessment</p> <p>Delivery of identified CSP outcomes by CS Partnership sub-groups. Priority Leads and sub-group Chairs will meet regularly to co-ordinate and monitor progress. Meetings were suspended during Covid-19 but will reconvene.</p>	<p>Priorities have been identified through multi-agency analysis of available evidence including local and national performance measures and Covid-19.</p> <p>Increase confidence of staff in implementation of GIRFEC Pathway model.</p> <p>Continuing improvement in the quality of GIRFEC pro-forma and documentation, e.g. Child's Plans, Chronologies; Education Action Plans, TAC outcomes.</p>	<p>Children Services Partnership; GIRFEC Strategy Group</p>		

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
CA7	Review of Inverclyde GIRFEC Model	<p>Inverclyde's GIRFEC Practice Model has now been in place for two years. The 2017 Children Services Inspection identified the need to further develop multi-agency confidence and partnership working. The implementation of Inverclyde's mental Health Strategy, Autism Strategy and Locality ASN Forums provides the opportunity to review and realign the practice model</p> <p>Updated SEEMIS application and associated modules currently being developed – due for phase 1 implementation August 2020.</p> <p>Programme of Quality Assurance and Self-Evaluation implemented on Cluster basis June 2018. This has</p>	<p>Evidence of quality planning both at single agency level and interagency with timely support being given to children and families to improve outcomes.</p> <p>Multi-agency workforce confidence in development of Inverclyde's GIRFEC Model will continue to improve and develop</p> <p>Consistency of approach by all partners to using GIRFEC Pathways for development and implementation of plans for vulnerable children and families.</p> <p>Education service's procedures for school review to include the quality assurance of</p>	<p>Multi-agency review of GIRFEC Pathway model takes account of changing education and HSCP landscape in terms of direct funding, support for mental health wellbeing of children and young people.</p> <p>GIFEC Pathway Model to align with restructure of both Children's Services Partnership and implementation of Locality ASN Forum.</p> <p>Identification of training needs will identify multi-agency approach to build capacity across partner services.</p> <p>Implementation of cross-service quality assurance procedures to be led by Children's Services Performance</p>	<p>Monitoring of direct referrals from educational establishments to support services.</p> <p>Overview of CS and GIRFEC QA processes used to inform Strategic Needs Assessment. Information from TAC/Review meetings confirm positive impact for individual children and young people.</p> <p>An increase in numbers of staff attending multi-agency training. Staff confidence with GIRFEC model and multi-agency working.</p> <p>QA procedures provides effective quantitative and qualitative information to inform future planning.</p>	Head of Education; Education Officer; Principal Psychologist; GIRFEC Strategy Group.	Contained within existing resources	OP2 OP5 OP6 OP9 OP10

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
		provided an opportunity to both moderate quality and consistency of approach in the development of Child Plans and to allow sharing of good practice.	<p>GIRFEC policy and procedures including:</p> <ul style="list-style-type: none"> • Wellbeing Assessments; Child's Plans; • Chronologies; and TAC meetings. Data analysis of outcomes and impact included in process. <p>QA procedures linked directly to compilation of Strategic Needs Analysis for Children's Services Planning.</p>	<p>Management sub-group.</p> <p>Implementation of CSP sub-groups to develop improved outcomes for LAC/CE children and Young People.</p> <p>Education's QA processes to reflect changes in Education Scotland model. Alignment with Children Services Performance Management sub-group will ensure consistency across all partner agencies.</p>	Collated data informs Strategic Needs Analysis to allow identification of appropriate priorities for forward-planning and improvement.			
CA8	Fairer Scotland Duty (FSD)	Interim, non-statutory, advisory Guidance on the Duty was published by the Scottish Government in April 2018 and a report considered by the Policy and Resources Committee at its meeting on 18 September 2018.	Ensure we are compliant with the Duty, by actively considering how we can reduce inequalities of outcome caused by socio-economic disadvantage when making strategic decisions.	Utilise the support available from the Improvement Service to develop and share best practice on the Duty.	By actively considering how we could reduce inequalities of outcome in any major strategic decision we make and publishing a written statement showing how we have done this.	Council-wide responsibility, led by Corporate Policy, Performance and Partnership Manager	Contained within existing resources	OP2 OP4 OP9

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
		The Duty has been incorporated into the Equality Impact Assessment template used as part of the Council's budget-setting process 2019.		When making strategic decisions, actively consider, with an open mind, whether there are opportunities to reduce socio-economic disadvantage. Incorporate the Duty into the Equality Impact Assessment as part of the Council's process to amend or introduce new policy arrangements. By June 2020.				
CA9	Volunteering Strategy	A draft Inverclyde Volunteering Strategy, 'Everyone's Volunteering 2019-28' has been developed. The draft Volunteering Action Plan has been developed, however this needs greater community involvement and a collective review to inform its development. A broader partner / staff	The quality and quantity of volunteering opportunities is increased. The number of people participating in volunteering is increased. Participation inequalities are addressed	Carry out survey of volunteering across the directorate and CLD partnership to inform refreshed volunteer action plan by June 2020 QA systems used to measure quality of volunteer placements. A partner/staff and community consultation carried out to inform the plan	Volunteering action plan in place Increased number and quality of volunteering opportunities Increased number of people volunteering, particularly young people aged 13-18,	Community Learning and Development, Community Safety and Sports Service Manager CVS Inverclyde	No resource implications	OP1 OP2

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
		and community consultation in March / April 2020 was delayed due to Covid-19	The role and contribution volunteers make to community planning, achieving key outcomes and the delivery of services is understood and quantified.	<p>Self -evaluation carried out to identify key strengths and areas for improvement</p> <p>Review draft Action Plan following the consultation event. Refreshed Action Plan by end June 2021</p> <p>Impact assessment carried out by Sept 2021</p> <p>Volunteer Pathways developed by March 2022.</p> <p>Development and delivery of a range of leadership and volunteering opportunities.</p>	<p>people with a health condition or challenging circumstances, e.g. cultural barriers, men and those in the most deprived 20% of communities.</p> <p>More local strategies and plans will demonstrate the contribution and impact of volunteering.</p> <p>Evidence of volunteering being promoted and valued.</p>			

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Cross-Directorate Improvement Actions

These actions will be implemented by more than one service in the Education, Communities and Organisational Development Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
CD1	Raising attainment and achievement in communities	Feedback from young people, adults, the wider community and partners indicates that there is a need for CLD providers to continue to provide wider achievement and attainment opportunities.	<p>Raise levels of attainment and achievement in our communities.</p> <p>Individuals are supported in developing the skills, knowledge and attributes to achieve their full potential.</p>	<p>Increase the learning opportunities available to individuals.</p> <p>Support the work aimed at closing of the poverty related attainment gap.</p> <p>Continued provision and enhancement of high quality learning opportunities to young people, adults and the wider community with a focus of those most in need.</p> <p>Ongoing over 2020/21</p>	<p>An increase in the number of individuals achieving nationally recognised awards.</p> <p>There is an improved range of courses, qualifications and awards available to individuals.</p> <p>There is an increase in the number of individuals with improved literacies and ESOL skills.</p>	<p>Head of Culture, Communities and Educational Resources & CLD</p> <p>Head of Education Services</p>	Contained within existing resources	OP1 OP2 OP3 OP4 OP5 OP9
CD2	Implementation of the CLD 3 Year Plan	<p>CLD service has identified a number of priorities for the service to be delivered over the period 2018/21.</p> <p>An Annual Report for year 1 has been produced and</p>	<p>Delivery of the CLD priorities in relation to</p> <ul style="list-style-type: none"> - Raising attainment and achievement - Develop of effective partnership - Effective community 	<p>Delivery of the key activities as set out in the 3 year plan.</p> <p>Strengthening of partnership working both within and out with the council.</p>	Data shows an improvement across a range of indicators linked to the 3 year priorities	Community Learning and Development, Community Safety and Sports Service Manager	Contained within existing resources	OP3 OP4 OP6 OP9 OP10

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan priority
		approved by the Alliance Board / relevant Committee.	engagement structures - Health and Wellbeing - Poverty and deprivation	Reporting of progress to the Strategic Implementation Group. Delivery over the period 2018 / 2021				
CD3	Develop and implement Sport & Physical Activity Strategy	Members of the strategic steering group have been identified. Initial meeting held. Revised timescale established to reflect service restructure and delay due to Covid-19.	Strategy developed and launched by March 2021.	Strategy working group is established. The action plan is refreshed in light of Covid-19. Public consultation is carried out Establish a reporting mechanism through Inverclyde Alliance Board. Operational group established.	Strategy developed and launched by March 2021. Strategy is endorsed by Education & Communities Committee and the Inverclyde Alliance Board.	Community Learning and Development, Community Safety and Sports Service Manager	Contained within existing resources	OP 6

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Service Improvement Actions

These actions will be carried out by specific Services in the Directorate.

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
Education								
Ed1	Scottish Attainment Challenge	<p>Primary and secondary schools are making very good use of data to target improvement through initiatives funded by the Scottish Attainment Challenge and Pupil equity Fund.</p> <p>Attainment gap linked to deprivation has decreased during 2019/20 across almost all measures</p> <p>Practitioners are now more skilled in their understanding and use of data.</p> <p>Events of C-19 have enabled parents to become more involved in their child's learning.</p>	<p>Further decrease the attainment gap linked to deprivation.</p> <p>Ensure that a recovery curriculum is in place to ensure that the needs of all learners are met and that there are opportunities to fill learning gaps due to COVID-19</p> <p>An increase use of data to set targets and inform next steps and improvements</p> <p>Parents are enabled to better support their children in Literacy,</p>	<p>Continue to support and challenge staff in interpreting and using data to close the poverty related attainment gap.</p> <p>Continue to review and embed the range of interventions focused on closing the poverty-related attainment gap.</p> <p>Co-ordinated quality programmes are in place with partners which impact on attainment</p> <p>Continue to support and establish on family learning programmes and to support parents.</p>	<p>Further improvements in base line figures in literacy and numeracy.</p> <p>Parents' capacity to support their children's learning continues to increase.</p>	Head of Education/ Head Teachers	Scottish Government funding of £ 3,470,640	OP1 OP4 OP5 OP9 OP10

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
		<p>Prior to COVID evidence from Barnardo's showed that the % of families engaging with their child's learning was increasing.</p> <p>Secondary schools are now embedding collaborative practitioner enquiry in practice in partnership with the Education Psychology team amongst others. Joint working has strengthened.</p> <p>Models of leadership, which supports a significant number of practitioners to engage in research and critical reflection is now directly impacting on the quality of learning and teaching in the classroom.</p>	<p>Numeracy and Health & Wellbeing</p> <p>Clearly articulated approaches to multi-agency professional learning to sustain collaborative and collegiate interventions.</p> <p>A consistent shared understanding of high –quality learning, teaching and assessment.</p>	<p>Continue the culture of collaborative professional learning as demonstrated through highly effective implementation groups and professional learning communities.</p> <p>Disseminate effective practice.</p> <p>Continue to support and develop the leadership programmes that are provided across the authority, through the Regional improvement collaborative and nationally.</p>	<p>Feedback to date is that teachers and support staff report very positively about Continuing Professional Learning and their level of confidence in approaches being delivered. This will continue to be monitored and evaluated.</p>			

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
		<p>Continue to implement 'Applying Nurture' as a Whole School Approach across all sectors.</p> <p>A declining trend of exclusions is in place but this needs further refined for ASN</p> <p>A professional learning programme for teaching staff and support staff is empowering young people to take greater ownership of their learning Developing an exit and continuation plan of strategies for Scottish Attainment Challenge initiatives</p>	<p>Continue to reduce exclusions.</p> <p>Approaches and initiatives which have impacted on attainment are embedded.</p>	<p>Evidence informed interventions which are positively impacting on the lives of children and young people.</p> <p>Through the continued implementation and evaluation of policies such as GIRFEC ,Positive Relationships Positive Behaviour Policy and the Attendance Policy</p> <p>Building practitioners capacity across all sectors by providing high quality professional learning.</p> <p>Increase the digital literacy of all teachers and practitioners</p>	<p>Well-informed and targeted interventions have resulted in improved outcomes in children's attendance, motivation and attainment.</p> <p>Good practice is shared and effective interventions up scaled where appropriate using research informed by local and national policy –</p>			

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
Ed2	Broad General Education	<p>Schools continue to track and monitor performance at all levels</p> <p>Primary schools are using new progress and achievement tracking system for numeracy and literacy.</p> <p>Reporting aspect of progress and achievement is being introduced in a phased basis and will ultimately allow us to monitor pupils with barriers to learning.</p>	<p>Schools will continue to develop tracking and monitoring of other aspects of BGE curriculum. Schools also developing report templates.</p> <p>Tracking and monitoring will increasingly be used to provide effective interventions in learning.</p> <p>Schools are accessing information independently and are confident in the use of all measures to remove barriers to learning</p>	<p>Revising the Quality Assurance Framework across the authority.</p> <p>Continue to develop the quality assurance framework and SEEMIS reporting and tracking system</p>	<p>A robust and reliable tracking system is in place to report on and monitor progress and performance of all pupils through the BGE.</p> <p>Continue to work with schools so that they are able to articulate the rationale for their curriculum for all learners through both the BGE and the Senior Phase</p>	Head of Education	Contained within existing resources	OP1 OP5 OP9 OP10

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
		<p>The newly developed Quality Improvement Framework processes include opportunities for all schools to discuss attainment and teacher professional judgement on an annual basis.</p> <p>The authority wide data set has been updated to include the information on progress and achievement.</p> <p>Inverclyde continues to engage with the Glasgow City Regional Education Improvement Plan (West Partnership).</p> <p>Progression frameworks for understanding standards have been developed at council level.</p>	<p>The Quality Improvement Framework is in place and understood by all.</p> <p>The Quality Improvement Framework has been adapted for the recovery planning due to COVID -19</p> <p>The data set has been reviewed and evaluated and is consistently used in all establishments</p> <p>The RIC plan will be revised and streamlined</p> <p>Progression frameworks for other areas of the curriculum are beginning to be developed</p>	<p>Establish toolkits for schools for recovery curriculum and pedagogy</p> <p>Continue ongoing work with SEEMIS</p> <p>Continue to have representation on the RIC working groups and programme board</p> <p>The coaching and modelling officers will continue to work with schools to identify appropriate progression.</p>				

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
Ed3	Implement the findings from the Additional Support Needs Review	<p>The implementation of ASN Review 2015 recommendations contained has resulted in a well-developed Inclusive Support Service which is effective and efficient in providing universal and targeted support, leading to improved outcomes for children and young people.</p> <p>Due to COVID -19 work on this has been delayed and suspended.</p> <p>Attendance, educational attainment and wellbeing outcomes of Care Experienced, ASN and pupils with barriers to their learning remains an area for development and improvement.</p> <p>Progress has been made in the tracking of outcomes for Care experienced children.</p>	<p>Further embedding of the changes implemented through the ASN review are further embedded in practice to deliver the priorities outlined in the revised Children's Service Plan. This will be underpinned by a robust and comprehensive Inverclyde GIRFEC model (see below)</p> <p>Educational performance, attendance and exclusion rates for LAC and ASN continue to improve. BGE and SQA monitoring data is included in data packs.</p>	<p>Continue to monitor and improve attendance and reduce exclusions across schools and establishments, particularly linked to deprivation, care experienced and those with barriers to learning</p> <p>Continued work undertaken by the attainment challenge attainment team to work alongside schools and children's services.</p>	<p>Inclusive Support Services re-organised to reflect the outcomes of ASN review.</p> <p>Improved educational outcomes for care experienced pupils.</p> <p>Improved wellbeing outcomes for all children and young people.</p> <p>All Inverclyde educational establishments include Autism friendly strategies into improvement planning cycle.</p>	<p>Head of Education</p> <p>Principal Psychologist</p>	<p>Contained within existing resources</p>	<p>OP5 OP6 OP9</p>

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
		<p>Increased use of Autism friendly strategies are now in place.</p> <p>2019 outcomes for positive destinations represented the highest ever for Inverclyde.</p> <p>Pilot Locality ASN Forum in Port Glasgow over 2018/19 was suspended to allow further work to be undertaken.</p>	<p>Locality ASN forums operating successfully. Protocols and procedures will improve direct access to Tier 1 and Tier 2 mental health & wellbeing support.</p>	<p>Education Service's revised Management restructure will more effectively support work at locality level. Inverclyde ASN Forum will continue to be mechanism for advice and support to locality forum</p> <p>Access to support from partner services more readily accessible through locality forum arrangements.</p>	<p>Increased positive destinations for pupils with barriers to their learning.</p> <p>Improve the monitoring and tracking of care experienced pupils to support their educational performance pupils and increase the number of looked after pupils entering a positive destination upon leaving school</p> <p>Locality ASN forums operating effectively with clear lines of communication and referral implemented for actions by Inverclyde ASN Forum.</p>			
		<p>Communication Friendly Schools pilot has been in place in two</p>	<p>Learning from pilot programme disseminated over</p>	<p>Planned programme of capacity building and support</p>	<p>Staff capacity and understanding of</p>			

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
		<p>Inverclyde primary schools.</p> <p>LIAM project pilot in Inverclyde East locality. The project looks to build school's capacity and knowledge in dealing with anxiety.</p>	<p>session 2019/20. Assessment. ICOS Coaching and Modelling approach continues to be embedded.</p> <p>Programme disseminated across Inverclyde schools over session 2019/20. Teachers and support staff better trained in supporting anxiety in children and young people.</p>	<p>developed by ICOS team.</p> <p>Planned programme of capacity building and support developed by LIAM team.</p>	<p>Autism continues to develop. Schools have more direct access to support for pupils with barriers to their learning.</p> <p>Staff capacity and understanding of anxiety in young people continues to develop</p>			
Ed5	1140 hours expansion in early learning and childcare	<p>The strategic plan for the expansion of early learning and childcare is being implemented and includes the following work plans:</p> <ul style="list-style-type: none"> • Infrastructure • Workforce • Operations • Quality <p>Effective engagement with Scottish Government in relation to implementation and monitoring is ongoing.</p>	<p>It is likely that provision of 1140 hours will be offered across Inverclyde subject to COVID -19 restrictions. There will be restrictions in choice of establishment / patterns of placement.</p>	<p>The strategic work group will continue to monitor the implementation of the expansion plan.</p>	<p>Regular monitoring of work plans and risk register.</p>	<p>Head of Education / Early Years Manager</p>	<p>Funding costs met by the Scottish Government</p>	<p>OP4 OP5 OP9 OP10</p>

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
		<p>Due to Covid-19 an Order revoked the statutory duty to provide 1140 of childcare by August 2020. An Inverclyde contingency plan for August is currently being developed.</p> <p>Positive relationships with the private, voluntary and independent sectors are being sustained.</p>	All eligible Providers meet the National Standard for Early Learning and Childcare and are accepted as Funded Providers from August 2020	A contingency plan is currently being developed to address any shortfalls in provision.	<p>All children are allocated a 1140 hours placement</p> <p>Funded Providers are delivery ELC across the Authority.</p>			
Culture, Communities and Educational Resources								
CC& ER1	Culture & Heritage	Following a programme of refurbishment, the Watt Institution re-opened in 2019 and revised opening hours have been implemented. Many elements of the service have been in place since the 1980s and require a comprehensive review.	The Watt Institution to be recognised as the key heritage asset in Inverclyde. Heritage services to be operating efficiently and adhering to modern best practice.	Full review of service including: staffing structure, services offered, and income generation opportunities, taking into account the themes and priorities from the Heritage Strategy.	<p>% increase in visitor figures, facility usage, learning and access opportunities, and increased income.</p> <p>% increase in visibility / recognition of, and levels of engagement with, the Watt</p>	Libraries, Education Development and Arts Manager; Team Leader – Education Development and Arts;	To be contained within existing revenue budget.	OP1 OP8 OP9 OP10

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
		The Great Place Scheme funded the production of a ten year Heritage Strategy for Inverclyde, which aims to support the development of a strong, sustainable heritage infrastructure operating across the public, private and third sectors. The Strategy was approved by the Alliance Board in 2019.	Implementing the recommendations and action plan of the Heritage Strategy and adopting new working practices and services developed as part of the <i>Stories Frae the Street</i> project.	Subsequent Watt Institution service improvement plans to include aspects of the Heritage Strategy Action Plan. Continuation during 2020 of the artistic commissions under the banner of the Great Place Scheme Produce a funding bid for support for Heritage Strategy Action Plan (currently closed due to Covid-19) Timescale: 2020/21	Institution by the general public.	Heritage Outreach Officer; Watt Institution staff		
CC&ER2	Library Services for Children and Young People	The Scottish Government published a national strategy for school libraries in Scotland 2018-23: <i>Vibrant Libraries, Thriving Schools</i> . There are 3 aspects of Inverclyde Council's library offer for children and young people: the	Joined up library services for children and young people, making best use of all available resources across public, school and "pop-up" libraries. Implementing the recommendations and action plan of the National Strategy for	Adoption of elements of Attainment Challenge service provision into core business. Continued close working with school librarians.	Use of Inverclyde's public libraries by children and young people will increase. Use of Inverclyde's secondary school libraries will increase.	Libraries, Education Development and Arts Manager; Team Leader – Libraries; Education staff;	To be contained within existing revenue budget	OP1 OP2 OP8 OP9 OP10

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
		<p>public library service, individual school libraries within secondary schools; and outreach work carried out by an Outreach Librarian, based in the community and funded by the Attainment Challenge. While there is some joint working and linkages between the three, much more could be done to streamline, join up and improve the library offer for Inverclyde's children and young people.</p> <p>A review of all aspects of provision for children and young people has been carried out, including early years; class visit programme; after school programme and young adult. Inverclyde Libraries consulted with young adults in order to devise a refreshed offer, including closer working with school librarians, a secondary school e-membership drive, and</p>	<p>School Libraries and ensuring that Inverclyde's schools are in a good position to apply for School Library Improvement Funding from the Scottish Government.</p>	<p>Review of existing library provision within primary schools.</p> <p>Timescale: 2020/21</p>	<p>Primary school library provision will be supported.</p> <p>The literacy-related attainment gap for children in Attainment Challenge schools will be reduced.</p> <p>Inverclyde's school libraries will apply for School Library Improvement funding on an annual basis with a high rate of success.</p>	<p>Staff with responsibility for delivering children's and young people's library services.</p>		

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
		a number of pilot projects.						
CC&ER3	Facilities Management	<p>The Scottish Government's free school meals provision began in January 2015 and has been implemented in all relevant schools. Initially a target of 80% was set, however this may need to be revised as more pupils bring packed lunches to school.</p> <p>Similarly, alternative targets may need to be put in place to account for Covid 19 restrictions.</p>	To sustain free school meal provision at an appropriate level in light of Covid-19 restrictions.	Through monitoring and assessing the provision and promotion of the initiative to parents and children through each school.	Measuring the percentage uptake of free school meals within the P1 to P3 age group.	Facilities Manager	Externally funded	OP4 OP6 OP9
CC&ER4	School Transport	<p>Changes to school transport provision were agreed by the Education and Communities Committee in September 2019, following which, work was underway to implement the revised arrangements. This was halted by Covid-19.</p> <p>The Head of Culture, Communities and</p>	<p>Work with school communities to implement changes to school transport provision.</p> <p>The revised transport arrangements are in place.</p>	<p>ParentPay arrangements to be put in place for those young people accessing transport provided by Inverclyde Council.</p> <p>Termly payment plans created for those pupils requiring subsidised transport</p>	New transport arrangements are established and the inequality in provision has been addressed.	Head of Communities, Culture and Educational Resources; Service Manager Educational Resources.	TBC	OP9

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
		<p>Educational Resources has had regular contact with Parent Councils regarding the revised arrangements.</p> <p>There are plans to phase in arrangements from August 2020 in line with Covid-19 guidance.</p>		<p>Partnership working with transport providers.</p> <p>Work with communities to support implementation of revised arrangements.</p>				
CC&ER5	Develop and improve Adult Learning Pathways	<p>A range of high quality learning opportunities are available for adults and young people. The clearer articulation and strengthening of pathways has been a key focus across the CLD Partnership with key improvements being made. All provision is articulated on Inverclyde Life.</p> <p>Clearer learning pathways have been developed round key themes/areas of work including ESOL, IDEAS, ICT, and some key aspects of Adult Learning, literacies.</p>	<p>There is a better articulation and awareness of appropriate pathways for learners.</p> <p>There are new progression opportunities for learners where needed and additional support at transition points for those most in need.</p> <p>There has been increased support for vulnerable learners. Improved identification of need and a focus on individual planning and progression have improved</p>	<p>Improve progression pathways for both young people and adult learners.</p> <p>Work in partnership with wider CLD partners to identify appropriate pathways for learners with a focus on employability, transitions from community based AL to FE, volunteering and leadership and health and wellbeing. Support and test pathway articulation and development by piloting some key programmes, e.g.</p>	<p>Increased pathways available to learners.</p> <p>Increase in the number of learners progressing on to a positive destination.</p> <p>Clear and defined pathways are identified.</p> <p>CLD practitioners and wider partners and adult learners have a better understanding of pathways for their learners.</p>	Community Learning and Development, Community Safety and Sports Service Manager	Contained within existing resources	OP1 OP2 OP3 OP4 OP5 OP9

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
		Transitions from community-based adult learning to further education needs a continued focus.	retention helped remove barriers to participation.	<p>Leadership Award at SCQF levels 5/6.</p> <p>Increase partnership programme planning.</p> <p>Consult with learners on their experience and expectations of their learning pathway.</p> <p>Work across the partnership to identify and target the most vulnerable learners and develop additional support arrangements where needed.</p>				
CC&ER6	Youth Consultation and Representation Structures	Whilst structures are in place, there is a need to further develop the Youth Consultation and Representation Structures across Inverclyde ensuring key community groups of interest are supported.	<p>Community engagement structures are in place that enhance the participation levels of our young people.</p> <p>The voices of our young people have an appropriate platform to be heard.</p>	<p>Develop a new structure for Youth Representation through the establishment of a Youth Cabinet.</p> <p>Carry out a review of the Youth Participation Strategy, achieve the LGBT Charter Mark for our Clyde Pride Group & create a</p>	<p>A new Youth Cabinet is established with increased numbers of young people engaged in youth participation.</p> <p>A new refreshed Youth Participation Strategy is created to ensure young people are involved in service planning and delivery.</p>	Community Learning and Development, Community Safety and Sports Service Manager	Contained within existing resources	OP2 OP9

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
				<p>peer education group to tackle issues affecting young people on a peer level.</p> <p>Deliver the Inverclyde YOYP Plan for 2018. Develop plans for nominated young people to sit on local committees to ensure their voices are heard on an appropriate platform.</p> <p>Ensure effective arrangements are in place for the Scottish Youth Parliament Elections 2021.</p>	<p>achieves a bronze Charter Mark.</p> <p>The contribution of young people is celebrated and highlighted through the Year of Young People programme. Increased number of young people involved in Inverclyde Youth Council</p> <p>Clyde Conversations 2020 is developed and delivered</p> <p>Increase in the number of candidates standing for election and an increase in the number of young people involved in SYP elections.</p>			
CC&ER7	Community Safety & Resilience – Improving Inverclyde Initiative	Following community consultation and the completion of a strategic assessment, the Community Safety Partnership has set out 3 overarching strategic priorities –	The introduction of a neighbourhood/community based community safety and resilience initiative in Lower Port Glasgow.	<p>Engagement with agencies and services to identify current resources and assets within the identified area.</p> <p>Assessment of community</p>	<p>The pilot initiative will have been introduced to the Lower Port Glasgow neighbourhood/community in Inverclyde.</p> <p>The community and wider public will be</p>	Community Learning and Development, Community Safety and Sports Service Manager.	Contained within existing resources.	OP1, OP2, OP5, OP6, OP7, OP9,

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
		<ul style="list-style-type: none"> - Reducing Violence, Crime and Disorder - Reducing Unintentional Harm; and - Promoting Community Resilience <p>Currently, the majority of responses to anti-social behaviour and disorder are reactive and police led with support from the Public Protection Service.</p>		<p>engagement responses to identify unmet community need</p> <p>Engagement with communities to encourage participation and ownership</p> <p>An evaluation of the project after 3 months to identify successes/areas for improvement and the opportunity to roll out to other areas. An evaluation of the initiative after 12 months.</p>	<p>able to identify an improvement in their area.</p> <p>The Community Safety & Resilience Team and wider community safety partners will have a better understanding of issues within the locality/community.</p> <p>High quality detached youth work service developed and implemented.</p> <p>Improved outcomes for young people and communities contributing to a reduction in ASB.</p> <p>Problem solving approach implemented to tackle anti-social behaviour.</p>			
CC& ER8	Community Safety Engagement	The Citizen's Panel enables the council to regularly consult with Inverclyde residents on	Community engagement structures are in place that help to	During the period the department will identify a range of community safety	Measure the number of community safety engagements carried out across Inverclyde.	Community Learning and Development, Community	Contained within existing resources.	OP1, OP2, OP5, OP6,

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
		a wide range of issues. Panel members are asked a series of questions regarding their satisfaction of where they live, their feelings of safety and their experience of antisocial behaviour.	maintain high feelings of safety and low experiences of antisocial behaviour in Inverclyde.	engagement messages which support the priority outcomes of the Community Safety Partnership Strategy - the reduction of violence, crime and disorder in our communities, the reduction of unintentional harm in our communities and the promotion of community resilience.	Promote and support national campaigns which contribute to the priority outcomes of the Community Safety Partnership Strategy. Feelings of safety are reported as high in the forthcoming citizens' panel (2020).	Safety and Sports Service Manager		OP7, OP9,
Organisational Development, Policy and Communications								
ODP &C1	Health and Safety Monitoring System	Development of the Figtree Health and safety monitoring system to utilise the auditing and workplace inspection functions.	To record and monitor key action points and control measures which require to be implemented at Service level and that implementation has taken place.	Develop and test the relevant modules in the Figtree system. Bring online the audit and assessment modules and pilot them in selected areas (Fire Risk Assessment, Education and Environmental and	Auditing and workplace inspection functions are fully implemented.	Head of OD, Policy and Communications	Contained within existing resources	OP9, OP10

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Lead Officer	How much will it cost?	Link to Corporate Plan Priority
				Commercial Services. Develop the reporting function to bring additional statistical information to the Corporate Health and Safety Committee as required. December 2021				
ODP &C2	Repopulation and tourism 'place' marketing linked to overarching council branding exercise	A coordinated place marketing campaign, involving a range of partners, linked to the work of Tourism Inverclyde and redeveloping the 'discover Inverclyde' brand to promote Inverclyde has been developed. The website was ready to be launched on 27 March 2020 but this had to be postpone due to the Covid-19 crisis.	There is a coordinated place marketing campaign, involving a range of partners, linked to the work of Tourism Inverclyde and the 'discover Inverclyde' brand to promote Inverclyde as a place to encourage more visitors, more businesses and more new residents	Launch of the new web resource 'discover Inverclyde' website, supported by a place marketing campaign throughout 2020 focused on promoting Inverclyde as a place to visit, live and work.	Increased attendance at major events (where directly supported) Improvements in population measurements. Increased visitor numbers to attractions A new place marketing campaign developed and co-ordinated across a range of on and offline mechanisms	Comms & Tourism and Health and Safety manager	Funding through existing tourism funding, support sought from external partners and through existing earmarked reserves for repopulation and events.	OP1 OP9

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Education, Communities and Organisational Development Key Performance Indicators

Key performance measures	Performance			Target 2020/21	Post Covid – 19 Target	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20				
The percentage of performance appraisals completed in the year and the individual development plans agreed	94%	97%	Not yet available	93%	90%	80%	Provisional data has been gathered, however the deadline for completion of appraisals has been extended to September 2020 due to Covid-19
Equal opportunities: % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers) (CORP 3b) sources: LGBF Annual Return; Inverclyde Performs	53.92%	58.67%	59.9%	52.5%	52.5%	47%	Inverclyde ranked in 7 th position out of 32 councils in 2018/19. 2019/20 national data not yet available.
Libraries - total number of visits source: Libraries and Museums Records; Inverclyde Performs	428,785	671,212	682,714	696,000	250,000	100,000	No comparable benchmarking information.
Number of visits to/usages of council-funded or part funded museums source: Libraries and Museums Records; Inverclyde Performs	57,053	57,076	42,277	43,200	10,000	2,000	No comparable benchmarking information
Number of adult learners achieving core skills qualifications (KPI 17) source: Inverclyde Performs	246	261	314	186	186	140	2019/20 targets have been adjusted to reflect other modes of delivery
Number of adult learners improving their literacies (KPI 18) source: Inverclyde Performs	616	750	421	457	457	380	2019/20 targets have been adjusted to reflect other modes of delivery Performance in 2019/20 was affected by a reduction in staffing.

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Key performance measures	Performance			Target 2020/21	Post Covid – 19 Target	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20				
P1 – P4 Free schools meals provision	74.3%		P1 – P3 78% P4 - 76%	75%	Keep target but remove school closure days	70%	* this is the latest available data prior to school closures in March 2020
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing and talking and listening) <i>West Partnership Regional Improvement Plan Critical Indicator</i>	73..5%	72.4%	Not yet available	75%	Keep target but no collation of data 19/20	70%	West Partnership Performance 2017/18 75%
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in numeracy <i>West Partnership Regional Improvement Plan Critical Indicator</i>	80%	78.9%	Not yet available	82%	Keep target but no collation of data 19/20	75%	West Partnership Performance 2017/18 81%
% of S3 pupils achieving third level or better in literacy (based on reading, writing and talking and listening) <i>West Partnership Regional Improvement Plan Critical Indicator</i>	90.5%	91.2%	Not yet available	91%	Keep target but no collation of data 19/20	88%	West Partnership Performance 2017/18 91%
% of S3 pupils achieving third level or better in numeracy <i>West Partnership Regional Improvement Plan Critical Indicator</i>	85.6%	91.9%	Not yet available	89%	Keep target but no collation of data 19/20	83%	West Partnership Performance 2017/18 90%
% of S3 pupils achieving fourth level or better in literacy (based on reading, writing and talking and listening) <i>West Partnership Regional Improvement Plan Critical Indicator</i>	42.8%	38%	Not yet available	45%	Keep target but no collation of data 19/20	40%	West Partnership Performance 2017/18 54%

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Key performance measures	Performance			Target 2020/21	Post Covid – 19 Target	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20				
% of S3 pupils achieving fourth level or better in numeracy <i>West Partnership Regional Improvement Plan Critical Indicator</i>	42.2%	50.3	Not yet available	45%	Keep target but no collation of data 19/20	40%	West Partnership Performance 2017/18 60%
% of leavers achieving 1 or more awards at SCQF Level 6 or better <i>West Partnership Regional Improvement Plan Critical Indicator</i>	68%	72%	Not yet available	70%	70%	62%	West Partnership Performance 2017/18 65%
% of leavers achieving 5 or more awards at SCQF Level 6 or better <i>West Partnership Regional Improvement Plan Critical Indicator</i>	35.6%	35.6%	Not yet available	36%	36%	31%	West Partnership Performance 2017/18 33%
% of leavers achieving SCQF Level 5 or better in literacy <i>West Partnership Regional Improvement Plan Critical Indicator</i>	84.9%	84.9%	Not yet available	86%	86%	81%	West Partnership Performance 2017/18 82%
% of leavers achieving SCQF Level 5 or better in numeracy <i>West Partnership Regional Improvement Plan Critical Indicator</i>	73.5%	73.5%	Not yet available	76%	76%	71%	West Partnership Performance 2017/18 70%

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Key performance measures	Performance			Target 2020/21	Post Covid – 19 Target	Lower limit/ alarm	Rank/national average (where available)
	2017/18	2018/19	2019/20				
% Attendance rates: <ul style="list-style-type: none"> primary schools secondary schools additional support needs schools source: Inverclyde Performs	93.8%	94.2%	Not yet available	95%	90%	85%	
	89.6%	89.8%		92%	85%	80%	
	91.8%	91.5%		92%	80%	75%	
					(of days schools are open)		
Exclusion rate per 1,000 pupils: <ul style="list-style-type: none"> primary secondary additional support needs looked after children – primary looked after children – secondary looked after children - additional support needs (KPI 48) source: Insight	5.0	3.2	Not yet available	No targets set			
	45.6	40.0					
	12.1	93.0					
	10.9						
	126.1						
	55.6						

*suppressed data due to small numbers

APPENDIX 2b: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22 REFRESHED IMPROVEMENT PLAN

Key performance measures	Performance				Target	Post Covid-19 Target	Lower limit/ alarm	Rank/national average
	2017	2018	2019	2020				
Satisfaction with Inverclyde as a place to live. source: Inverclyde Citizens' Panel (Combined response of very satisfied/satisfied).	Biennial survey	74%	Biennial survey	Not yet available	No target set			Citizens' Panel Survey currently on hold due to Covid-19
Satisfaction with neighbourhood as a place to live. source: Inverclyde Citizens' Panel (Combined response of very satisfied/satisfied).	Biennial survey	86%	Biennial survey	Not yet available	No target set			Citizens' Panel Survey currently on hold due to Covid-19