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

1.0 PURPOSE

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

2.0 SUMMARY

- 2.1 This report provides the Committee with:

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

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

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

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

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

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

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

Ruth Binks
Corporate Director
Education, Communities and
Organisational Development

Alan Puckrin
Interim Director
Finance and Corporate Governance

4.0 BACKGROUND

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

5.0 CORPORATE SERVICES – FINAL PROGRESS REPORT 2021/22

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

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

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

5.4 Improvement actions with a blue status – complete

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

Information Governance

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

Review of long term empty homes levy

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

Corporate Equality Outcomes

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

Health and Safety Monitoring System

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

5.5 Improvement actions with a green status – on track

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

Cloud Migration Strategy

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

Workforce Planning

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

5.6 Improvement actions with an amber status – slight slippage

1 Improvement action has an amber status:

Non-domestic rates Policy- Unoccupied Premises

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

5.7 Improvement actions with a red status – significant slippage

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

6.0 CDIP ANNUAL REFRESH 2022/23

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

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

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

7.0 IMPLICATIONS

7.1 Financial Implications - One off Costs

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

Financial Implications - Annually Recurring Costs/(Savings)

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

Human Resources

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

Legal

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

Equalities

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

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

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

- (b) Fairer Scotland Duty

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

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

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

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

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

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

8.0 CONSULTATION

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

9.0 LIST OF BACKGROUND PAPERS

9.1 None.

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

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

Corporate Improvement Actions status at April 2022

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

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

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

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

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

Corporate Improvement Actions 2021/22

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

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

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

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

Cross-Directorate Improvement Actions status as at April 2022

These improvement actions are implemented by more than one Council Service

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

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

Service Improvement Actions – status as at April 2022

These improvement actions are implemented by individual Council Services

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

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

FINANCE AND CORPORATE GOVERNANCE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

APPENDIX 3

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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	Quality First Learning & Teaching	Coaching Modelling Officers / Career Long Professional Learning targeted to support improvements in Quality First Learning & Teaching	Quality First Learning & Teaching Toolkit created with support available to improve processes of Learning, Teaching & Assessment	December 2022	Toolkit developed and supporting improvements in processes	Attainment Challenge Project Lead, Coaching Modelling Officers, Attainment Adviser	
ED2	Early Years 1140 hours	<p>The expansion programme for 3 and 4 year olds is complete.</p> <p>Next phase of expansion programme is:</p> <ul style="list-style-type: none"> An increase in the cohort of 2 year olds eligible for funded childcare. A new entitlement for funded childcare for 1 year olds. 	<p>A robust plan is in place to implement the next phase of the expansion programme for children aged 0 – 2 years.</p> <p>High quality provision for children aged 0 -2 years is in place in local authority and Private, voluntary or independent settings.</p>	<p>A local plan will be developed from Scottish Government legislation and guidance.</p> <p>The strategic working group will be re-established to develop and implement the local plan.</p> <p>This phase will be implemented during the course of the current parliament.</p>	<p>A clear timeline and staging posts will be developed from the guidance when it is issued.</p> <p>The required number of places for children aged 0 – 2 years are available.</p> <p>The strategic group will monitor progress.</p> <p>Regular updates will be provided to Scottish Government.</p>	Education Manager	It is expected that this phase will be fully funded (capital and revenue) by Scottish Government.

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

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

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		<p>accessibility as well as an approach to upgrading / refreshing teacher and pupil devices to bridge the gap between the current situation and the Scottish Government's commitment to providing all pupils with a device. Guidance is awaited from the Scottish Government around how/when this will take place.</p> <p>Pilot of St Columba's Remote Learning classroom is now nearing conclusion.</p>	<p>devices as well as staff/pupil personal devices via Bring Your Own Devices. Schools provided with devices and/or device upgrades to meet their needs until the national 1:1 device initiative takes effect.</p> <p>Provision of a broadly available Remote Learning solution to enable the remote delivery of multiple Senior Phase courses.</p>	<p>Digital Education Officer to consult Heads of Establishments on their upgrade and/or device requirements followed by commencement of upgrade/refresh programme. (Time TBC)</p> <p>Review of Remote Learning trial and planning of 22/23 approach by May.</p>	<ul style="list-style-type: none"> Provision of input from schools re upgrade/refresh needs. Commencement of upgrade/refresh programme. <p>Decision made on and completion of planning for Remote Classroom approach for 22/23.</p>		<p>Bring Your Own Devices: TBC</p> <p>Refresh/Upgrades : £350k p/a</p> <p>Remote Classroom: TBC</p>
ED5	Senior phase	<p>A review of the senior phase in partnership with the Association of Directors of Education Scotland (ADES) and Education Scotland has been carried out, highlighting areas of strength and for improvement. A Senior Phase Action plan will now be updated in light of the review report.</p>	<p>A refreshed offer in the Senior Phase, which offers greater flexibility for schools to plan appropriate pathways to post school destinations.</p>	<ul style="list-style-type: none"> Working groups established to explore key themes. Training for school staff on curriculum design. Looking outwards at other local authority offer. Working more closely with partners to allow a broader and more flexible offer. 	<p>Changes to curriculum offer in the Senior Phase – showing a greater range of choice.</p> <p>Continued high levels of young people entering a positive destination – but with a view to seeing this increase the participation measure on sustained positive destination.</p>	<p>Head of Education and Education Officer (Senior Phase)</p>	

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

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		<p>Academy is being rolled out across agencies.</p> <p>A Community Mental Health Strategy has been in place in Inverclyde since 2020.</p>	<p>Inverclyde is a trauma informed organisation.</p> <p>Further roll out of the Community Mental Health Strategy to ensure that there is:</p> <ul style="list-style-type: none"> • A single point of access for service users. • An increase in community resources, through the 3rd sector, to meet needs. • A clear agenda to use the voices of service users to further develop the strategy. 	<p>Scottish Attainment Challenge to further develop multi-level training and coaching processes. This will roll out across 2022-23.</p> <p>The governance around the project will ensure that the comprehensive plan created, and approved by the Scottish Government will be implemented. An interim report on the project will be submitted to the Scottish Government in July 2022 and a final one in January 2023.</p>	<p>evidence that this training is being used and is impactful.</p> <p>Ongoing 6 and 12 monthly reports to the Scottish Government evidencing actions and impact.</p>	<p>Priority Lead 2 Laurence Reilly (Principal Educational Psychologist)</p>	<p>£192,000 grant from the Scottish Government and the use of £48,000 underspend from the 21-22 budget.</p>
CULTURE, COMMUNITIES AND EDUCATIONAL RESOURCES							
CC&ER1	Active Inverclyde	<p>A strategy document has been developed and approved by Inverclyde Alliance with four key outcomes.</p> <p>Strategic Steering Group has been established and the Action Plan is now in development with involvement from partners including Sport Scotland, HSCP and Inverclyde</p>	<p>Levels of participation in physical activity and sport in Inverclyde increases and health outcomes are improved.</p> <p>Active Inverclyde is used by all partner organisations to provide direction on improving physical activity and sport in Inverclyde.</p>	<p>A high level action plan is agreed by all partners by summer 2022.</p> <p>Launch event(s) on the strategy are planned and delivered as part of activities in late summer 2022</p>	<p>Regular monitoring reports to Inverclyde Alliance, and Education and Communities</p>	<p>Head of Culture, Communities and Educational Resources</p> <p>Service Manager - Community Learning and Development, Community</p>	<p>To be contained within current revenue budgets.</p>

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		Leisure, CVS Inverclyde; and Sport Inverclyde.	Six monthly reporting by the Strategic Steering group is provided to Inverclyde Alliance.			Safety and Sport / Team Leader Youth and Sport / Active Inverclyde Strategic Steering Group	
CC&ER2	Physical activity and sport pilot	<p>Barriers to participation in physical activity and sport for young mothers and vulnerable females have been identified. A target locality has been identified as East and Central.</p> <p>An action plan has been developed and agreed with sportscotland.</p> <p>Staff are now working with agencies to identify participants.</p>	<p>Implement the pilot programme of physical activity and sport for young mothers and vulnerable females in Greenock and East and Central.</p> <p>Levels of participation in physical activity improve for those involved in the project.</p> <p>Project action plan agreed and implemented</p>	<p>Launch event(s) Consultation and Engagement Plan developed</p> <p>June 2022</p>	<p>Ongoing evaluation of the programme through participant feedback</p> <p>Improved levels of participation amongst target group.</p> <p>Health outcomes are improved.</p>	<p>Service Manager - Community Learning and Development Community Safety and Sport</p> <p>Active Inverclyde Strategic Steering Group (sub-group)</p>	<p>To be contained within current revenue budgets, and additional funding from sportscotland and to be identified</p>
CC&ER3	Review of school meal provision	<p>The uptake of school meals has declined, particularly in secondary schools.</p> <p>Local and national consultations have been undertaken, together with discussions at Clyde Conversations, to ascertain</p>	<p>To provide a nutritional, substantial meal that is value for money for pupils.</p> <p>Reduce the food waste in kitchens and queues/waiting time for pupils to be served</p> <p>Consider the pre-ordering of food to guarantee choice.</p>	<p>Complete the evaluation of provision with young people - End of school year 2021/22</p> <p>Identify the barriers to young people attending and evaluate possible initiatives to enhance the user</p>	<p>Reduction in food waste</p> <p>Pupils report increased satisfaction with experience</p> <p>Increase in uptake of school meals – especially in the secondary sector.</p>	<p>Head of Culture, Communities and Educational Resources</p>	<p>If digital solutions for pre-ordering are needed then there will be potential</p>

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		<p>aspects that the young people would like to see improved and would increase uptake.</p> <p>Good practice visits have been conducted in school kitchens.</p>	Increased uptake of free school meals	experience from August 2022 onwards in pilot schools.			'spend to save'

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

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

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

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