Inverclyde council

AGENDA ITEM NO: 7

Report To:	**Education and Communities Committee**	**Date:**	**14 June 2022**
Report By:	**Corporate Director, Education, Communities and Organisational Development**	**Report No:**	**EDUCOM/28/22/RB**
Contact Officer:	**Ruth Binks**	**Contact No:**	**01475 712402**
Subject:	**Education, Communities and Organisational Development Corporate Directorate Improvement Plan - End of year 3 progress report and Annual Refresh 2022/23**		

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 2022/23, containing new or revised improvement actions which require the approval of this Committee.

2.0 SUMMARY

2.1 The core element of the CDIP is an Improvement Plan which is subject to annual review to ensure that it remains relevant and reflects any new challenges or legislation that will impact on the Directorate in the coming year. At its meeting on 14 September 2021, the Policy and Resources Committee approved an extension to the CDIP planning term for a fourth year, meaning that the Plans will now continue until April 2023.

2.2 Scrutiny of the delivery of the CDIP Improvement Plan is provided by both this Committee and the Policy and Resources Committee, which receives a separate Corporate Services Performance Report focusing on the actions delivered by the Organisational Development, Policy and Communications Services.   The performance report for the ECOD CDIP at the end of year 3 (2021/22) is attached as Appendix 1 and an overall summary of the status of the actions is provided below::

	Blue – complete	**Green – on track**	**Amber – slight slippage**	**Red – significant slippage**
April 2022	8	14	1	-

In addition, it has been agreed by all partners that one action, the Improving Inverclyde Initiative will not be progressed.

2.3 The refreshed ECOD Improvement Plan for 2022/23 is attached as Appendix 2. Details of performance in relation to the Directorate's key performance indicators in 2021/22 is also provided.

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 3, as set out in Appendix 1;

b. Approve the refreshed ECOD Corporate Directorate Improvement Plan 2022/23, 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).

5.0 IMPROVEMENT PLAN – FINAL PROGRESS REPORT ON YEAR 3

5.1 Scrutiny of the delivery of the CDIP Improvement Plan is provided by both this Committee and the Policy and Resources Committee, which receives a separate Corporate Services Performance Report focusing on the actions delivered by the Organisational Development, Policy and Communications Services. 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 This is the final report that will focus on the delivery of the improvement actions in the third year of the Plan. The status of the improvement actions as at April 2022 is summarised below:

	Blue – complete	Green – on track	Amber – slight slippage	Red – significant slippage
April 2022	8	14	1	-

5.3 Following a full review by all partner agencies, it has been agreed that the Improving Inverclyde Initiative, which was an initiative focusing on the introduction of a neighbourhood and community based safety and resilience initiative in lower Port Glasgow, will not be progressed at this time.

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

5.5 **Improvement actions with a blue status – complete**

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

Volunteering Strategy
The Volunteering Strategy has been approved and is now published on the Council's website.

Education Equality Outcomes
The Education Outcomes Improvement Plan 2021/25 is published on the Council's website and progress reports on the delivery of the Plan are submitted to the Council's Corporate Equalities Group.

Expansion of Early Learning and Childcare
The implementation of the expansion programme is now complete.

5.6 **Improvement actions with a green status – on track**

14 actions were on track at the end of the year, including:

Children's Services Plan Update

The Children's Services Plan Annual Report 2020/21 was published in December 2021 and is available on the Council's website. The annual report details the progress that has been made in the delivery of the Plan. The delivery plan has been refreshed and is now in its final year.

The UNCRC Incorporation (Scotland) Act
The action plan is being progressed with Rights Champions from all the relevant services. The need to comply by October 2021 was stepped back due to the UK Government's challenge to the Scottish Government being upheld by the Supreme Court, however the approaches agreed by the working group and CMT continue to be rolled out.

Implementation of CLD three year plan
A new CLD 3 year Plan has been developed and was published online at the end of September 2021. The Plan is now being implemented, key actions include a Health and Wellbeing mapping exercise and implementation of the volunteering strategy.

5.7 **Improvement actions with an amber status – slight slippage**

1 action has a slight slippage status as noted below:

Sport and Physical Activity Strategy
A strategy working group has been established and is meeting, An action plan and community engagement plan is in development. A reporting mechanism has been approved by Committee. The operational group has still to be established and will form part of the community engagement plan.

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 Improvement Plan also contains key performance indicators, comprising statutory performance indicators and local performance indicators and data for 2021/22 is provided where it is available.

6.3 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

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

Financial Implications - Annually Recurring Costs/(Savings)

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

Human Resources

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

Legal

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

Equalities

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

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

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

(b) Fairer Scotland Duty
If this report affects or proposes any major strategic decision:-

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

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

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

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

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

8.0 CONSULTATION

8.1 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 2021/22- FINAL PROGRESS REPORT

The information provided in this section shows the progress made in the delivery of the ECOD CDIP improvement actions in year 3.
Corporate Improvement Actions status as at April 2022
These improvement actions have implications for the whole Council or more than one Directorate

	Corporate Improvement Actions 2021/22				
	Where do we want to be?	**How will we get there?**	**Status April 2022**	**Commentary April 2022**	**Corporate Plan priority**
1.	Children's Services Plan (CSP) Governance framework provides overview of progress and service level accountability. Strategic leads take forward projects and report on progress to the Children's services Partnership The delivery plan and key performance measures are agreed and actioned.	Delivery of identified CSP outcomes by Children's Services 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.	● Green – on track	The Children's Services Plan Annual Report 2020/21 was published in December 2021 and is available on the Council's website. The annual report details the progress that has been made in the delivery of the Plan. The delivery plan has been refreshed and is now in its final year.	OP1 , OP4 OP5. OP6
2.	The UNCRC Incorporation (Scotland) Bill All Directorates have an awareness of the United Nations Convention on the Rights of the Child (UNCRC) legislation A council wide strategy is in place to ensure compliance with the change in legislation relating to UNCRC incorporation. Revised governance systems are in place to ensure that all services consider UNCRC as part of their planning and implementation processes.	Establishment of council wide working group to create an action plan. Awareness raising / training rolled out over 2021 and establish Rights Champions. Establish Rights Impact Assessment as part of overall governance process and align with equality impact assessment etc.	● Green – on track	The action plan is being progressed with Rights Champions from all relevant services. The UK Government successfully challenged the Scottish Government's adoption of UNCRC Bill into Scots Law, nonetheless, the roll out of approaches continues as agreed by the CMT and working group.	OP9 OP10
3.	The Community Empowerment (Scotland) Act 2015		● Green – on track	The 6 Communications and Engagement Groups are established to various	OP1 OP2 OP3

	Corporate Improvement Actions 2021/22				
	Where do we want to be?	**How will we get there?**	**Status April 2022**		**Commentary April 2022**	**Corporate Plan priority**
	The Council and its partners can demonstrate that it is effectively delivering the statutory requirements of the Community Empowerment (S) Act 2015 Roll out the Locality Planning Groups to all localities 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. Communities can influence how budgets can be used to address local priorities.	Continue to develop appropriate, local responses to Scottish Government guidance. Utilise the learning from the pilot to plan the further roll out. Review the Locality Action Plans. 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. Implementation of the revised approach as agreed by the Policy and Resources Committee			degrees in terms of number of attendance at the monthly meetings, review of the locality action plans and taking forward priorities within the area. - South/South West has identified food and fuel poverty as a priority. - Port Glasgow are consulting on issues around transport. - Greenock West and Gourock successfully held two farmers markets following requests from group members - Inverkip and Wemyss Bay have met with partners regarding issues around litter, youth disorder and youth safety. - Kilmacolm and Quarriers are agreeing attendance and local priorities - Greenock East and Central require further support to develop their Communication and Engagement Group. The Groups have also been involved in various engagement and listening events e.g. Inverclyde Council budget savings the HSCP strategic needs assessment consultation, the Community Meliora Fund. This was £120,000 allocated across the 6 localities for celebrate community in line with the Queen's Platinum Jubilee. There will be events taking place in all 6 localities by local organisations, the community were encouraged to participate in the voting of these events, via the Groups.	OP4 OP5 OP6 OP7 OP8
4.	Volunteering Strategy		●			OP1 OP2

APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2021/22- FINAL PROGRESS REPORT

	Corporate Improvement Actions 2021/22				
	Where do we want to be?	**How will we get there?**	**Status April 2022**		**Commentary April 2022**	**Corporate Plan priority**
	A strategy and volunteer charter is produced Volunteer strategy forms part of the workforce development priority in the CLD 3-Year Plan 2021-24 Action plans are developed to outline key delivery priorities	A volunteer consultation survey carried out to inform the strategy Strategy development events/meeting carried out from April 2021. 3 Working Groups set up: - Volunteer Survey - Volunteer Strategy - Volunteer Charter Impact assessment carried out by Sept 2021 Volunteer Pathways developed by March 2022. Development and delivery of a range of leadership and volunteering opportunities.		Blue – compete	The Volunteering Strategy has been approved and published.	
5.	<u>Child Poverty</u> To reduce child poverty locally and work towards the achievement of national targets.	Implementation of the anti-poverty initiatives. Local and national data will be analysed to evidence local impact on child poverty and on the national targets. Monitor and review the projects in the Inverclyde Child Poverty Action Report	●	Green – on track	Anti-poverty initiatives have been implemented and report bi-monthly to Policy and Resources Committee. In addition funding from Scottish Government for Anti-Poverty including additional Child Bridging funding, and Winter Support funding is also reported back to show impact towards national targets. The Child Poverty Local Action Report for year 4 is almost complete and includes an updated analysis of local and national data, to evidence local impact.	OP1 OP4 OP5 OP6

	Corporate Improvement Actions 2021/22				
	Where do we want to be?	**How will we get there?**	**Status April 2022**	**Commentary April 2022**	**Corporate Plan priority**
				The year 4 strategy will be reported to Alliance Board in June 2022 for approval and includes a focus on targeted support, intensive interventions and a whole system approach to meet the needs of the family living in poverty or low income.	
6.	<u>Measuring outcomes</u> Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes. Performance reporting is linked to measuring impact on outcomes at all levels. Enhanced performance management across the Council linked to the delivery of outcomes. The Council's Strategic Planning and Performance Management Framework is streamlined, simplified and more outcome focused.	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.	● Green – on track	The Council and HSCP have purchased a new performance management system (Pentana) to support more robust performance management and reporting across the organisation. A review of the Local Outcome Improvement Plans (LOIP) across Scotland has been carried out and will inform the development of the new Inverclyde LOIP and associated outcomes going forward.	
7.	<u>Workforce Planning</u> Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and associated plans to address the key workforce challenges arising from Covid-19 recovery and into the longer term.	Build on the existing performance reporting arrangements. Identify desired outcomes with key milestones / timescales for all strategic plans.	● Green – on track	The first phase is concluded with the reaming work on track. Service plans have been issued to the workforce planning group along with guidance, with updates to be returned by the end of April 2022. An analysis of returns will be carried out to determine if any themed identified actions require to	OP3 OP9 OP10

	Corporate Improvement Actions 2021/22				
	Where do we want to be?	**How will we get there?**	**Status April 2022**		**Commentary April 2022**	**Corporate Plan priority**
	Continue to ensure Service Workforce Plans are actioned and reviewed. Progress the implementation of the Workforce Refresh Scheme.	Review concluded March 2022. Proposals agreed August 2022			be linked to wider corporate workforce planning. Job vacancies, which have arisen as part of the Council's workforce refresh programme, have been advertised locally and shared with local employability partners, to allow for a wide reach of council vacancies to the Inverclyde population. Additionally, entry level clerical posts have been restricted to Modern Apprentices (MAs) and recently MA's have secured posts through this process.	
8.	People and OD Strategy The People & Organisational Development (OD) Strategy Action Plan should meet workforce needs in light of the Covid-19 pandemic and associated recovery plans with a focus on supporting employee mental health and wellbeing.	OD Team to review Action Plan and link with OD, Policy & Communications representatives on Recovery Groups and with Workforce Development Group to determine any new or amended key priorities in terms of the strategy and employee wellbeing. Dec 2021	●	Blue - complete	An Employee Wellbeing Strategy and action plan was agreed as part of the Council's People and OD Strategy.	
9.	Fairer Scotland Duty 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.	●	Blue - complete	Equality Impact Assessments have been prepared for the savings proposals being considered as part of the budget setting process 2022. The documents include a section on the Fairer Scotland Duty which provides information on how the budget saving proposals would impact on reducing inequalities of outcome. The final Guidance on the Duty was published by the Scottish Government on 4 October 2021. There are no material differences between the interim and final versions of	OP2 OP4 OP9

APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2021/22- FINAL PROGRESS REPORT

	Corporate Improvement Actions 2021/22				
	Where do we want to be?	**How will we get there?**	**Status April 2022**		**Commentary April 2022**	**Corporate Plan priority**
					the Guidance. Arrangements will be made regarding awareness-raising sessions on the finalised Guidance, facilitated by the Improvement Service.	
10.	Corporate Equality Outcomes Progress is made with the delivery of the Corporate Equality Outcomes Improvement Plan 2021/25	Devising of an Improvement Plan 2021/25 for submission to the Policy and Resources Committee on 16 November 2021	●	Blue - complete	The Corporate Equality Outcomes Improvement Plan 2021/25 has been approved. The Plan 2021/25 includes details of improvement actions which will support delivery of the five Corporate Equality Outcomes during the four year period 2021/25.	OP2 OP5 OP9

APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2021/22– FINAL PROGRESS REPORT

Cross-Directorate Improvement Actions status as at April 2022
These improvement actions are implemented by more than one Council Service

	Cross-Directorate Improvement Actions 2021/22				
	Where do we want to be?	**How will we get there?**	**Status April 2022**	**Commentary April 2022**	**Corporate Plan priority**
1.	Community Learning and Development 3 year Plan Plan completed by Sept 2021 and actions implemented. Key elements of the plan to include - Involvement - Shared delivery priorities - Unmet need - Planning - Governance - Workforce development	Delivery of the key activities as set out in the 3 year plan. New governance structures and arrangements in place Reporting of progress to the Strategic Implementation Group.	🟢 Green – on track	A new 3 year Plan has been developed and was published online at the end of September 2021. Key actions from plan have started to be implemented including a Health and Wellbeing mapping exercise and implementation of the volunteering strategy. The co-ordination group has been established and a self-evaluation using the How Good is Our Community Learning and Development Framework to identify areas for improvement has been undertaken. This has resulted in a planned Developing the Workforce Day scheduled for all members of the Inverclyde Community Learning and Development Partnership in 15 June. This looks at the How Good Is our Community Learning and Development and the actions from the local 3 year plan.	OP3 OP4 OP6 OP9 OP10
2.	Develop and implement Sport and Physical Activity Strategy Draft Strategy developed and launched by Nov 2021	Strategy working group is established and meeting regularly The action plan is refreshed in light of Covid-19 with an initial focus on recovery Community engagement with regards to Action Plan will follow	🟡 Amber – slight slippage	The strategy working group has been established and is meeting. Action plan is in development. The community engagement plan in development A reporting mechanism has been approved by Committee	OP6

APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2021/22– FINAL PROGRESS REPORT

	Where do we want to be?	How will we get there?	Status April 2022		Commentary April 2022	Corporate Plan priority
			Cross-Directorate Improvement Actions 2021/22			
		Strategy launch for completion by March 22 Establish a reporting mechanism through Inverclyde Alliance Board. Operational group to be established in line with Action Plan Development and other key developments such as Community Sport Hubs.			The operational group has still to be established and will form part of the community engagement plan.	

APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2021/22– FINAL PROGRESS REPORT

Service Improvement Actions status as at April 2022
These improvement actions are implemented by individual Council Services

	Education				
	Where do we want to be?	**How will we get there?**	**Status April 2022**	**Commentary April 2022**	**Corporate Plan priority**
1.	<u>Scottish Attainment Challenge</u> An increase use of data to set targets and inform next steps and improvement 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 Increased usage of data to set targets and inform next steps and improvements Parents are enabled to better support their children in Literacy, Numeracy and Health and Wellbeing Clearly articulated approaches to multi-agency professional learning to sustain collaborative and collegiate interventions. A consistent shared understanding of high –quality learning, teaching and assessment. Continue to reduce exclusions.	Continue to support and challenge staff in interpreting and using data to close the poverty related attainment gap. Continue to review and embed the range of interventions focused on closing the poverty-related attainment gap. Co-ordinated quality programmes are in place with partners which impact on attainment Continue to support and establish on family learning programmes and to support parents. Continue collaborative professional learning as demonstrated through highly effective implementation groups and professional learning communities. Disseminate effective practice. Continue to support and develop the leadership programmes that are provided across the authority, through the Regional improvement collaborative and nationally. Evidence informed interventions which positively impact on the lives of children and young people.	● Green – on track	The 2021/22 plan has been well implemented despite challenges linked to staffing absences and the need to support cover in schools due to Covid. Despite this a new 2022/23 Scottish Attainment Challenge refresh plan has now been agreed and is already being implemented. The use of data to inform improvement continues to be a key strength with the Inverclyde Data Dashboard being identified as national best practice. The role of Recovery Associates in Primary has proved effective alongside the training offer from Coaching and Modelling Officers (CMOs). It is predicated that we will see 21/22 Achievement of Curriculum Levels (ACEL) outcomes improve from 20/21 to be closer to 2018/19 levels.	OP1 OP4 OP5 OP9 OP10

	Where do we want to be?	How will we get there?	Status April 2022		Commentary April 2022	Corporate Plan priority
		Ongoing implementation and evaluation of policies e.g. the Attendance Policy and 'Positive Relationships Positive Behaviour				
	Approaches and initiatives which have impacted on attainment are embedded.	Build practitioner capacity across all sectors via high quality professional learning.				
		Increase the digital literacy of all teachers and practitioners				
2.	Recovery Curriculum	Updated Attainment Challenge plan for 2021/22 including the introduction of recovery associate roles in primary.	🟢	Green – on track	Work to review the work of the 2021/22 Scottish Attainment Challenge (SAC) programme is well underway and a new plan to support the strategic plan for the implementation of the SAC refresh in Inverclyde as well as a year 1 plan was agreed by the Education and Communities Committee in March 22.	OP1 OP5 OP9 OP10
	Schools use ongoing assessment and tracking to pin-point highly effective targeted intervention alongside QFLT.					
	The school workforce is highly trained and can support pupils as part of QFLT and through effective interventions.	Development of plans for SAC 2 for 22/23. Revising the Quality Assurance / school improvement Framework across the authority.				
	Schools continue to develop tracking and monitoring of other aspects of BGE curriculum and develop report templates.					
	Tracking and monitoring will increasingly be used to provide effective interventions in learning.	Continue to develop the quality assurance framework and SEEMIS reporting and tracking system			Good progress has been made to recover attainment of all pupils as well as reducing the poverty related attainment gap to pre-pandemic figures. Final outcomes will be confirmed in June 22.	
	Schools are accessing information independently and are confident in the use of all measures to remove barriers to learning	Establish toolkits for schools for recovery curriculum and pedagogy				
		Ongoing work with SEEMIS				

	Education				
	Where do we want to be?	**How will we get there?**	**Status April 2022**	**Commentary April 2022**	**Corporate Plan priority**
	The Quality Improvement Framework (i) is in place and understood by all and (ii) has been adapted for recovery planning Following review and evaluation, the data set is consistently used across all establishments. The Regional Improvement Collaborative Plan is revised and updated Progression frameworks for other areas of the curriculum are beginning to be developed.	Continue to have representation on the RIC working groups and programme board The coaching and modelling officers will continue to work with schools to identify appropriate progression.			
3.	National Additional Support for Learning (ASL) Review There is parity of esteem for all pupils in marking achievements. The understanding of inclusion and the skills to work in this area will continue to evolve.	Work with Heads of Establishment and Corporate Comms to develop approaches to celebrate success for all. Ongoing work with staff to ensure that there is strength based language throughout GIRFEC Wellbeing Assessments Support for senior leaders. Refresh the Positive Relationships policy in line with the ASL Review. 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.	● Green – on track	Over the year 2021/22 work has been undertaken to create an Additional Support for Learning policy for the authority that captures much of the work over the past 3 years to improve inclusion and Additional Support Needs provision. This will be taken to Education and Communities Committee in June 22. Reviews of Inverclyde Communication Outreach Service and the Corporate Parenting team were undertaken and the recommendations will be taken forward in 2022/23. The new model of staffing linked to PSAs has also worked will with good feedback on training delivered and how the new job descriptions are allowing schools to better meet pupils needs.	OP5 OP6 OP9

APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2021/22– FINAL PROGRESS REPORT

	Education				
	Where do we want to be?	**How will we get there?**	**Status April 2022**	**Commentary April 2022**	**Corporate Plan priority**
4.	<u>1140 hours expansion in early learning and childcare</u> 1140 hours offered to all eligible children across Inverclyde. Continue to address the restrictions in choice of establishment / patterns of placement. Delivering provision in line with Scottish Govt. guidance and legislation.	The strategic work group will continue to monitor the implementation of the expansion plan. Monitoring of admissions data and uptake of places. Continue engagement with Scottish Govt. via regular meetings and sharing of information.	● Blue – complete	The implementation of the expansion programme is now complete. The final infrastructure project, Larkfield Early Learning Centre, opened in November 2021. Admission data for this year has been reviewed. Most children received their preferred placement. There continues to be pressure for term-time 9:00 – 15:00 places. A formal consultation process on Early Learning and Childcare closed on 6 December 2021 and the findings of this will inform the next 3 year plan.	OP4, OP5, OP6, OP9, OP10
5.	<u>Digital Strategy</u> Updated and improved key infrastructure across all establishments including improved connectivity, enhanced Wi-Fi and updated hardware. Evidence of improved pedagogy utilizing digital approaches including readiness to respond for remote / online learning. Improved access to digital devices for pupils in line with the Scottish Government programme.	Implementation of the Education Digital Strategy as part of the overall Council Digital Strategy over the next three years.	● Green – on track	The agreed Digital Strategy continues to be implemented with the Whiteboard refresh now complete. Ongoing work to replenish other parts of the hardware in schools is ongoing on a phased basis as well as reviewing connectivity / Wi-Fi and Bring Your Own Device. Ongoing work to support schools to further develop pedagogy using digital approaches also continues.	OP2, OP3, OP4, OP5
6.	<u>Education Equality Outcomes</u> 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	● Blue - complete	The Education Outcomes Improvement Plan 2021/25 was approved by the Corporate Management Team and the related Equality Impact Assessment published on the Council's website. Progress reports on the delivery of the Plan 2021/25 will be	OP5

APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2021/22– FINAL PROGRESS REPORT

	Education				
	Where do we want to be?	**How will we get there?**	**Status April 2022**	**Commentary April 2022**	**Corporate Plan priority**
				submitted to the Council's Corporate Equalities Group.	

	Culture, Communities and Educational Resources				
	Where do we want to be?	**How will we get there?**	**Status April 2022**	**Commentary April 2022**	**Corporate Plan priority**
1.	Introduce the food and nutritional guidelines across all establishments and improve the uptake of free school meals 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.	🟢 Green – on track	Local and national consultations have been carried out as well as discussions with young people at Clyde Conversations Conference to ascertain aspects that the young people would like to see improved and would increase uptake. Good practice visits have been conducted in school kitchens.	OP4 OP6 OP9

	Culture, Communities and Educational Resources					
	Where do we want to be?	**How will we get there?**	**Status April 2022**		**Commentary April 2022**	**Corporate Plan priority**
2.	Cultural Services - Library Services Joined up library services for children and young people, making best use of all available resources across public, school and "pop-up" libraries. The Attainment Challenge work acts as a bridge between school and public libraries with sustainability built into resultants linkages, programming etc.	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. Review of existing library provision within primary schools. 2021/22	●	Blue – complete	Examples of just some of the work delivered during the year includes: • Reading Schools programme now embedded into Libraries Inspire Schools Programme 79% of all Inverclyde schools have now engaged with the Reading Schools initiative • Review of services for Young Adults with action plan in place and new programming started – 2 new weekly groups • New Comics Plus service available for children and young adults • Attainment Challenge and Public Libraries successful bid of £1000 from Scottish Library and Information Council Children's Fund for summer programme • Attainment Challenge and Public Libraries delivering elements of programme for St Columba's S1's in tandem with public library providing pop-up library for class • 30 Class Visits to the library (Jan-Mar 2022) with 578 children attending • Parent workshops have been developed in partnership with CLD to compliment P3 Reading for Pleasure Project to encourage families to return to the library and are available both as virtual and in person delivery.	OP1, OP2, OP8, OP9. OP10
3.	Community Safety & Resilience – Improving Inverclyde Initiative		N/A			OP1, OP2,

	Culture, Communities and Educational Resources				
	Where do we want to be?	**How will we get there?**	**Status April 2022**		**Commentary April 2022**	**Corporate Plan priority**
	The introduction of a neighbourhood / community based community safety and resilience initiative in Lower Port Glasgow in a post-Covid restriction period.	Engagement with agencies and services to identify post-Covid resources and current assets within the identified area. Assess post-Covid community engagement responses to identify unmet and changed community need Engagement with communities and the Community Council to encourage participation and ownership 6 month evaluation of the project to identify successes/areas for improvement and the opportunity to roll out to other areas. 12 month evaluation of the initiative to identify self-sustaining initiatives, community impact and community perceptions.			A full review of the project has taking place and agree by all partner agencies, that the project would not go forward at this time.	OP5, OP6, OP7, OP9
4.	<u>Youth Consultation & Representation</u> Community engagement structures enhance the participation levels of our young people. The voices of our young people have an appropriate platform to be heard.	Review and refresh the Youth Representation structure in light of Covid-19. Review the Youth Participation Strategy. Re-establish LGBT+ provision in Inverclyde following Covid-19 Collaborate with young people and stakeholders to plan and deliver Clyde Conversations 2021.	🟢	Green – on track	In process of recruiting new members to Inverclyde Youth Council (IYC). Training programme in development for new members. The review of the Youth Participation Strategy has not started but this will be carried out in collaboration with members of IYC. Clyde Pride group meeting weekly with membership of 20+	OP2 OP9

APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2021/22– FINAL PROGRESS REPORT

	Culture, Communities and Educational Resources				
	Where do we want to be?	**How will we get there?**	**Status April 2022**		**Commentary April 2022**	**Corporate Plan priority**
		Ensure effective arrangements are in place for the Scottish Youth Parliament (SYP) Elections 2021. Establish a Youth Consultation Group linked to the requirements for UNCRC.			Clyde Conversations 5 was delivered in Feb 2022. Reporting and feedback process underway. A report to the Alliance is planned for later in the year Sept / October 2022 Elections held in Nov 2021 with 2 new Members of the Scottish Youth Parliament elected.	

APPENDIX 1: EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT CDIP 2021/22– FINAL PROGRESS REPORT

	Organisational Development, Policy and Communications				
	Where do we want to be?	**How will we get there?**	**Status April 2022**		**Commentary April 2022**	**Corporate Plan priority**
1.	<u>Health and Safety Monitoring System</u> To record and monitor key action points and control measures which require to be implemented at Service level and that implementation has taken place.	Develop and test the relevant modules in the Figtree system. Bring online the audit and assessment modules and pilot them in selected areas (Fire Risk Assessment, Education and Environmental and Commercial Services. Develop the reporting function to bring additional statistical information to the Corporate Health and Safety Committee as required. March 2022	●	Blue - complete	All modules have been tested. Initial work on piloting the modules for recording SFR audit reports was carried out. The system can be utilised for monitoring high priority actions, however it is less suitable for low priority items. Statistical data can be drawn for all main areas and further reporting can be developed as required.	OP9 OP10
2.	<u>Population and tourism 'place' marketing</u> There is a coordinated place marketing campaign, involving a range of partners, linked to the work of Tourism Inverclyde and the 'discover Inverclyde' brand to promote Inverclyde as a place to encourage more visitors, more businesses and more new residents	Launch of the new web resource 'discover Inverclyde' website, supported by a place marketing campaign throughout 2021/22 focused on promoting Inverclyde as a place to visit, live and work.	●	Green – on track	Funding agreement to support tourism, events (Meliora) and Glasgow city region tourism marketing as part of council recovery plans. Developing the Inverclyde brand is one of the Population Partnership's revised strategic objectives, approved by the Inverclyde Alliance. Meloria Festival event planned for May /June 2022 bringing together a range of activities.	OP1 OP10

APPENDIX 2
EDUCATION, COMMUNITIES AND ORGANISATIONAL DEVELOPMENT
CDIP IMPROVEMENT PLAN 2022/23

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

The Education, Communities and Organisational Development CDIP 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 Directorate.

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

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

Organisational Development, Policy and Communications	Corporate Plan Priority
People and Organisational Development Strategy	OP9, OP10
Gaelic Language Plan	OP1, OP9
Improvement Planning	OP9, OP10
Corporate Equalities Outcomes Improvement Plan 2021/25	OP5, OP9
Workforce planning	OP1, OP3, OP9, OP10
New Ways of Working project	OP9, OP10
Review of Strategic Planning and Performance Management Framework	OP9, OP10
Health and Safety	OP9, OP10
All Services	
Tourism and Events	OP1, OP9
Communications Strategy	OP1, OP9
Historic Links to Slavery	OP1,, OP8

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

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

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

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

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

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CA5	**People and OD Strategy**	The Organisational Development Strategy 2020-2023 was formally approved by the Policy and Resources Committee on 4th February 2020. Progress in delivery of key actions is published on the Council's website.	Progress the themes and initiatives during 2022/23 and support the range of planned transformation and change management projects and to ensure the required skills are in place to deliver these and any required savings.	By making appropriate progress with the delivery of the actions which underpin the strategy. A further report providing a detailed update and action plan on the themes and initiatives in the year ahead will be brought to a meeting of the Corporate Management Team in the summer 2022	By monitoring and reporting progress on the delivery of the Action Plan 2022/23	OD &HR Service Manager	Costs contained within Directorate Budgets.
CA6	**Workforce planning / refresh**	The pandemic has had a significant impact on the Council's working practices. It was necessary to pause to fully understand the new circumstances. The Service Workforce Plan template was developed in conjunction with the Corporate Workforce Planning and Development Group and designed to complement the People and Organisational Development Strategy.	Services require to review and update their Service Workforce Plans for 2022/23 by end April 2022	By making appropriate progress with the delivery of the Service Workforce Plans. Review end September 2022	By monitoring and reporting progress on the delivery of the Services Updated Plans after 6 months to CMT Feedback from members of the Workforce Planning Development Group	OD &HR Service Manager & Workforce Planning Development Group	Any costs would be identified in Service Plans
CA7	**Corporate Equalities Outcomes Improvement Plan 2021/25**	The Corporate Equality Outcomes Improvement Plan 2021/25 was approved at the meeting of Policy and Resources Committee on 22 March 2022.	During 2022/23, progress has been made with the delivery of the improvement actions outlined in the Plan 2021/25	By making appropriate progress with the delivery of the improvement actions which underpin each of the Corporate Equality Outcomes 2021/25	By monitoring and reporting progress on the delivery of the Plan 2021/25 on a 6-monthly basis to the Corporate Equalities Group and	Various Service Managers from across the Council	Funded from existing budgets, together with

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

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		The EIA on the Plan 2021/25 has been published on the Council's website.			annually to the Policy and Resources Committee		other funding sources including NHSGGC, the IS and the Scottish Government
CA8	**New Ways of Working project** a) Hybrid working b) Campus estate	A small multi-disciplinary team was created in January 2022 for an initial period of 18 months. The team is progressing with a review of the Greenock Campus offices, considering potential efficiencies in the use of office space linked to the implementation of hybrid working and greater use of ICT. This represents the first phase which if successful may lead to further phases.	The Council is viewed as an employer that continually transforms how we work, taking account of digitalisation, hybrid working and changes to property requirements, ensuring our workforce is equipped to respond to the increasing pressures and challenges that lie ahead. Achievement of the high level saving target set by the CMT of £60,000/ year by 2023/24.	Implementation of the Council's Hybrid Working Strategy, reviewing at key stages of the 12 month pilot period (3mth and 6mth review) – by May 2023 Approved business case for Phase 1 – by May 2022 Review of the Greenock Campus, identifying and having agreed, potential office space efficiencies – July 2022. Supporting the roll out of MS Teams and any other technology advances – ongoing.	Approval of the project business case. Feedback from established governance structure, i.e. project board, CMT, relevant Committee Feedback from pilot reviews, e.g. hybrid working.	Service Manager – People & Change Management	Up to £300,000 has been allocated from an existing earmarked reserve
CA9	**Improvement planning**	The Council and HSCP have purchased a new performance management system (Pentana) to support	Real time performance information drives performance management with reporting of performance	Full implementation of new system (May 2022)	Pentana is fully implemented and used to report performance on a range of plans and	Service Manager- Corporate Policy,	Within existing resources

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

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		more robust performance management and reporting across both organisations. The Directorate uses a range of self-evaluation models as well as benchmarking and customer satisfaction data to inform planning however the improvement activity is not co-ordinated centrally within the Directorate.	against targets, key objectives and outcomes. There is a Directorate wide overview of planned self-evaluation and improvement activity in the short – medium term.	Uploading of initial plans and key performance data (June 2022) First phase of system training for relevant members of staff (August 2022) Establish a 3 year self - evaluation framework for the Directorate (August 2021) Progress in the delivery of self-evaluation improvement actions is monitored via Pentana.	Pls.The system is actively used by officers and managers to manage performance. First phase of training complete. Staff feel confident in using the system. Framework established and any gaps in our self-evaluation processes are identified. Improvement actions for the Directorate are joined up where appropriate.	performance and Partnership	
CA 10	**Review of Strategic Planning and Performance Management Framework**	The current Strategic Planning and Performance Management Framework which incorporates: Corporate Plan (2019-22); the LOIP (2017-22) and CDIPs (2019-22) have all been extended for one further year.	A new streamlined SPPMF and have agreed priorities for the LOIP/Council and service Plans, and new plan templates in place.	Agreement from CMT and approved by P&R Committee as to adopting LOIP priorities for Inverclyde Council. (One Plan) September 2022 A template for service planning is agreed by P&R Committee September 2022 Work with the Alliance Board to agree timeframes and strategic priorities for the next LOIP, including undertaking community	There will be an agreed SPPMF and associated strategic and service plans approved for the appropriate time frame, by Alliance Board in March 2023 and Policy and Resources Committee in March 2023.	Service Manager-Corporate Policy, performance and Partnership	Staff and partner time within existing resources

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?
				engagement and consultation. October 2022			
CA 11	**Health and Safety**	A range of existing policies and procedures are in place to support health and safety activity and response across the Council.\n\nPolicies and procedures require review in light of new ways of working and lessons learned from the pandemic.	Comprehensive review Health and Safety plan and policies in light of COVID-19\n\nA new Health and Safety strategy and plan created which identifies areas of priority focus across the Council.	Scoping exercise with services to determine service priorities and risk areas in relation to health and safety. April/May 2022.\n\nDevelop a 3 year Health and Safety Plan to be agreed by CMT July 2022	Plan agreed at CMT and Policy and Resources committee.\n\nService targets in the health and safety plan to be monitored by the Corporate H&S Committee	Service Manager - Corporate Communications	No costs identified
CA 12	**Participatory Budgeting (PB)**	A PB model for Inverclyde has been developed and approved by Policy and Resources Committee in February 2020. The new model has been used to inform projects funded through the Council's Anti-Poverty Fund in 2020/21 and a pilot PB exercise on aspects of the roads asset management plan (RAMP).	Continue to implement Participatory Budgeting so that 1% target is met\n\nPB is fully embedded and valued as a way of planning service delivery that is based on community involvement.	Work with services to plan for appropriate PB exercises to be carried out in 2022/23. Participatory Budgeting will be supported in the longer term through the use of CONSUL, a free online platform used to carry out PB used by other local authorities across Scotland. Continued awareness-raising and development sessions with Elected Members, Council services, 3rd sector organisations and communities.	Framework for the implementation of PB in place.\n\nMore Council services will use PB as a tool for involving local communities in decision-making.	Head of Culture, Communities and Educational Resources	Met from existing budgets

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

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CA 13	Review of Assets - Inverclyde Leisure and Self-Managed Community Hubs	The assets managed by Inverclyde Leisure currently consist of the Leisure estate; community facilities and town halls; Parks pitches and the athletics stadium. The estate is maintained on an ongoing basis and usage monitored. Due to the significant financial challenges ahead; the cost of ongoing maintenance; replacement of facilities and also the requirement to meet net zero criteria a review of the estate is needed	A full review of the leisure estate and self- managed hubs has been undertaken taking into account usage, social value, financial operating of facilities and cost of ongoing maintenance and replacement. This review informs recommendations to elected members as part of future budget considerations.	A working group will be set up to consider the usage, social impacts and all associated costs linked to the leisure estate managed by IL. February / April 2022 A report will be collated with officer recommendations and this will feed into the budget process for 2023/24 onwards by end September 2022.	Report has been collated and submitted via appropriate governance channels. Officer recommendations are in place for consideration as part of the budget process.	Head of Culture, Communities and Educational Resources Services Manager - Community Leaning and Development Community Safety and Sport	Undertake review of assets managed by Inverclyde Leisure and Self-managed Community Hubs
CA 14	Anti-Poverty Initiatives	Structures are in place to implement and monitor the anti-poverty initiatives. All projects are being implemented and 6 monthly monitoring reports are presented to the Policy and Resources Committee.	All projects are achieving the milestones as set out in the project plans. Outcomes from the projects are visible and reported to elected members.	All projects / initiatives will be concluded by November 2023, with some concluding earlier.	Regular meetings of the implementation group and the strategic overview group take place, with appropriate monitoring reports submitted to the CMT and Policy and Resources Committee	Head of Culture, Communities and Educational Resources	£1.08m for the life of the fund.
CA 15	Community Safety Strategic Assessment and Action Plan	A Strategic Assessment has highlighted the key issues for the Inverclyde Council Community Safety Partnership to address in order to reduce crime and anti-social behaviour (ASB) in the area.	Develop and implement a 3 year action plan, so that the responses to the recommendations in the Strategic Assessment are monitored and measured closely.	Evaluation of the outcomes achieved, including the views of residents, obtained through regular engagement during the three-year period. Annual reports on progress to the Inverclyde Alliance and the Police and Fire Scrutiny Committee.	Regular monitoring by the Community Safety Strategic Group.	Head of Culture, Communities and Educational Resources Services Manager - Community Leaning and	Being met from existing resources.

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
						Development Community Safety and Sport	
CA 16	**The Community Empowerment (S) Act**	A cross-service asset transfer management group has been established, chaired by the Head of Culture, Communities and Educational Resources. There is a significant web presence to guide applicants through the process of asset transfer. The service will provide a single-point of contact for groups to access support and guidance on applications.	There is a clear mechanism in place to support groups who wish to pursue asset transfers. Regular reports are provided to the Education and Communities Committee on the progress of each application. Groups feel supported by the Council in their asset management applications and are clear on next steps.	An action plan was agreed by the Policy and Resources Committee in March 2022 which sets out the ongoing areas for improvement.	Quarterly monitoring reports to the Education and Communities Committee.	Head of Culture, Communities and Educational Resources Services Manager - Community Leaning and Development Community Safety and Sport	Met from existing resources.

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

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

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref No:	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
		by Education and communities Committee in Jan 2022.	heritage trail; further research; a steering group to celebrate Black History Month; and an inclusive curriculum. Implement the recommendations from the report on Inverclyde's Historic Links to Slavery		A heritage trail along with an abolitionist plaque and exhibition will be available and promoted as part of discover Inverclyde; Further research on the subject will have taken place and made available to residents and visitors; A festival of events and activities programmed for Black History Month in Oct 2022. Education practitioners participate in professional learning; resource produced and shared with schools; staff supported to use resources; materials in use.	Educational Resources	Repopulation set aside.

Ref No	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there? (Including timescale)	How will we know we are getting there?	Who is responsible	How much will it cost?
Service Improvement Actions							

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

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

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

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						Coaching Modelling Officers, Attainment Adviser	
ED2	**Early Years** **1140 hours**	The expansion programme for 3 and 4 year olds is complete. Next phase of expansion programme is: • An increase in the cohort of 2 year olds eligible for funded childcare. • A new entitlement for funded childcare for 1 year olds.	A robust plan is in place to implement the next phase of the expansion programme for children aged 0 – 2 years. High quality provision for children aged 0 -2 years is in place in local authority and Private, voluntary or independent settings.	A local plan will be developed from Scottish Government legislation and guidance. The strategic working group will be re-established to develop and implement the local plan. This phase will be implemented during the course of the current parliament.	A clear timeline and staging posts will be developed from the guidance when it is issued. The required number of places for children aged 0 – 2 years are available. The strategic group will monitor progress. Regular updates will be provided to Scottish Government.	Education Manager	It is expected that this phase will be fully funded (capital and revenue) by Scottish Government.

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

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ED3	**Affordable Childcare -** School Aged Childcare	There is limited school aged childcare across Inverclyde. Inverclyde Council participated in the Scottish Government's pilot of Affordable Childcare.	A robust plan is in place to implement Scottish Government's Strategic Framework for School Aged Childcare. Affordable, school aged childcare is in place across all localities in Inverclyde.	A local plan will be developed from Scottish Government legislation and guidance. A strategic work group (Community Learning & Development, Education, Finance, Human Resources, and Property Services) will be established to develop and implement the local plan. It is anticipated that the first phase will be implemented during the course of the current parliament.	A clear timeline and staging posts will be developed from the guidance when it is issued. There is an increase in the availability of affordable, school aged childcare across all localities in Inverclyde. The strategic group will monitor progress. Regular updates will be provided to Scottish Government.	Education Manager	It is expected that this phase will be fully funded (capital and revenue) by Scottish Government
ED4	**Digital strategy**	A Digital Learning Strategy has been approved and Education Services continues to move forward with infrastructure and hardware upgrades. New style ActivPanels will have been installed in all schools by April and ongoing refresh scheduled. The ICT service has agreed on a review of school Wi-Fi accessibility as well as an approach to upgrading /	All schools making use of new style ActivPanels alongside ongoing training/support to enable practitioners in using boards to enhance Teaching and Learning. School Wi-Fi is easier to access via networked devices as well as staff/pupil personal devices via Bring	Delivery of ongoing training and support for ActivPanels. Staff/pupil consultation on Bring Your Own Devices needs (June 22) followed by Digital Education Officer working with Information Technology to design new Bring Your Own Devices process. (Oct 22) Digital Education Officer to consult Heads of	Staff training engagement numbers. • Completion of Bring Your Own Devices consultation. • Progression of planning process • Implementation of new Bring Your Own Devices access process. • Provision of input from schools re upgrade/ refresh needs.	Digital Education Officer Information Technology Service	ActivPanels: £700,000 to replace existing whiteboards £1.15 million for refresh of ActivPanels over a 7 year period. Bring Your Own

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

Ref No	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there? (Including timescale)	How will we know we are getting there?	Who is responsible	How much will it cost?
		refreshing teacher and pupil devices to bridge the gap between the current situation and the Scottish Government's commitment to providing all pupils with a device. Guidance is awaited from the Scottish Government around how/when this will take place.

Pilot of St Columba's Remote Learning classroom is now nearing conclusion. | Your Own Devices. Schools provided with devices and/or device upgrades to meet their needs until the national 1:1 device initiative takes effect.

Provision of a broadly available Remote Learning solution to enable the remote delivery of multiple Senior Phase courses. | Establishments on their upgrade and/or device requirements followed by commencement of upgrade/refresh programme. (Time TBC)

Review of Remote Learning trial and planning of 22/23 approach by May. | • Commencement of upgrade/refresh programme.

Decision made on and completion of planning for Remote Classroom approach for 22/23. | | Devices: TBC

Refresh/ Upgrades : £350k p/a

Remote Classroo m: TBC |
| ED5 | **Senior phase** | A review of the senior phase in partnership with the Association of Directors of Education Scotland (ADES) and Education Scotland has been carried out, highlighting areas of strength and for improvement. A Senior Phase Action plan will now be updated in light of the review report. | A refreshed offer in the Senior Phase, which offers greater flexibility for schools to plan appropriate pathways to post school destinations. | • Working groups established to explore key themes.
• Training for school staff on curriculum design.
• Looking outwards at other local authority offer.
• Working more closely with partners to allow a broader and more flexible offer.
• Pupil, parent and employers voices. | Changes to curriculum offer in the Senior Phase – showing a greater range of choice.

Continued high levels of young people entering a positive destination – but with a view to seeing this increase the participation measure on sustained positive destination. | Head of Education and Education Officer (Senior Phase) | |

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

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ED6	**National review of curriculum and qualifications**	The Scottish Government commissioned a number of review reports on Scottish Education: Organisation for Economic Cooperation and Development on Curriculum for Excellence and Assessment and Qualifications, Ken Muir's education reform consultation. These reports have all now been published and plans to implement recommendations are now in place.	Fully engage in discussions with the Scottish Government on the review of the curriculum and qualifications. Provide staff, young people and parents with the opportunity to be part of these discussions.	Officers will participate in national working groups and ensure the necessary actions that need to be taken locally are implemented. Professional learning opportunities will be organised to allow staff to develop their knowledge of curriculum design, pedagogy	All stakeholders will be aware of the developments that are taking place in education. All stakeholders will feel that they have had the opportunity to share their views on the future of education. Staff feel more confident in their ability design and deliver a curriculum that best meets their learners.	Head of Education and Education Officer (Senior Phase)	
ED7	**Children's mental health and wellbeing**	A review of the Getting it right for every child Pathway has been ongoing, through the Children's Service Plan (20-23). Trauma informed training, created by Kibble School/Inverclyde Educational Psychology Service and Lomond View Academy is being rolled out across agencies.	The Getting it right for every child Pathway will have clearer guidance for practitioners regarding processes of Wellbeing Assessment and Planning at both single and multi-agency levels. A systematic implementation of trauma informed practice training and ongoing support will be available across all agencies to ensure that Inverclyde is a trauma informed organisation.	By the end of the current Children's Service Plan planning cycle in 2023. The newly Trauma Informed Implementer will work with staff from the Health and Social Care Partnership, Educational Psychology and the Scottish Attainment Challenge to further develop multi-level training and coaching processes. This will roll out across 2022-23.	Revised guidance on multi-agency and single agency assessment and planning will have been created and rolled out to staff. All staff, identified across the local authority as part of the implementation plan, will have been training at an appropriate level. There will be clear evidence that this training is being used and is impactful.	Priority Lead 1 Chief Social Work Officer Trauma Informed Implementer (to be appointed)	No cost attached. £50,000 (from Scottish Government)

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		A Community Mental Health Strategy has been in place in Inverclyde since 2020.	Further roll out of the Community Mental Health Strategy to ensure that there is: • A single point of access for service users. • An increase in community resources, through the 3rd sector, to meet needs. • A clear agenda to use the voices of service users to further develop the strategy.	The governance around the project will ensure that the comprehensive plan created, and approved by the Scottish Government will implemented. An interim report on the project will be submitted to the Scottish Government in July 2022 and a final one in January 2023.	Ongoing 6 and 12 monthly reports to the Scottish Government evidencing actions and impact.	Priority Lead 2 Laurence Reilly (Principal Educational Psychologist)	£192,000 grant from the Scottish Government and the use of £48,000 underspend from the 21-22 budget.
			**CULTURE, COMMUNITIES AND EDUCATIONAL RESOURCES**				
CC& ER1	**Active Inverclyde**	A strategy document has been developed and approved by Inverclyde Alliance with four key outcomes. Strategic Steering Group has been established and the Action Plan is now in development with involvement from partners including Sport Scotland, HSCP and Inverclyde Leisure, CVS Inverclyde; and Sport Inverclyde.	Levels of participation in physical activity and sport in Inverclyde increases and health outcomes are improved. Active Inverclyde is used by all partner organisations to provide direction on improving physical activity and sport in Inverclyde. Six monthly reporting by the Strategic Steering group is provided to Inverclyde Alliance.	A high level action plan is agreed by all partners by summer 2022. Launch event(s) on the strategy are planned and delivered as part of activities in late summer 2022	Regular monitoring reports to Inverclyde Alliance, and Education and Communities	Head of Culture, Communities and Educational Resources Service Manager - Community Learning and Development, Community Safety and Sport / Team Leader Youth and Sport / Active Inverclyde Strategic Steering Group	To be contained within current revenue budgets.

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

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

APPENDIX 2: Education, Communities and Organisational Development Improvement Plan 2022/23

APPENDIX 2: Education, Communities and Organisational Development Key Performance Indicators

Key performance measures	Performance				Target 2021/22	Target 2022/23	Commentary
	2018/19	2019/20	2020/21	2021/22			
The percentage of performance appraisals completed in the year and the individual development plans agreed	97%	92%	92%		90%	90%	20/21 performance appraisals return date was extended to March 2022 and covers an 18 month period from Oct 20).
Equal opportunities: % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers) (CORP 3b) sources: LGBF Annual Return	58.67%	59.9%	62.4%	Service collating data	52.5%	N change	2021/22 benchmarking data will not be available until January 2023. In 2020/21, Inverclyde had the 4th highest % of females in top 5% of earners.
Libraries - total number of visits source: Libraries and Museums Records; Inverclyde Performs	671,212	682,714	529,804	540.418	450,000	541,000	Visits to libraries includes physical visits, eResources, website, Facebook and twitter
Number of visits to/usages of council-funded or part funded museums source: Libraries and Museums Records; Inverclyde Performs	57,076	42,277	48,146	84.854	25,000	50,000	Visits to the museum also includes online visits as above
Number of adult learners achieving core skills qualifications (KPI 17) source: CLD	261	314	64	Service collating data	80	To be advised	
Number of adult learners improving their literacies (KPI 18) source: CLD	750	421	148	Service collating data	300	To be advised	
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in literacy (based on reading, writing and talking and listening) *West Partnership Critical Indicator*	75.7%	Not available	67.9%*	Due August 2022	75%	75%	There was no collation of data in 2019/20
% of primary pupils (P1, P4 and P7 combined) achieving expected levels or better in numeracy	82.2%	Not available	74.5%	Due Aug 2022	82%	82%	There was no collation of data in 2019/20

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

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Key performance measures	Performance				Target 2021/22	Target 2022/23	Commentary
	2018/19	2019/20	2020/21	2021/22			
% Attendance rates: • primary schools • secondary schools • additional support needs schools source: SEEMIS	94.2% 89.8% 91.5%	92.3% 89.4% 89.2%	94.2% 89.9% 91.4%	Due Aug 2022	90% 85% 80%	95% 92% 92%	National 2018/19 94.5% National 2018/19 90.7% National 2018/19 90.1%
Exclusion rate per 1,000 pupils: • primary • secondary • additional support needs • looked after children – primary • looked after children – secondary • looked after children – ASN source: Insight	3.2 40.0 93.0 27 277.2 166.7	0.4 34.6 37.2 0 270.8 266.7	1.1 27.5 15.5 0 89.9 0	Due Aug 2022			