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<b>Report To:</b>	<b>Education &amp; Communities Committee</b>	<b>Date:</b>	<b>31 August 2021</b>
<b>Report By:</b>	<b>Ruth Binks, Corporate Director Education, Communities and Organisational Development</b>	<b>Report No:</b>	<b>EDUCOM/27/21/KM</b>
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<b>Subject:</b>	<b>Education, Communities and Organisational Development Corporate Directorate Improvement Plan 2019/22 - End of year 2 progress report and Annual Refresh 2021</b>		

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to present the Committee with (i) a progress report on the delivery of the improvement actions within the Education, Communities and Organisational Development (ECOD) Corporate Directorate Improvement Plan (CDIP) and (ii) a refreshed ECOD CDIP Improvement Plan containing new or revised improvement actions which require the approval of this Committee.

## 2.0 SUMMARY

- 2.1 The core element of the ECOD CDIP 2019/22 is a rolling three year Improvement Plan that is reviewed annually to ensure that it remains relevant and reflects any new challenges or legislation that will impact on the Directorate in the coming year.
- 2.2 Scrutiny of the delivery of the Improvement Plan is provided by both this Committee and the Policy and Resources Committee, which oversees the progress of the CDIP actions belonging to the Organisational Development, Policy and Communications Service.
- 2.3 A report on the progress made in the delivery of the CDIP Improvement Plan at the end of year two and a refreshed Improvement Plan for year three were both due to be considered by this Committee in May 2021, however due to ongoing Covid-19 pandemic, it was necessary to roll the year two Plan forward by several months. The final progress report on the actions is attached as Appendix 1 and an overall summary of the status of the actions is provided below:

	<b>Blue – complete</b>	<b>Green – on track</b>	<b>Amber – slight slippage</b>	<b>Red – significant slippage</b>
July 2021	5	14	3	4

- 2.4 The refreshed ECOD Improvement Plan is attached as Appendix 2. The Improvement Plan has been refreshed taking full cognisance of the challenges of Covid-19 and the associated recovery plans.
- 2.5 In line with the established reporting cycle, performance reports on the refreshed improvement actions relating to Education Services and the Culture, Communities and Educational Resources Service will be presented to every second meeting of this Committee.

### **3.0 RECOMMENDATIONS**

3.1 It is recommended that the Education and Communities Committee:

- a. Note the progress that has been made in the delivery of the ECOD Improvement Plan in year two; as set out in Appendix 1
- b. Approve the refreshed Education, Communities and Organisational Development Corporate Directorate Improvement Plan, as set out in Appendix 2.

**Ruth Binks**

**Corporate Director**

**Education, Communities and Organisational Development**

## 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 Education, Communities and Organisational Development CDIP 2019/22 was approved by the Education and Communities Committee on 7 May 2019 and thereafter approved by the Policy and Resources Committee on 21 May 2019.

## 5.0 IMPROVEMENT PLAN PROGRESS REPORT

- 5.1 Scrutiny of the delivery of the Improvement Plan is provided by both this Committee and the Policy and Resources Committee, which oversees progress relating to the Organisational Development, Policy and Communications Service. The aim of this is to provide Members with a summary of progress and to give the Committee the opportunity to make appropriate judgements on where performance across the Council is improving, good or where performance has declined.
- 5.2 Due to Covid-19, it was necessary to roll forward the CDIP Improvement Plan for year 2 by several months until the refreshed Plan could be brought to this Committee for approval. The status of the improvement actions as at the beginning of July 2021 is summarised below:

	<b>Blue – complete</b>	<b>Green – on track</b>	<b>Amber – slight slippage</b>	<b>Red – significant slippage</b>
July 2021	5	14	3	4

### **Improvement Actions with a red status - Significant Slippage**

There are 4 actions with red status (significant slippage). These are:

#### Review of the Inverclyde GIRFEC model

This work stream continues to be on hold due to Covid-19, however it is important to note that a strong GIRFEC practice remains in place, however it has not been possible to conduct a review as originally planned due to the circumstances out with the control of the service.

#### Volunteering Strategy

Inverclyde Volunteers', is being co-produced by volunteers involving orgs (VIOs) across Inverclyde. The community consultation has been delayed due to Covid-19 and revised timescales have been set with the Volunteering Strategy, charter in place, September 2021 and Partnership action plans to be developed by December 2021.

#### Sport and Physical Activity Strategy

Members of the strategic steering group have been identified and an initial meeting held. A revised timescale has been set to reflect service restructure and delay due to Covid-19. The draft Strategy developed and launched by Nov 2021.

## Community Safety Initiative

The Community Safety Partnership Strategic Group agreed to put the initiative in hiatus to ensure that changed community needs post-Covid are assessed, understood and planned for.

The delivery plan for the initiative will be implemented, through engagement with the Community Council, to ensure that community views are considered prior to final modelling and launch. An update on the delayed implementation will be provided to the Community Safety Partnership in late 2021.

### **6.0 EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT 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 ECOD Improvement Plan is attached as Appendix 2.
- 6.2 The refreshed Improvement Plan takes full cognisance of the challenges of Covid-19 and the associated recovery plans.
- 6.3 The Improvement Plan is supplemented by key performance indicators, comprising statutory performance indicators and local performance indicators and data for 2020/21 is provided where it is available.
- 6.4 Progress in the delivery of the refreshed Improvement Plan will be reported to every second meeting of this Committee. Additionally, because there are improvement actions that are corporate in nature, a separate Corporate Services Performance Report will be submitted to every second meeting of the Policy and Resources Committee.

### **7.0 IMPLICATIONS**

#### 7.1 Financial Implications - One off Costs

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

#### Financial Implications - Annually Recurring Costs/(Savings)

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

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

7.4 Equalities: 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 The refreshed CDIP has been developed in full consultation with the Directorate Management Team.

## 9.0 LIST OF BACKGROUND PAPERS

9.1 None.

## APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22- PROGRESS REPORT

The information provided in this section shows the progress made in the delivery of the ECOD CDIP improvement actions in year 2. The status shown is at July 2021 due to the Improvement Plans being rolled forward by several months in response to Covid-19.

### Corporate Improvement Actions status as at July 2021

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

Corporate Improvement Actions 2020/21						
	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
1.	<p><u>Child Poverty</u></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. Monitor and review the projects in the Child Poverty Action Report.</p>	<p>●</p>	Green – on track	<p>At its meeting on 25 May 2021. The Policy and Resources Committee approved an £80,000 increase in the Anti-poverty budget taking it to £1.08million. The Committee also agreed a series of proposals aimed at tackling poverty, including a 0.6 dedicated team leader with responsibility for the day to day implementation, management and monitoring of day to day interventions.</p> <p>The Inverclyde Child Poverty Local Action Report for year 3 has been developed.</p>	OP1 , OP4 OP5. OP6
2.	<p><u>Children’s Services Plan Update</u></p> <p>A refreshed Children’s Services Plan (CSP) is submitted in accordance with the new timescale once announced by the Scottish Government.</p>	<p>Cross-service working will allow alignment of Children’s Services Partnership work with review of GIRFEC Pathway Model to ensure consistency across partner agencies.</p>	<p>●</p>	Blue – complete	<p>The Children’s Services Plan for 2020-23 has been developed and the four strategic priorities agreed. The Plan has been submitted to the Scottish Government and was considered by the Alliance Board at its meeting on 14 June 2021.</p>	OP5, OP6 OP9, OP10

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**Corporate Improvement Actions 2020/21**

	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
		<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>				
3.	<p><u>Review of the Inverclyde GIRFEC model</u></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</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</p>	●	Red – significant slippage	<p>This work stream continues to be on hold due to Covid-19. It is important to note that a strong GIRFEC practice remains in place, however it has not been possible to conduct a review as originally planned due to the circumstances out with the control of the service.</p>	OP2, OP5, OP6, OP9, OP10

**APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22- PROGRESS REPORT**

**Corporate Improvement Actions 2020/21**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
	<p>of plans for vulnerable children and families.</p> <p>Education service’s procedures for school review to include the quality assurance of GIRFEC policy and procedures including:</p> <ul style="list-style-type: none"> <li>• Wellbeing Assessments; Child’s Plans;</li> <li>• Chronologies; and TAC meetings. Data analysis of outcomes and impact included in process.</li> </ul> <p>QA procedures linked directly to compilation of Strategic Needs Analysis for Children’s Services Planning.</p>	<p>approach to build capacity across partner services.</p> <p>Implementation of cross-service quality assurance procedures to be led by Children’s Services Performance 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.</p> <p>Alignment with Children Services Performance Management sub-group will ensure consistency across all partner agencies.</p>				
4.	<p><u>Volunteering Strategy</u></p> <p>The quality and quantity of volunteering opportunities is increased.</p> <p>The number of people participating in volunteering is increased.</p>	<p>Carry out survey of volunteering across the directorate and CLD partnership to inform refreshed volunteer action plan by June 2020</p>	●	Red – significant slippage	<p>‘Inverclyde Volunteers’, is being co-produced by volunteers involving orgs (VIOs) across Inverclyde. 3 work streams: volunteer consultation; volunteer charter and the strategy are being progressed.</p>	OP1, OP2



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**Corporate Improvement Actions 2020/21**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
	Participation inequalities are addressed	<p>QA systems used to measure quality of volunteer placements.</p> <p>A partner/staff and community consultation carried out to inform the plan</p> <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>Strategy development events/meeting carried out from April 2021. 3 Working Groups have been set up:</p> <ol style="list-style-type: none"> <li>1. Volunteer Survey</li> <li>2. Volunteer Strategy</li> <li>3. Volunteer Charter</li> </ol> <p>The delivery timescales have been revised.</p> <ul style="list-style-type: none"> <li>• Volunteering strategy, charter in place, September 2021</li> <li>• Partnership action plans developed, Dec 2021</li> </ul>	
5.	<p><u>Community Empowerment Act</u></p> <p>The Council and its partners can demonstrate that it is effectively delivering on the statutory</p>	Develop appropriate, local responses to Scottish Government guidance.	●	Green – on track	A model for the implementation of locality planning in Inverclyde is in place, consisting of a Locality Planning Group (LPG) and a	<p>OP1</p> <p>OP2</p> <p>OP3</p> <p>OP4</p> <p>OP5</p>

## APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22- PROGRESS REPORT

### Corporate Improvement Actions 2020/21

	Where do we want to be?	How will we get there?	Status July 2021	Commentary July 2021	Corporate Plan priority
	<p>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 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>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>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>Communications and Engagement Group (CEG) in each of Inverclyde's six localities. LPGs are forums for public services and communities to come together to design and deliver a plan for their locality. CEGs are a forum for the community to plan for the needs and aspirations of their local community and to lead community involvement and engagement activity that will be fed into the LPG.</p> <p>The pandemic has meant that face to face meetings have been unable to take place and alternative ways of communication and engagement were put in place.</p> <p>The Council did not receive any Asset Transfer or Participation Requests in the year.</p>	<p>OP6</p> <p>OP7</p> <p>OP8</p>
6.	<p><u>Measuring Outcomes</u></p> <p>Inverclyde Alliance and Inverclyde Council are better able to</p>	<p>Continue to work with experts and other performance management specialists, to</p>	<p>●</p> <p>Green – on track</p>	<p>This work continues to be ongoing. A report providing an update on a number of developments relating to Best Value, and incorporating more</p>	<p>OP1</p> <p>OP2</p> <p>OP3</p> <p>OP4</p>

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**Corporate Improvement Actions 2020/21**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
	<p>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>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>detailed information on the measurement and reporting of outcomes, will be presented to the September meeting of the Policy and Resources Committee.</p>	<p>OP5 OP6 OP7 OP8</p>
7.	<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. 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&amp;D solutions.</p> <p>Assessing future workforce requirements via service workforce plans.</p> <p>Delivery of plans to be monitored by the Workforce Planning &amp; Development Group. (Ongoing)</p>	●	Green – on track	<p>Analysis of workforce data and learning needs is ongoing. Service workforce plans have recently been refreshed and although these cover the period up to 2023, plans will continue to be monitored by Heads of Service with support from representatives of the Corporate Workforce Planning and Development Group.</p>	<p>OP9 OP10</p>

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**Corporate Improvement Actions 2020/21**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
8.	<p><u>People and Organisational Development Strategy</u></p> <p>The new People &amp; 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 purpose. It will then be taken back to CMT for agreement on any amendments</p>	<p>OD Team to review Action Plan and link with OD, Policy &amp; Communications representatives on Recovery Groups and with Workforce Development Group to determine and new or amended key priorities in terms of the strategy</p> <p>Dec 2020</p>	●	Blue – complete	<p>The Action Plan has been reviewed to reflect the impact of COVID-19. Delivery of the 2021 key actions are being taken forward in consultation with the TUs through the Joint Budget Group and with the workforce. The Corporate Workforce Planning and Development Group continues to have a key role in monitoring the consistent implementation of the People and Organisational Development Strategy across the Council.</p>	OP9 OP10
9.	<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 disadvantage when making strategic decisions.</p>	<p>Utilise the support available from the Improvement Service to develop and share best practice on the Duty.</p> <p>When making strategic decisions, actively consider, with an open mind, whether there are opportunities to reduce socio-economic disadvantage.</p> <p>Incorporate the Duty into the Equality Impact Assessment as part of the Council's process to</p>	●	Green – on track	<p>The Council is awaiting the publication of the new guidance, which has been delayed by the SG. In the interim we are continuing to incorporate the FSD into all our EIAs.</p>	

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**Corporate Improvement Actions 2020/21**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
		amend or introduce new policy arrangements. By June 2020.				

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### Cross-Directorate Improvement Actions status as at July 2021

These improvement actions are implemented by more than one Council Service

Cross-Directorate Improvement Actions 2020/21					
	Where do we want to be?	How will we get there?	Status July 2021	Commentary July 2021	Corporate Plan priority
1.	<p><u>Raising attainment and achievement in communities</u></p> <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>● Amber – slight slippage</p>	<p>Due to Covid-19 only limited qualifications in youth work and adult learning has been available. Significant work and staff training has gone into design and development, moving from a face to face delivery to an on-line/blended learning approach. Some qualifications have been delivered for adults on a 1 to 1 basis and the 'Get Connected' pilot.</p> <p>A key development has been the development of the CLD Moodle on-line learning Platform (Website: <a href="http://www.cldinverclyde.gov.uk">www.cldinverclyde.gov.uk</a>)</p> <p>CLD staff in schools continue to deliver accreditation where relevant.</p> <p>Klik2learn, a digital learning hub is now being offered to all people in need of ESOL (English for Speakers of Other Languages) support, including New Scots.</p>	<p>OP1, OP2, OP3, OP4, OP5, OP9</p>

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**Cross-Directorate Improvement Actions 2020/21**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
2.	<p><u>Implementation of the CLD 3 year plan</u></p> <p>Delivery of the CLD priorities in relation to</p> <ul style="list-style-type: none"> <li>- Raising attainment and achievement</li> <li>- Develop of effective partnership</li> <li>- Effective community engagement structures</li> <li>- Health and Wellbeing</li> <li>- Poverty and deprivation</li> </ul>	<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> <p>Reporting of progress to the Strategic Implementation Group.</p> <p>Delivery up to 2021</p>	●	Green – on track	<p>Year 2 and 3 of the plan for 18-21 have been refreshed to reflect Covid-19. A new CLD 3-Year Plan is due to be developed by September 2021. The first 18 months of the new plan will focus on recovery. Education Scotland is supporting this in the following areas:</p> <ul style="list-style-type: none"> <li>• Outcome planning with CLD partners/community organisations</li> <li>CLD staff training</li> <li>• Digital learning:</li> </ul> <p>The absence of a digital platform locally has been an issue in responding to Covid-19 however new investment in this area includes the purchase of devices for staff. Plans are in place to use Moodle to support learning.</p> <p>Feedback has been sought on the priorities for the next CLD plan. Digital learning with adults (eg ESOL) and families (SAC link) are particular priorities.</p>	OP3, OP4 OP6, OP9 OP10
3.	<p><u>Sport and Physical Activity Strategy</u></p> <p>Sport and Physical Activity Strategy developed and launched by March 2021.</p>	<p>Strategy working group is established.</p>	●	Red – significant slippage	<p>Members of the strategic steering group have been identified and an initial meeting held. A revised timescale has been set to reflect service restructure</p>	OP6

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**Cross-Directorate Improvement Actions 2020/21**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
		<p>The action plan is refreshed in light of Covid-19.</p> <p>Public consultation is carried out</p> <p>Establish a reporting mechanism through Inverclyde Alliance Board.</p> <p>Operational group established.</p>			<p>and delay due to Covid-19. The draft Strategy developed and launched by Nov 2021</p>	



## APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22– PROGRESS REPORT

### Service Improvement Actions status as at July 2021

These improvement actions are implemented by individual Council Services

Education					
	Where do we want to be?	How will we get there?	Status July 2021	Commentary July 2021	Corporate Plan priority
1.	<p><u>Scottish Attainment Challenge</u></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, Numeracy and Health &amp; Wellbeing.</p> <p>Clearly articulated approaches to multi-agency professional learning to sustain collaborative and collegiate interventions.</p> <p>Continue to reduce exclusions.</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>Continue the culture of collaborative professional learning as demonstrated through highly effective implementation groups and professional learning communities. Disseminate effective practice.</p>	<p>● Green – on track</p>	<p>Feedback has been submitted on current progress to the Scottish Government and a new plan has been approved.</p> <p>Much of the focus of the plan will focus on educational recovery as it is taken forward.</p>	<p>OP1, OP4 OP5, OP9 OP10</p>

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Education						
	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
	<p>A consistent shared understanding of high –quality learning, teaching and assessment.</p> <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>Approaches and initiatives which have impacted on attainment are embedded.</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>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>				
2.	<p><u>Broad General Education (BGE)</u></p> <p>Schools will continue to develop tracking and monitoring of other aspects of BGE curriculum. Schools also developing report templates.</p>	<p>Revising the Quality Assurance Framework across the authority.</p>	●	Green – on track	<p>The tracking and monitoring of performance throughout the BGE has remained a key strength and schools now regularly access tracking data. Whilst remote learning during COVID-19 made it more difficult to accurately assess</p>	<p>OP1, OP5 OP9, OP10</p>

**APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22– PROGRESS REPORT**

Education						
	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
	<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>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>Continue to develop the quality assurance framework and SEEMIS reporting and tracking system</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>			<p>performance, this was able to be overcome on return to school.</p> <p>The Schools Improvement Plan identifies how education services are going to provide support and challenge to schools to ensure that all pupils are making expected progress and that recovery plans are effective.</p>	
3.	<u>Implement the findings from the ASN Review</u>		●	Green – on track	Ongoing work around attendance continues with targeted work via	OP5, OP6, OP9

**APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22– PROGRESS REPORT**

Education						
	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
	<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>Locality ASN forums operating successfully. Protocols and procedures will improve direct access to Tier 1 and Tier 2 mental health &amp; wellbeing support.</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>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>the Attainment Challenge supporting schools to review culture and systems including focussed planning for pupils where attending school is complex due to health needs. There is a greater usage of digital approaches, which is a positive consequence of the learning from lockdown.</p> <p>The capacity of the Corporate Parenting team to support our most vulnerable learners was extended to April 2021.</p> <p>A focused target on improving LAC outcomes has been written into the Children’s Services Plan, informed by a deep data analysis of all LAC outcomes. Increased rigour and systems are being introduced to track the LAC cohort even more closely as well as identifying support from within school resources, the AC and partners.</p> <p>Locality ASN Forums are now not being taken forward. The main ASN forum continues to be in place and work continues to improve and enhance and improve its effectiveness.</p>	

## APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22– PROGRESS REPORT

Education						
	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
	<p>Learning from pilot programme disseminated over 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>Access to support from partner services more readily accessible through locality forum arrangements. Planned programme of capacity building and support developed by LIAM team.</p>			<p>The feedback on the Wellbeing service delivered by Action for Children is very positive. ICOS support for the Let's Introduce Anxiety Management (LIAM) projects continues and is working well. This has been linked to and compliments the above wellbeing service.</p>	
4.	<p><u>1140 hours expansion in early learning and childcare</u></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>All eligible Providers meet the National Standard for Early Learning and Childcare and are accepted as Funded Providers from August 2020</p>	<p>The strategic work group will continue to monitor the implementation of the expansion plan.</p> <p>A contingency plan is currently being developed to address any shortfalls in provision.</p>	●	Green – on track	<p>Despite Covid-19, Education Services successfully implemented 1140 hours in August 2020. All eligible children were allocated either their 1<sup>st</sup>, 2<sup>nd</sup> or 3<sup>rd</sup> choice placement.</p> <p>The Scottish Government has reinstated the statutory duty for Local Authorities to provide 1140 hours of early learning and childcare (ELC) from August 2021. There is an additional requirement to provide placements for children whose parents are care experienced. It is anticipated that most of these children will already have placements due to vulnerability.</p>	OP4, OP5 OP9, OP10

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**Education**

	Where do we want to be?	How will we get there?	Status July 2021		Commentary July 2021	Corporate Plan priority
					<p>A further change to the entitlement to 1140 hours in relationship to deferred entry is expected for session 2023/24. This would allow children with August to December birthdays to defer entry to Primary School. If the uptake of this is the same as children with January / February birthdays approximately 130 additional places would be required. Work is currently underway to identify options to deliver this entitlement.</p>	

APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22– PROGRESS REPORT

Culture, Communities and Educational Resources					
	Where do we want to be?	How will we get there?	Status July 2021	Commentary July 2021	Corporate Plan priority
1.	<p><u>Culture and Heritage</u></p> <p>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.</p> <p>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.</p>	<p>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> <p>Subsequent Watt Institution service improvement plans to include aspects of the Heritage Strategy Action Plan.</p> <p>Continuation during 2020 of the artistic commissions under the banner of the Great Place Scheme</p> <p>Produce a funding bid for support for Heritage Strategy Action Plan (currently closed due to Covid-19)</p> <p>Timescale: 2020/21</p>	<p>● Blue – complete</p>	<p>Staffing restructure complete and implemented from January 2021. Planning of strategic objectives and forward planning implemented from April 2021.</p> <p>The Great Place Scheme (GPS) has continued during 2020-21 and the end date of the project has been extended to October 2021 due to the C19 pandemic.</p> <p>A bid for £230,000 to re-interpret / decolonize the museum collections, and improve public engagement at the Watt was approved in August 2020 and launched in January 2021. Work is also ongoing on reviewing Inverclyde’s historical links to slavery.</p>	<p>OP1, OP8 OP9, OP10</p>
2.	<p><u>Library Services for Children and Young People</u></p> <p>Joined up library services for children and young people, making</p>	<p>Adoption of elements of Attainment Challenge service provision into core business.</p>	<p>● Green – on track</p>	<p>Schools were invited to register for Libraries Inspire! (virtual library visits) in August 2020. 19 of the 20 Inverclyde primary schools</p>	<p>OP1, OP2 OP8, OP9 OP10</p>

**APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22– PROGRESS REPORT**

**Culture, Communities and Educational Resources**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
	<p>best use of all available resources across public, school and “pop-up” libraries. Implementing the recommendations and action plan of the National Strategy for 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>Continued close working with school librarians.  Review of existing library provision within primary schools.  Timescale: 2020/21</p>			<p>registered for the programme. Sessions were offered to year groups on a rolling programme throughout the year.  A PLIF funded “Library of Kindness” project and consultation with educational establishments and partners has been completed.  Wellbeing resource kit collections have been collated each being based on one of the ‘Five Steps to Mental Wellbeing’. Wellbeing kits will be available from public libraries when not in use in secondary schools.  Both secondary and primary library provision in Inverclyde has been reviewed with a view to implementing the action plan of the National Strategy for School Libraries.</p>	
3.	<p><u>Facilities Management</u>  To sustain free school meal provision at an appropriate level in light of Covid-19 restrictions.</p>	<p>Through monitoring and assessing the provision and promotion of the initiative to parents and children through each school.</p>	●	Blue – complete	<p>The Council provided a £30 cash fortnightly payment for those families (whose children qualified for a clothing grant/free school meal) during the lockdowns when schools were closed and also during the holiday periods. The</p>	OP4, OP6 OP9



**APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22– PROGRESS REPORT**

**Culture, Communities and Educational Resources**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
					<p>Scottish Government announced additional funding of £100 to each pupil who qualified for a clothing grant/free school meal which was paid out prior to the Easter break – these payments are continuing over the Summer and October holidays.</p> <p>Education Services also delivered a free school meal to all pupils who are entitled and requested this service whilst self-isolating.</p>	
4.	<p><u>School Transport</u></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> <p>Partnership working with transport providers. Work with communities to support implementation of revised arrangements.</p>	●	Blue – complete	<p>The transport review is now implemented and payment plans for subsidised transport are in place. The service continues to work closely with transport providers to support the policy.</p>	OP9
5.	<p><u>Develop and improve Adult Learning Pathways</u></p>		●	Green – on track	<p>‘Get Connected’, a 1:1 blended learning ICT programme</p>	OP2 OP3, OP6

**APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22– PROGRESS REPORT**

**Culture, Communities and Educational Resources**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status</b>	<b>July 2021</b>	<b>Commentary</b>	<b>Corporate Plan priority</b>
	<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 retention helped remove barriers to participation.</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. 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>			<p>supporting adult learners who struggle with basic IT was very effective in building confidence and skills quickly, to allow learners to move on to online learning and participation.</p> <p>An open source learning platform - Moodle (cloud version) has been developed to support this process. <a href="http://www.cldinverclyde.gov.uk">www.cldinverclyde.gov.uk</a></p> <p>A range of on-line and blended learning programmes for adult learners, parents and families were developed in response to the growing number of people with poor mental health as a result of Covid/restrictions, e.g. SQA 'Mental Health and Wellbeing', looking at understanding mental health , coping strategies and building resilience and 'Superheroes Get Sad Sometimes', designed for parents and children to work together to begin to develop an awareness of mental health and wellbeing in children and young people.</p>	

**APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22– PROGRESS REPORT**

**Culture, Communities and Educational Resources**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
6.	<p><u>Youth Consultation and Representation Structures</u></p> <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 &amp; create a peer education group to tackle issues affecting young people on a peer level.</p> <p>Deliver the Inverclyde YOYP Plan for 2018.</p> <p>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>	●	Green – on track	<p>Since March 2020, the Youth Council has recruited 4 new members, taking membership to 9. The young people have researched approaches to youth participation and are working on making links with school Pupil Councils, Who Cares Scotland steering group and other youth provider Committees to then establish an elected Youth Cabinet.</p> <p>A refresh of the Youth Participation Strategy is planned to ensure the involvement of young people in service planning and delivery.</p> <p>The Scottish Youth Parliament elections planned for March 2021 have been delayed and will take place between 9<sup>t</sup> - 21<sup>st</sup> November 2021.</p>	OP2 OP9
7.	<p><u>Community Safety Initiative</u></p> <p>The introduction of a neighbourhood/community based</p>	<p>Engagement with agencies and services to identify current resources and assets within the identified area.</p>	●	Red - significant slippage	<p>The draft action plan was at final discussion stages with the local housing providers to identify</p>	

**APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22– PROGRESS REPORT**

**Culture, Communities and Educational Resources**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
	community safety and resilience initiative in Lower Port Glasgow.	<p>Assessment of community 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.</p> <p>An evaluation of the initiative after 12 months.</p>			<p>existing services and potential for improvement/additionality. The Community Safety Partnership Strategic Group agreed to put the initiative in hiatus to ensure that changed community needs post-Covid are assessed, understood and planned for.</p> <p>The delivery plan for the initiative will be implemented, through engagement with the Community Council, to ensure that community views are considered prior to final modelling and launch.</p> <p>An update on the delayed implementation will be provided to the Community Safety Partnership in late 2021.</p>	
8.	<p><u>Community Safety Engagement</u></p> <p>Community engagement structures are in place that help to maintain high feelings of safety and low experiences of antisocial behaviour in Inverclyde.</p>	<p>Identify a range of community safety engagement messages which support the priority outcomes of the Community Safety Partnership Strategy:</p> <p>- the reduction of violence, crime and disorder in our communities, the reduction of unintentional harm in</p>	●	Green – on track	<p>A branded communications strategy has been developed utilising the #DoYouKnow hashtag. Within the strategy a communications plan for Large Scale Youth Gatherings (LSYG) which focuses on youth safety, parental awareness and public reassurance has been prepared for delivery in conjunction with the LSYG Action Plan. Delivery of</p>	OP1, OP2, OP5, OP6, OP7, OP9,

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**Culture, Communities and Educational Resources**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
		our communities and the promotion of community resilience.			<p>the Action Plan began in March 2021 with all partners committing fully to their respective actions.</p> <p>Delivery of the Action Plan continues in 2021, with weekly input from Police, BTP, SFRS, the Youth Outreach Team, Public Protection Service and Community Safety &amp; Resilience to ensure that the Action Plan is responsive and dynamic.</p>	

**APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2019/22– PROGRESS REPORT**

**Organisational Development, Policy and Communications**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>	<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
1.	<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 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.</p> <p>December 2021</p>	<p>● Amber – slight slippage</p>	<p>Due to the ongoing Covid-19 pandemic health and safety resources have been heavily involved in assisting services with this, therefore it has not been possible to further develop the relevant modules for increased statistical reporting to the health and safety committee. All other areas of the system are being fully utilised including statistical reporting for statutory purposes.</p>	
2.	<p><u>Repopulation and tourism ‘place’ marketing linked to overarching council branding exercise</u></p> <p>There is a coordinated place marketing campaign, involving a range of partners, linked to the ‘discover Inverclyde’ call to action 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 2020 focused on promoting Inverclyde as a place to visit, live and work.</p>	<p>● Amber – slight slippage</p>	<p>A coordinated place marketing campaign, involving partners, linked to the ‘discover Inverclyde’ call to action to promote Inverclyde has been developed. New town and village marketing extension to the brand have been developed and, through a partnership with Scotland’s Towns Partnersip new town and village marketing videos are being created to promote over social media. A new food and drink forum is being developed in partnership with Scotland’s Food</p>	

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**Organisational Development, Policy and Communications**

	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status July 2021</b>		<b>Commentary July 2021</b>	<b>Corporate Plan priority</b>
					and Drink to support the hospitality and food and drink sector. The new discover Inverclyde website launch was postponed due to the Covid-19 crisis but is now live and contuing to be developed. Place marketing has by necessity been delayed until lockdown level changes before major launch but is ramping up particular around outdoor activities promotion and marketing.	

## **APPENDIX 2**

### **EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED CDIP IMPROVEMENT PLAN**



## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

The Education, Communities and Organisational Development Improvement Plan is reviewed annually to ensure that the actions within it remain relevant, that it reflects the current position and also any new challenges that have emerged in the previous year. This section sets out the refreshed improvement actions for the Education, Communities and Organisational Development Directorate.

Improvement Plan Overview	
<b>Education</b>	<b>Corporate Plan Priority</b>
Children's Services Plan (Update)	OP5, OP6, OP9, OP10
Scottish Attainment Challenge	OP1, OP4, OP5, OP9, OP10
Recovery Curriculum	OP1, OP5, OP9, OP10
National ASL Review	OP5, OP6, OP9
1140 hours expansion in early learning and childcare	OP4, OP5, OP6, OP9, OP10
Digital Strategy	OP2, OP3, OP4, OP5
Education Equality Outcomes 2021/25	OP2, OP5, OP9
<b>Culture, Communities and Educational Resources</b>	<b>Corporate Plan Priority</b>
The Community Empowerment (Scotland) Act 2015	OP1 – OP9
Cultural Services – Library Services	OP1, OP2, OP8, OP9, OP10
Child Poverty	OP4, OP6
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
Introduce the food and nutritional guidelines and increase the uptake of free school meals	OP4, OP6
Community Safety and Resilience	OP1, OP2, OP5, OP6, OP7, OP9
<b>Organisational Development, Policy and Communications</b>	<b>Corporate Plan Priority</b>
People and Organisational Development Strategy	OP9, OP10

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

Improvement Plan Overview	
Fairer Scotland Duty	OP2, OP4, OP9
Health and Safety monitoring system	OP9, OP10
Repopulation and tourism 'place' marketing	OP1, OP9
All Services	Corporate Plan Priority
Measuring impact on outcomes	OP1 – OP8
Workforce planning	OP1, OP3, OP9, OP10
The UNCRC Incorporation (Scotland) Bill	OP2, OP5
Corporate Equality Outcomes	OP2, OP5, OP9

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

### 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?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
<b>Corporate Improvement Actions</b>								
CA1	<b>Children's Services Plan: Update</b>	<p>A Children's Services Plan 2020-23 has been developed and the four strategic priorities agreed.</p> <p>The plan has four elements. Part 1, the strategic overview and part 2, the SNA, are fully complete.</p> <p>The delivery plan (part 3) and KPIs (part 4) are yet to be finalised and may need to adapt as we recover from COVID -19.</p>	<p>Governance framework provides overview of progress and service level accountability.</p> <p>Strategic leads take forward projects and report on progress to the Children's services Partnership</p> <p>The delivery plan and key performance measures are agreed and actioned.</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 will now resume post COVID-19.</p>	<p>KPIs show year on year improvement</p> <p>Increased staff confidence in the implementation of GIRFEC Pathway model. Continued improvement in the quality of GIRFEC pro-forma and documentation.</p> <p>Reduced health and educational inequalities linked to deprivation.</p> <p>Promise Board established</p> <p>Improved outcomes for looked after children.</p>	<p>Corporate Director ECOD; Head of Education; Children Services Partnership; GIRFEC Strategy Group</p>	<p>Contained within existing resources</p>	<p>OP5 OP6 OP9 OP10</p>

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

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
					Improvements in support for mental health reported.			
CA2	Measuring impact on outcomes	<p>The Best Value Assurance Report recommended that the Council and partners strengthen reporting on overall strategic outcomes.</p> <p>Public performance reporting has been strengthened across a range of areas</p> <p>Options are being explored for a new PMS to replace Inverclyde Performs.</p> <p>A review of the SPPMF is planned to coincide with the end of the planning term for strategic plans in 2022.</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 all levels.</p> <p>Enhanced performance management across the Council linked to the delivery of outcomes.</p> <p>The Council's SPPMF is streamlined and 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> <p>Build on the existing performance reporting arrangements.</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>Positive evaluation from external audit bodies.</p> <p>Performance reporting is outcome focused.</p>	Corporate Policy, Performance and Partnership Manager	Contained within existing resources	OP1 OP2 OP3 OP4 OP5 OP6 OP7 OP8

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

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	Workforce Planning	<p>The Corporate Workforce Planning and Development Group has been established to focus on progressing the workforce planning and learning and development agenda (WP and L&amp;D) for the Council.</p> <p>Service Workforce Plans have been completed including longer term forecasts of workforce numbers and skills.</p> <p>A workforce refresh scheme, 'Inverclyde Works' was approved in December 2020 to address workforce demographics.</p>	<p>Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and associated plans to address the key workforce 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>Analysis of workforce data and learning needs with a coordinated approach to WP and L&amp;D solutions.</p> <p>Assess future workforce requirements via service workforce plans. Progress will be monitored by the Workforce Planning &amp; Development Group.</p> <p>New job opportunities created for the local community.</p>	<p>Workforce Planning and Learning &amp; Development activity is prioritised and needs are met through coordinated and cost effective approaches.</p> <p>Appropriate interventions implemented to address key challenges arising from Covid-19 recovery and beyond.</p> <p>Improved local recruitment</p>	Head of OD, Policy and Communications	Contained within existing resources	OP1 OP3 OP9 OP10
CA4	People and OD Strategy	The Strategy 2020/23 was approved by Council in February 2020.	The People & OD Strategy Action Plan should meet workforce needs in light of the Covid--19 pandemic and associated	OD Team to review Action Plan and link with OD, Policy & Communications representatives on Recovery Groups and	Develop revised initiatives or actions arising from the Covid-19 pandemic with a focus on supporting	Head of OD, Policy and Communications	Contained within existing resources	OP9 OP10

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

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
		An update was provided to the P&R Committee on 25 May 2021. The Committee also received an update report on the Health & Wellbeing Strategy was reported to the P&R Committee on 25 May 2021.	recovery plans with a focus on supporting employee mental health and wellbeing.	with Workforce Development Group to determine any new or amended key priorities in terms of the strategy and employee wellbeing.  Dec 2021	employees' mental health and wellbeing.			
CA5	<b>Fairer Scotland Duty (FSD)</b>	Interim, non-statutory, advisory Guidance on the Duty was published by the Scottish Government in April 2018. The Act has been subject to a 3 year implementation phase.  The Duty has been incorporated into the Equality Impact Assessment template used as part of the Council's budget-setting process 2019.	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.  Implementation of new guidance.	Utilise the support available from the Improvement Service to develop and share best practice to ensure that services are full able to embrace the Fairer Scotland Duty requirements  New guidance is expected September 2021. Training and awareness raising for EM and appropriate officers.	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
CA6	<b>The UNCRC Incorporation (Scotland) Bill</b>	The UNCRC Incorporation (Scotland) Bill is due to become law in October	All Directorates have an awareness of the UNCRC legislation	Establishment of council wide working group to create an action plan.	Ongoing implementation and monitoring of action plan including	Head of Education / Legal Services		OP9 OP10

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

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
		2021, but is currently subject to a legal challenge in the Supreme Court. Scottish Government guidance is awaited.	<p>A council wide strategy is in place to ensure compliance with the change in legislation relating to UNCRC incorporation.</p> <p>Revised governance systems are in place to ensure that all services consider UNCRC as part of their planning and implementation processes.</p>	<p>Awareness raising / training rolled out over 2021 and establish Rights Champions.</p> <p>Establish Rights Impact Assessment as part of overall governance process and align with equality impact assessment etc.</p>	<p>implementation of impact assessment process.</p> <p>Evidence of service responses to rights impact assessments where UNCRC has shaped planning and decisions</p>			
<b>CA7</b>	<b>The Community Empowerment (Scotland) Act 2015</b>	<p>The Inverclyde BVAR recommended further developing community capacity.</p> <p>A LOIP Annual Report 2020/21 has been published.</p> <p>Locality Action Plans have been developed for all localities. A pilot Locality Planning Group (LPG) in PG has been established.</p>	<p>The Council and its partners can demonstrate that it is effectively delivering the statutory requirements of the Community Empowerment (S) Act 2015</p> <p>Roll out the LPGs to all localities</p>	<p>Continue to develop appropriate, local responses to Scottish Government guidance.</p> <p>Utilise the learning from the pilot to plan the further roll out. Review the Locality Action Plans.</p>	<p>Communities are fully aware of their rights in relation to The Community Empowerment Act 2015</p> <p>Communities are involved in setting the priorities for their area.</p>	Head of Culture, Communities and Educational Resources	Contained within existing budgets	<p>OP1</p> <p>OP2</p> <p>OP3</p> <p>OP4</p> <p>OP5</p> <p>OP6</p> <p>OP7</p> <p>OP8</p>

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

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		<p>A Communication and Engagement Group has been established in each locality.</p> <p>An evaluation of phase 1 of Participatory Budgeting has been carried out and a revised approach agreed.</p>	<p>The Alliance is investing in building the capacity of communities. 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>Work with the groups to take action to tackle the issues that they want us to prioritise Support the Communication and Engagement Groups to increase membership, and provision of training and support on digital engagement.</p> <p>Implementation of the revised approach as agreed by the Policy and Resources Committee</p>	<p>Regular meetings taking place of both LPGs and CEGs.</p> <p>There is a sustainable model of PB in place which supports local decision making and financial decision making is strengthened.</p>			
<b>CA8</b>	<b>Volunteering Strategy: 'Inverclyde Volunteers'</b>	<p>'Inverclyde Volunteers', is being co-produced by volunteers involving orgs (VIOs) across Inverclyde. 3 work streams: volunteer consultation; volunteer charter and the strategy are being progressed.</p> <p>Engagement from volunteers and VIOs</p>	<p>A strategy and volunteer charter is produced</p> <p>Volunteer strategy forms part of the workforce development priority in the CLD 3-Year Plan 2021-24</p> <p>Action plans are developed to outline key delivery priorities</p>	<p>A volunteer consultation survey carried out to inform the strategy</p> <p>Strategy development events/meeting carried out from April 2021. 3 Working Groups set up:</p> <ul style="list-style-type: none"> <li>- Volunteer Survey</li> <li>- Volunteer Strategy</li> <li>- Volunteer Charter</li> </ul>	<p>Volunteering strategy, charter in place by September 2021</p> <p>Partnership action plans developed by Dec 2021</p>	<p>CVS Inverclyde</p> <p>Community Learning and Development, Community Safety and Sports Service Manager</p>	No resource implications	OP1 OP2



## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

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		has been high and positive. It is anticipated that a consultation document will be ready by Autumn 2021		Impact assessment carried out by Sept 2021  Volunteer Pathways developed by March 2022.  Development and delivery of a range of leadership and volunteering opportunities.				
<b>CA9</b>	<b>Child Poverty</b>	<p>Child poverty levels in Inverclyde are amongst the highest in Scotland.</p> <p>In May 2021 the Policy and Resources Committee approved a series of proposals to tackle poverty locally,</p> <p>The third Inverclyde Local Child Poverty Action Report has been completed will be presented to the Alliance Board in October 2021.</p> <p>A multi-Anti-Poverty Steering Group provides strategic</p>	To reduce child poverty locally and work towards the achievement of national targets.	<p>Implementation of the anti-poverty initiatives.</p> <p>Local and national data will be analysed to evidence local impact on child poverty and on the national targets.</p> <p>Monitor and review the projects in the Inverclyde Child Poverty Action Report</p>	Qualitative and quantitative data will show improvement in child poverty levels in Inverclyde	Corporate Policy, Performance and Partnership Manager	Funded from the anti-poverty budget	OP1 OP4 OP5 OP6

**APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)**

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
		leadership, monitoring and guidance on the multifaceted challenges associated with this local priority.						
<b>CA 10</b>	<b>Corporate Equality Outcomes 2021/25</b>	The Corporate Equality Outcomes 2021/25 were approved by the Policy and Resources Committee on 23 March 2021	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	The Improvement Plan 2021/25 is approved by the Committee and progress is made with the delivery of the improvement actions	Head of Organisational Development, Policy and Comms	Contained within existing resources	OP2 OP5 OP9

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

### Cross-Directorate Improvement Actions

The delivery of these actions will involve 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?	Who is responsible?	How much will it cost?	Link to Corporate Plan priority
<b>Cross Directorate Improvement Actions</b>								
<b>CD1</b>	<b>Implementation of the CLD 3 Year Plan</b>	<p>Year 2 and 3 of the plan for 18-21 refreshed due to Covid-19</p> <p>The CLD 3-Year Plan is being developed for 2021-24. To be completed and approved by the Alliance Board / relevant Committee. First 18 months of the new plan will focus on recovery</p>	<p>Plan completed by Sept 2021</p> <p>Key elements of the plan to include</p> <ul style="list-style-type: none"> <li>- Involvement</li> <li>- Shared delivery priorities</li> <li>- Unmet need</li> <li>- Planning</li> <li>- Governance</li> <li>- Workforce development</li> </ul>	<p>Delivery of the key activities as set out in the 3 year plan.</p> <p>New governance structures and arrangements in place</p> <p>Reporting of progress to the Strategic Implementation Group.</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
<b>CD2</b>	<b>Develop and implement Sport and Physical Activity Strategy</b>	<p>Members of the strategic steering group have been identified. Initial meeting held.</p> <p>Revised timescale established to reflect service restructure and delay due to Covid-19.</p>	Draft Strategy developed and launched by Nov 2021	<p>Strategy working group is established and meeting regularly</p> <p>The action plan is refreshed in light of Covid-19 with an initial focus on recovery</p> <p>Community engagement with regards to Action Plan will follow Strategy</p>	<p>Strategy developed and launched by Nov 2021</p> <p>Strategy is endorsed by Education &amp; Communities Committee and the</p>	Community Learning and Development, Community Safety and Sports Service Manager	Contained within existing resources	OP 6

**APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)**

				<p>launch for completion by March 22</p> <p>Establish a reporting mechanism through Inverclyde Alliance Board.</p> <p>Operational group to be established in line with Action Plan Development and other key developments such as Community Sport Hubs.</p>	Inverclyde Alliance Board.			
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## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

### 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
<b>EDUCATION SERVICES</b>								
ED1	<b>Scottish Attainment Challenge (SAC)</b>	<p>Schools continue to make very good use of data to target improvement through initiatives funded by the SAC and Pupil Equity Fund. This has continued as plans and strategies have been developed in response to the pandemic. The decrease in the attainment gap linked to deprivation has been affected by the pandemic but the full extent of this is not yet known.</p> <p>Practitioners, assisted by the introduction of a SEEMIS / Data officer are now more skilled in their understanding and use of data.</p> <p>Covid-19 has meant that parents became</p>	<p>An increase use of data to set targets and inform next steps and improvement</p> <p>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>Increased usage of data to set targets and inform next steps and improvements</p> <p>Parents are enabled to better support their</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</p>	<p>Further improvements in base line figures in literacy and numeracy.</p> <p>Parents' capacity to support their children's learning</p>	Head of Education/ Head Teachers	Scottish Government funding of £ 3,470,640	OP1 OP4 OP5 OP9 OP10

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

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	<b>Scottish Attainment Challenge (SAC) (cont)</b>	<p>more involved in their child's learning. Whilst engagement and levels in online learning improved significantly in the areas of greatest deprivation over lockdown, it has not always translated to progress in learning, reinforcing the importance of pupils physically attending school.</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 are now directly impacting on the quality of learning and teaching in the classroom.</p>	<p>children in Literacy, Numeracy and Health and 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>learning programmes and to support parents.</p> <p>Continue collaborative professional learning as demonstrated through highly effective implementation groups and professional learning communities. 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>continues to increase.</p> <p>Staff feel positive and confident about their Continuing Professional Learning. Ongoing monitoring and evaluation</p>			

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

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	<b>Scottish Attainment Challenge (SAC) (cont)</b>	<p>The Applying Nurture' as a Whole School Approach across all sectors is being implemented.</p> <p>A declining trend of exclusions is in place but this needs further refined for ASN and monitored for CEYP.</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 positively impact on the lives of children and young people.</p> <p>Ongoing implementation and evaluation of policies e.g. the Attendance Policy and 'Positive Relationships Positive Behaviour</p> <p>Build practitioner capacity across all sectors via high quality professional learning.</p> <p>Increase the digital literacy of all teachers and practitioners</p>	<p>Improved outcomes in 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>			
<b>ED2</b>	<b>Recovery Curriculum</b>	Schools continue to track and monitor performance at all levels	Schools use ongoing assessment and tracking to pin-point highly effective targeted intervention alongside QFLT.	<p>Updated Attainment Challenge plan for 2021/22 including the introduction of recovery associate roles in primary.</p> <p>Development of plans for SAC 2 for 22/23.</p>	<p>A robust and reliable tracking system is in place.</p> <p>Schools can articulate the</p>	Head of Education	Contained within existing resources e.g. SAC 1.	OP1 OP5 OP9 OP10

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	<b>Recovery Curriculum (cont.)</b>	<p>Primary schools are using a new progress and achievement tracking system for numeracy and literacy. Additional recovery teaching staff have been deployed to schools alongside existing and revised PEF strategies in each establishment.</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>The newly developed Quality Improvement Framework includes</p>	<p>The school workforce is highly trained and can support pupils as part of QFLT and through effective interventions.</p> <p>Schools continue to develop tracking and monitoring of other aspects of BGE curriculum and develop 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>The Quality Improvement Framework (i) is in</p>	<p>revising the Quality Assurance / school improvement Framework across the authority.</p> <p>Continue to develop the quality assurance framework and SEEMIS reporting and tracking system</p> <p>Establish toolkits for schools for recovery curriculum and pedagogy</p>	<p>rationale for their curriculum for all learners through both the BGE and the Senior Phase</p> <p>Set targets and track progress using new baseline data from 2020/21</p>			



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	<b>Recovery Curriculum (cont.)</b>	<p>opportunities for all schools to discuss attainment and teacher professional judgement annually. The peer review element has been delayed due to Covid restrictions.</p> <p>The authority wide data set has been updated to include information on progress and achievement and continues to be developed.</p> <p>Engagement is ongoing 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>place and understood by all and (ii) has been adapted for recovery planning</p> <p>Following review and evaluation, the data set is consistently used across all establishments.</p> <p>The Regional Improvement Collaborative Plan is revised and updated</p> <p>Progression frameworks for other areas of the curriculum are beginning to be developed.</p>	<p>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 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

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ED3	<p><b>National ASL Review</b></p> <p>a. Parity of esteem</p> <p>b. Supporting inclusion</p>	<p>The ;Nurturing Inverclyde' ethos is a clear and unambiguous in its ambition that all children and young people in Inverclyde are valued and supported, stressing the importance of equity</p> <p>Inverclyde's educational establishments are committed to supporting inclusion and access a wide array of support services to assist them when required.</p>	<p>There is parity of esteem for all pupils in marking achievements.</p> <p>The understanding of inclusion and the skills to work in this area will continue to evolve.</p>	<p>Work with Heads of Establishment and Corporate Comms to develop approaches to celebrate success for all.</p> <p>Ongoing work with staff to ensure that there is strength based language throughout GIRFEC Wellbeing Assessments</p> <p>Support for senior leaders.</p> <p>Refresh the Positive Relationships policy in line with the ASL Review.</p> <p>Develop training and embed into yearly staff updates, the leadership programme and probationer teacher induction. Develop bespoke and ongoing training and coaching for Pupil Support assistants.</p>	<p>Written advice is distributed to all Heads of Establishment and is in practice.</p> <p>The ASN Forum will report on developments within the quality aspects of the Wellbeing assessments.</p> <p>Advice distributed to senior leaders.</p> <p>The Positive Relationships policy will include the key elements of the ASL Review.</p> <p>A training programme will have been co-constructed with PSAs and managers.</p>	<p>Head of Education</p> <p>Principal Psychologist</p>	<p>Contained within existing resources</p>	<p>OP5</p> <p>OP6</p> <p>OP9</p>
ED4	<b>1140 hours expansion in</b>	The statutory duty to provide 1140 hours of childcare has been	1140 hours offered to all eligible children across Inverclyde.	The strategic work group will continue to monitor	Regular monitoring of work plans and risk register.			OP4, OP5, OP6,

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

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	<b>early learning and childcare</b>	<p>reinstated, from August 2021.</p> <p>The strategic plan for the expansion of early learning and childcare is being implemented.</p> <p>Engagement with Scottish Govt. in relation to monitoring and implementation is ongoing.</p>	<p>Continue to address the restrictions in choice of establishment / patterns of placement.</p> <p>Delivering provision in line with Scottish Govt. guidance and legislation.</p>	<p>the implementation of the expansion plan.</p> <p>Monitoring of admissions data and uptake of places.</p> <p>Continue engagement with Scottish Govt. via regular meetings and sharing of information.</p>	<p>Increase in uptake and number of children receiving 1st, 2nd or 3rd choice placement.</p>			OP9, OP10
<b>ED5</b>	<b>Digital Strategy</b>	<p>A Digital Strategy for education is being developed in consultation with Heads of Establishment and Digital Champions from each establishment as well as ICT.</p>	<p>Updated and improved key infrastructure across all establishments including improved connectivity, enhanced Wi-Fi and updated hardware.</p> <p>Evidence of improved pedagogy utilizing digital approaches including readiness to respond for remote / online learning.</p> <p>Improved access to digital devices for pupils in line with the Scottish Government programme.</p>	<p>Implementation of the Education Digital Strategy as part of the overall Council Digital Strategy over the next three years.</p>	<p>Performance monitoring against key milestones and KPIs.</p>	<p>Head of Education / Education officer for digital</p>	TBC	OP2, OP3, OP4, OP5

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

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ED6	<b>Education Equality Outcomes 2021/25</b>	The Education Equality Outcomes 2021/25 were approved by the Education and Communities Committee on 9 March 2021	Progress is made with the delivery of the Education Outcomes Improvement Plan 2021/25	Devising of an Improvement Plan 2021/25 for submission to the Education and Communities Committee on 2 November 2021	The Improvement Plan 2021/25 is approved by the Committee and progress is made with the delivery of the improvement actions	Head of Education		OP5
<b>CULTURE, COMMUNITIES AND EDUCATIONAL RESOURCES</b>								
CCE R1	<b>Cultural Services - Library Services</b>	<p>The Scottish Government recently published a national strategy for school libraries in Scotland 2018-23: <i>Vibrant Libraries, Thriving Schools</i>.</p> <p>There are 3 aspects to our library offer for children and young people: the public library service, individual school libraries within secondary schools; and outreach work carried out by an Outreach Library Officer, funded by the Attainment Challenge. While there is some</p>	<p>Joined up library services for children and young people, making best use of all available resources across public, school and “pop-up” libraries.</p> <p>The Attainment Challenge work acts as a bridge between school and public libraries with sustainability built into resultants linkages, programming etc.</p>	<p>Review of children and young people’s library services across Inverclyde to ensure that public library services, secondary school libraries, and outreach work are operating efficiently, in tandem, and adhering to modern best practice.</p> <p>Review of existing library provision within primary schools.</p> <p>2021/22</p>	<p>Increased use of public libraries by children and young people.</p> <p>Increased use of Inverclyde’s secondary school libraries.</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>Libraries, Education Development and Arts Manager;</p> <p>Team Leader – Libraries;</p> <p>Attainment Challenge Library Officer</p> <p>Education staff;</p> <p>Staff with responsibility for delivering children’s and young people’s library services.</p>	To be contained within current revenue budget.	OP1, OP2, OP8, OP9, OP10

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		joint working and linkages between the three, more could be done to streamline, join up and improve the library offer for Inverclyde's children and young people.						
CCE R2	<b>Community Safety &amp; Resilience – Improving Inverclyde Initiative</b>	<p>Following community consultation and the completion of a strategic assessment, the Community Safety Partnership has set out 3 overarching strategic priorities –</p> <ul style="list-style-type: none"> <li>- Reducing Violence, Crime and Disorder’;</li> <li>- Reducing Unintentional Harm; and ‘</li> <li>- Promoting Community Resilience’.</li> </ul> <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>	The introduction of a neighbourhood / community based community safety and resilience initiative in Lower Port Glasgow in a post-Covid restriction period.	<p>Engagement with agencies and services to identify post-Covid resources and current assets within the identified area.</p> <p>Assess post-Covid community engagement responses to identify unmet and changed community need</p> <p>Engagement with communities and the Community Council to encourage participation and ownership</p> <p>6 month evaluation of the project to identify successes/areas for improvement and the opportunity to roll out to other areas.</p>	<p>Initiative is in place in the Lower Port Glasgow neighbourhood / community.</p> <p>The community and wider public are able to identify improvements in their area.</p> <p>There is a better understanding of issues within the community</p> <p>Improved outcomes for young people and communities contributing to a reduction in violence, crime and disorder; reduced</p>	Community Learning and Development, Community Safety and Sports Service Manager.	Contained within existing resources.	OP1, OP2, OP5, OP6, OP7, OP9,

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

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
				12 month evaluation of the initiative to identify self-sustaining initiatives, community impact and community perceptions.	unintentional harm and improved community resilience.			
<b>CCE R2</b>	<b>Introduce the food and nutritional guidelines across all establishments and improve the uptake of free school meals</b>	<p>The new Food and Drink Regulations have now been implemented across all our establishments.</p> <p>The Scottish Government has recently announced free school meals for primary aged pupils by the end of school session 2021/22. Inverclyde Council already has FSM for P1-P4 and P5 will be implemented from Aug 21 with other years following thereafter.</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
<b>CCE R3</b>	<b>Youth Consultation &amp; Representation structures</b>	Whilst structures are in place, there is a need to further develop the Youth Consultation and Representation structures across Inverclyde, ensuring key community groups	<p>Community engagement structures enhance the participation levels of our young people.</p> <p>The voices of our young people have an</p>	Review and refresh the Youth Representation structure in light of Covid-19.	Undertake review. New members recruited with regular engagement with local decision makers and networks e.g. Alliance Board and Locality Groups.	Community Learning and Development, Community Safety and Sports Service Manager	Contained within existing resources	OP2 OP9

**APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)**

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
		of interest are supported.	appropriate platform to be heard.	<p>Review the Youth Participation Strategy.</p> <p>Re-establish LGBT+ provision in Inverclyde following Covid-19</p> <p>Collaborate with young people and stakeholders to plan and deliver Clyde Conversations 2021.</p> <p>Ensure effective arrangements are in place for the Scottish Youth Parliament (SYP) Elections 2021.</p> <p>Establish a Youth Consultation Group linked to the requirements for UNCRC.</p>	<p>A refreshed Youth Participation Strategy is in place to ensure the involvement of young people in service planning and delivery</p> <p>Clyde Pride group meets regularly with new members recruited.</p> <p>Clyde Conversations 2021 is delivered</p> <p>Increase in the number of election candidates and young people involved in SYP elections.</p>			

## APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)

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
<b>ORGANISATIONAL DEVELOPMENT, POLICY AND COMMUNICATIONS</b>								
<b>ODP &amp;C1</b>	<b>Health and Safety Monitoring System</b>	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.	<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 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.</p> <p>March 2022</p>	Auditing and workplace inspection functions are fully implemented.	Head of OD, Policy and Communications	Contained within existing resources	OP9, OP10
<b>ODP &amp;C2</b>	<b>Population and tourism 'place' marketing linked to overarching council branding exercise</b>	A coordinated place marketing campaign, involving partners, linked to the work of Tourism Inverclyde and redeveloping the 'discover Inverclyde' brand to promote Inverclyde has been developed. The website launch was	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	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>Increased attendance at major events (where directly supported) and visitor numbers to attractions</p> <p>Improvements in population measurements.</p>	Comms & Tourism and Health and Safety manager	Funding through existing tourism funding, support sought from external partners and through existing	OP1 OP9



**APPENDIX 2: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT REFRESHED IMPROVEMENT PLAN (YEAR 3)**

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
		postponed due to the Covid-19 crisis but is now live and place marketing awaiting lockdown level changes for major launch.	businesses and more new residents		A new place marketing campaign developed and co-ordinated across a range of on and offline mechanisms		earmarked reserves for repopulation and events.	

## EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT PERFORMANCE INFORMATION

Key performance measures	Performance				Pre-- Covid Target	Post Covid target 2021/22	Lower limit/ alarm	Rank/national average
	2017/18	2018/19	2019/20	2020/21				
The percentage of performance appraisals completed in the year and the individual development plans agreed	94%	97%	92%	Awaiting data	93%	90%	80%	
Equal opportunities: % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers) (CORP 3b)  sources: LGBF Annual Return	53.92%	58.67%	59.9%	62.4%	52.5%	52.5%	47%	2020/21 benchmarking data will not be available until January 2022. In 2019/20, Inverclyde had the 8 <sup>th</sup> highest % of females in top 5% of earners.
Libraries - total number of visits  source: Libraries and Museums Records; Inverclyde Performs	428,785	671,212	682,714	529,804	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	48,146	43,200	10,000	2,000	No comparable benchmarking information
Number of adult learners achieving core skills qualifications (KPI 17)  source: CLD	246	261	314	Awaiting data	186	186	140	
Number of adult learners improving their literacies (KPI 18)  source: CLD	616	750	421	Awaiting data	457	457	380	
% 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>	73.5%	75.7%	Not available	67.9%*	75%	Keep target	70%	This is provisional data awaiting verification and so may be subject to change. There was no collation of data in 2019/20

## EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT PERFORMANCE INFORMATION

Key performance measures	Performance				Pre-- Covid Target	Post Covid target 2021/22	Lower limit/ alarm	Rank/national average
	2017/18	2018/19	2019/20	2020/21				
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in numeracy <i>West Partnership Critical Indicator</i>	80%	82.2%	Not available	74.5%*	82%	Keep target	75%	This is provisional data awaiting verification and so may be subject to change. 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>	90.5%	91.2%	Not available	Not available	91%	Keep target	88%	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>	85.6%	91.9%	Not available	Not available	89%	Keep target	83%	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>	42.8%	38%	Not available	Not available	45%	Keep target	40%	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>	42.2%	50.3	Not available	Not available	45%	Keep target	40%	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%	72.1%	74.7%	Not available	70%	70%	62%	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>	35.6%	36.9%	38.3%	Not available	36%	36%	31%	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>	84.9%	86.2%	87.2%	Not available	86%	86%	81%	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>	73.5%	72.7%	75.5%	Not available	76%	76%	71%	West Partnership 2019/20 70.8% National 2019/20 71%

## EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT PERFORMANCE INFORMATION

Key performance measures	Performance				Pre-- Covid Target	Post Covid target 2021/22	Lower limit/ alarm	Rank/national average
	2017/18	2018/19	2019/20	2020/21				
% Attendance rates: <ul style="list-style-type: none"> <li>• primary schools</li> <li>• secondary schools</li> <li>• additional support needs schools</li> </ul> source: SEEMIS	93.8%	94.2%	92.3%	95.0%	95%	90%	85%	National 2018/19 94.5%
	89.6%	89.8%	89.4%	92.9%	92%	85%	80%	National 2018/19 90.7%
	91.8%	91.5%	89.2%	91.9%	92% (of days schools are open)	80%	75%	National 2018/19 90.1%
Exclusion rate per 1,000 pupils: <ul style="list-style-type: none"> <li>• primary</li> <li>• secondary</li> <li>• additional support needs</li> <li>• looked after children – primary</li> <li>• looked after children – secondary</li> <li>• looked after children – ASN</li> </ul> source: Insight	5.0	3.2	0.4	1.1	No targets set			
	45.6	40.0	34.6	27.5				
	12.1	93.0	37.2	15.5				
	11.4	27	0	0				
	207.5	277.2	270.8	89.9				
	55.6	166.7	266.7	0				