Report To:	Education & Communities Committee	Date:	20 May 2025
Report By:	Ruth Binks, Corporate Director Education, Communities and Organisational Development	Report No:	EDUCOM/31/25/MR
Contact Officer:	Ruth Binks	Contact No:	01475 712146
Subject:	Education and Communities Committee Delivery and Improvement Plan 2023/26 - Annual Refresh and Performance Summary 2024/25		

1.0 PURPOSE AND SUMMARY

1.1 ☒For Decision ☐For Information/Noting

1.2 The purpose of this report is present the Committee with the refreshed Education and Communities Committee Delivery and Improvement Plan. The Plan contains new, or revised, improvement actions for reporting year 2025/26 that require approval.

1.3 The Committee received a comprehensive report, providing an update on the progress made in delivering the Committee Plan 2023/26, at its last meeting on 18 March 2025. For completeness, this report includes a summary of the overall progress that was achieved in delivering the Committee Plan, as at the end of year two (2024/25).

2.0 RECOMMENDATIONS

2.1 It is recommended that the Committee:

- Note the progress that has been made in delivering the Education and Communities Committee Delivery and Improvement Plan during 2024/25.
- Approve the refreshed Education and Communities Committee Delivery and Improvement Plan, to be implemented in 2025/26.

Ruth Binks
Corporate Director,
Education, Communities and Organisational Development

3.0 BACKGROUND AND CONTEXT

3.1 Committee Delivery and Improvement Plans 2023/26 (referred to as Committee Plans) are a key component of the Council's refreshed strategic planning and performance management framework. The Committee Plan enables scrutiny of:

- Strategic activity within the Committee remit; and
- How the Committee is helping to deliver the Council Plan outcomes

3.2 The Education and Communities Committee Delivery and Improvement Plan 2023/26 was approved on 9 May 2023. Committee Delivery and Improvement Plan has also been approved by the Environment and Regeneration Committee and the Policy and Resources Committee.

3.3 Now entering the final year of its three-year term, the Committee Plan has been reviewed and refreshed to ensure that actions that continue to be priorities for the Directorate carry forward to the next planning year; actions that have been delivered are closed off and new opportunities, challenges and responsibilities are captured.

3.4 **EDUCATION AND COMMUNITIES COMMITTEE PLAN 2023/26: YEAR END PERFORMANCE SUMMARY**

3.5 The Committee Plan 2023/26 contains 15 high level actions, each underpinned by a number of sub-actions.

3.6 This Committee has previously considered two performance reports in relation to the delivery of the Education and Communities Committee Plan in year two, the most recent of which was presented at the last meeting of the Committee on 18 March 2025. Details of the status of each action, i.e. complete, on track or slippage, along with a performance narrative was provided within that report. The latest KPI performance data was also provided.

3.7 A summary of the status of the 15 high level actions at the end of 2024/25 is provided below for the attention of the Committee.

Status at end March 2025	Fully Complete	On track / ongoing	Slippage
	4	7	4

Actions that are now fully complete i.e. all associated sub-actions were delivered by the end of year two are as follows:

- The establishment of secondary Gaelic Education provision in Inverclyde.
- Developments to support an increase in the uptake of free school meals in secondary establishments.
- Carry out Service Reviews in accordance with the Councils change programme.
- Increase visitor numbers across Watt Institution exhibitions, events and activities.

<u>Ongoing</u>

The following actions were scheduled for delivery beyond 2024/25. As these are ongoing, each has been updated and rolled forward into the refreshed Committee Plan.

- Targeted interventions will be put in place to reduce the poverty related attainment gap and support equity in education.
- The development of enhanced pathways for Senior Phase pupils.
- Enhance Additional Support Needs (ASN) provision.
- Implementation of the Early Adopter Affordable (EAC) Childcare Programme.
- The implementation of the CLD Strategy 2024/27 has been integrated within a new wider action on supporting the work of the Inverclyde Alliance 'Thriving Communities' thematic group.
- The delivery of the Education Improvement Plan.
- Lead the Council's approach to asset transfer.

<u>Slippage</u>

Actions where completion by the original due date was not achieved in 2024/25 are:

- The review of the PSE curriculum, which is part of the wider action to support health and wellbeing in schools, will continue into the new academic year.
- Inverclyde Libraries use of data to inform Health and Wellbeing programming and development decisions. Understanding of uptake and use of resources and participation in activities and events will continue to shape programming for 2025/26.
- The implementation of approved approaches to the gathering and evaluation of performance in relation of CLD services will be taken forward as part of a new action focusing on the transition to the Inclusive Communities Service.
- The refresh of the Inverclyde Heritage Strategy Action Plan will continue into 2025/26 as part of the National Lottery Heritage Fund supported 'Connecting Inverclyde Heritage Project'.

These actions have been carried forward into year three, with new deadlines set.

3.8 <u>KPI performance</u>

The most recent performance data for all the Committee Plan KPIs is provided within the refreshed Plan. The Committee is asked to note that as the school academic year is ongoing, full year data is not yet available for some KPIs.

3.9 Measures where the year-end performance target was achieved are:

- The literacy attainment gap for P1,P4 and P7 combined (LGBF).
- The school attendance rate (per 100 looked after pupils) (LGBF).
- The percentage of primary school pupils present taking school meals (P1-P7).
- The number of young people participating in accredited schemes (Duke of Edinburgh)
- The number of active borrowers at Inverclyde libraries (in person and electronic).

3.10 Performance for a number of measures fell below target but remained within a 5% tolerance level (amber status). These are:

- Percentage of P1,P4 and P7 pupils combined achieving expected CFE level in literacy (LGBF).
- Percentage of P1, P4 and P7 pupils achieving expected CFE level in numeracy (LGBF).
- Numeracy attainment gap (P1, P4 and P7 combined) (LGBF).
- Proportion of funded early years provision which is graded good or better (LGBF).
- School attendance rate (per 100 pupils) (LGBF).
- The percentage of young people participating in active schools (LGBF) n.b this data is at the end of term two and it is expected that the target will be achieved by the end of the academic year.
- The proportion of school pupils entering positive destinations (LGBF).
- The percentage of 16–19-year-olds participating in learning, training or work (LGBF).

3.11 A number of KPIs have a red status, i.e. performance in the year was 5% or more below target:

- The percentage of adults satisfied with libraries (LGBF).
- The percentage of adults satisfied with museum (LGBF).
- The percentage of adults satisfied with leisure (LGBF).
- The percentage adults satisfied with local schools (LGBF).
- The percentage of pupils gaining 5+ awards at level 5 (LGBF).
- The percentage of pupils gaining 5+ awards at level 6 (LGBF).
- The percentage of pupils from 20% most deprived areas gaining 5+ awards at level 5 (LGBF).
- The percentage of pupils from 20% most deprived areas gaining 5+ awards at level 6 (LGBF).
- Overall average total tariff score (LGBF).
- Average total tariff score in SIMD quintile 1 (LGBF).
- The percentage of secondary school pupils present taking school meals (free or paid for).
- Number of adult learners supported by CLD achieving core skills qualifications.
- Total number of in person visits for library purposes.
- Total number of in person visits to the Watt Institution.

It should be noted that the red status for the LGBF measures relates to performance against a target which has been set by the authority. Whilst the local target may not have been achieved, in many instances Inverclyde outperformed the Scottish and Family Group average. More information is provided in the KPI scorecard.

3.12 EDUCATION AND COMMUNITIES COMMITTEE PLAN ANNUAL REFRESH

3.13 The Committee Plans 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.

3.14 Appendix 1 contains an action tracker to ensure that the Committee has full oversight of the changes that have been made to the refreshed action plan. The refreshed Education and Communities Committee Plan is attached as Appendix 2.

3.15 The focus of the Committee Plan continues to be on the areas of strategic importance that support the achievement of Council Plan 2023/28 outcomes. All actions and delivery timescales have been updated to reflect the current position as the Plan enters its final year. Performance in key areas will continue to be monitored and reported to the Committee.

3.16 In particular, the attention of the Committee is drawn to the inclusion of four new actions within the Plan, to be implemented in 2025/26:

- Manage the transition to Inclusive Communities following the review of the CLD Service carried out in 2024.
- Support the delivery of the Inverclyde Alliance 'Thriving Communities' thematic group action plan.
- Undertake a review of the Watt Institution's Audience Development Plan, to improve accessibility, increase visitor numbers, and inform programming.
- The evaluation of Inverclyde Libraries Service via the refreshed 'How Good is our Public Library Service' framework.

3.17 The Committee Plan Risk Register has also been reviewed and is included within the refreshed Committee Plan. Updates against the areas of highest risk will continue to be provided on a six-monthly basis.

3.18 The refreshed Plan includes details of Council policies that fall within the remit of this Committee and the date of the next planned review.

3.19 Progress in the delivery of the Committee Plan will continue to be reported to every second meeting of this Committee. The Committee will also continue to receive a number of annual reports on a range of thematic work related to its remit.

4.0 PROPOSALS

4.1 The Committee is asked to note the progress that has been achieved in delivering the Education and Communities Committee Delivery and Improvement Plan 2023/26 in its second year.

4.2 The Committee is asked to approve the refreshed Committee Plan, which will be implemented in year three (2025/26).

5.0 IMPLICATIONS

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

SUBJECT	YES	NO
Financial		X
Legal/Risk		X
Human Resources		X
Strategic (Partnership Plan/Council Plan)	X	
Equalities, Fairer Scotland Duty & Children/Young People's Rights & Wellbeing		X
Environmental & Sustainability		X
Data Protection		X

5.2 **Finance**

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

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

5.3 **Legal/Risk**

There are no legal implications associated with this report, whilst the key Committee risks are highlighted within the full Committee Plan 2023/26.

5.4 **Human Resources**

There are no human resources implications associated with this report.

5.5 **Strategic**

The Education and Communities Committee Delivery and Improvement Plan 2023/26 directly supports the Council Plan 2023/28 and is aligned to the delivery of the Council Plan outcomes.

6.0 CONSULTATION

6.1 None.

7.0 BACKGROUND PAPERS

7.1 None.

Appendix 1: Delivery and Improvement Plan 2024/25 Action Tracker

| Ref	Action 2024/25	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual refresh 2025/26: Key points
CMTE/ EDC001 Poverty related attainment gap	Targeted interventions will be put in place to reduce the poverty related attainment gap and support equity in education.	✅ Complete	Implementation of the Scottish Attainment Challenge refresh (year 3), including ongoing assessment and tracking development work.	30-Jun-2025	Complete	Complete. New action added focusing on the final year of the Attainment Challenge.
		▶ Ongoing	Refresh and deliver the Scottish Attainment Challenge Plan (year 4).	30-Jun-2026	No change	This action has been continued in the refreshed plan.
		▶ Ongoing	Continue to track progress towards agreed CORE and CORE+ Stretch Aims.	Ongoing	No change	This action has been continued in the refreshed plan.
CMTE/ EDC002 Senior Phase Pathways year 3	Enhance pathways for Senior Phase pupils through the implementation of the Senior Phase Action Plan (year 3).	✅ Complete	Carry out a consultation on the number of qualifications that can be taken in S5.	30-Jun-2025	Complete	Complete. New action added focusing on the implementation of the recommendations of the Senior Phase consultation.
		✅ Complete	Fully implement revised Leaver's guidance in 2024/25.	30-Jun-2025	Complete	This action has been removed from the action plan.
		▶ Ongoing	Continue to improve the offer for our young people who are most at risk of missing out, with a particular focus on pathways in construction, engineering, access courses for Higher Education and opportunities to move into employment from school.	30-Jun-2025	30-Jun-2026	This action has been updated and rolled forward in the refreshed plan.
CMTE/ EDC003 ASN Provision	Enhance Additional Support Needs (ASN) provision.	▶ Ongoing	Continue to review and develop capacity of specialist ASN provision.	30-Jun-2025	30-Jun-2026	This action has been continued in the refreshed plan. It also includes a new action to review ASN holiday provision as well as childcare provision.
		✅ Complete	Continue to develop the virtual school model to meet the needs of looked after children.	30-Jun-2025	Complete	This action has been removed from the action plan.

Appendix 1: Delivery and Improvement Plan 2024/25 Action Tracker

Ref	Action 2024/25	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual refresh 2025/26: Key points
CMTE/ EDC004 Health and Wellbeing in Schools	Increase the support for Health and Wellbeing in Schools.	🟢 Ongoing	Link with partners and school leaders to refocus on the substance misuse strategy.	30-Jun-2025	30-Jun-2025	This is an ongoing action.
		🔺 Slippage	Initiate a review of the PSE Curriculum.	30-Jun-2025	30-Jun-2026	There has been slippage in this action, new delivery timescale set.
		🟢 Ongoing	Continue to roll out the Attendance Strategy, with a particular focus on ensuring highly effective planning for pupils with less than 20% attendance.	30-Jun-2025	30-Jun-2026	This will continue into the new academic year and focus on the implementation of the new Attendance Strategy.
CMTE/ EDC005 Collective Force for Health & Wellbeing	Promote the libraries service as part of the Collective Force for Health and Wellbeing.	🟢 Ongoing	Promote Inverclyde Libraries as a source of trusted health and wellbeing information, to help support individuals to make informed choices about their health.	31-Mar-2025	31-Mar-2026	This is an ongoing action which continues into 2025/26.
		🟢 Ongoing	Progress Inverclyde Libraries Service as a Pathfinder for Dementia Services.	31-Mar-2025	31-Mar-2026	This is an ongoing action and has been widened to include reference to health and wellbeing services.
		🔺 Slippage	Engage with data to inform Health and Wellbeing programming and development decisions.	31-Aug-2024	31-Mar-2026	This is an ongoing action and has been widened to include an evaluation of impact.
CMTE/ EDC006 Affordable Childcare Programme	Implement Phase 2 of the Early Adopter Affordable (EAC) Childcare Programme.	🟢 Ongoing	Continue to implement a person-centred programme offering parents on a low income affordable out-of-school childcare in Port Glasgow.	31-Mar-2025	31-Mar-2026	This is an ongoing action which has been updated to include reference to the Fairer Futures Programme.
CMTE/ EDC007 Review of CLD	Review of the Community Learning and Development Service as part of the Council's Delivering	✅ Complete	Undertake a workforce review to ensure consistent staffing across all CLD disciplines.	31-Mar-2025	Complete	This action is complete and has been removed from the action plan. A new action on the transition to the new Inclusive

Appendix 1: Delivery and Improvement Plan 2024/25 Action Tracker

Ref	Action 2024/25	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual refresh 2025/26: Key points
	Differently Programme and workstreams.					Communities service model has been created.
		✅ Complete	Implement the recommendations of the Education Scotland inspection, 2024.	31-Mar-2025	Complete	Complete. This has been removed from the action plan.
		⚠️ Slippage	Implement approved approaches to the gathering and evaluation of performance data in relation to CLD Services.	31-Mar-2025	31-Mar-2026	Slippage previously reported to Committee. This is an ongoing action which will continue in 2025/26 as part of the new action on Inclusive Communities.
		✅ Complete	Proposed savings and efficiencies will require to be identified and reported to the Committee.	31-Mar-2025	Complete	Complete. This has been removed from the action plan.
CMTE/ EDC008 Gaelic GME Secondary Provision	Provision for secondary Gaelic Education in Inverclyde will be established.	✅ Complete	Development of Gaelic GME secondary provision and the implementation of year 1	30-Jun-2025	-	Complete. This has been removed from the action plan.
CMTE/ EDC009 Heritage Assets	Launch the National Heritage Lottery Heritage Fund supported 'Connecting Inverclyde Heritage Project' to progress the delivery of the Inverclyde Heritage Strategy.	✅ Complete	Appointment of a Connecting Inverclyde Heritage co-ordinator.	31-Mar-2025	Complete	Complete. This action has been removed from the action plan.
		⚠️ Slippage	Refresh of the Inverclyde Heritage Strategy Action Plan.	31-Mar-2025	31-Mar-2027	This action has a new due date. A number of other sub-actions associated with the Heritage Strategy have also been developed for 2025/26.
CMTE/ EDC010 CLD Strategic Plan	Development and delivery of a three-year CLD Strategic Plan for 2024/27.	✅ Complete	With partners, develop a new CLD Strategy 2024/27.	30-Sep-2024	Complete	Complete. This action has been removed from the action plan.
		▶️ Ongoing	Implementation of the Strategy, with annual reporting to the Alliance Board.	30-Sep-2027	No change	This action has been revised to reflect the role of the service in supporting the work of

Appendix 1: Delivery and Improvement Plan 2024/25 Action Tracker

Ref	Action 2024/25	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual refresh 2025/26: Key points
						the Inverclyde Alliance Thriving Communities thematic group.
CMTE/ EDC011 Asset Transfer	Continue to lead on the Council's approach to community asset transfer.	Ongoing	Improve access to information in relation to community asset transfer.	31-Mar-2025	31-Mar-2026	This is an ongoing action which will continue in 2025/26.
CMTE/ EDC012 Continuous Improve-ment in Education Services	Implement the Education Improvement Plan to deliver continuous improvement in Education Services.	Ongoing	Further develop the strategy for Play Pedagogy beyond Primary 2.	30-Jun-2025	30-Jun-2026	This is an ongoing action which has been developed further to incorporate the revised Literacy and Numeracy strategies.
		Complete	Continue to roll out the Literacy Strategy, with a focus on highly effective teaching of listening, talking and writing.	30-Jun-2025	Complete	Complete. The focus on improving literacy and numeracy will continue as part of the work around pedagogy.
		Ongoing	Carry out a review of the approach to curriculum design across S1-S3 of the BGE.	30-Jun-2025	30-Jun-2026	This is an ongoing action and updated for 2025/26.
		Complete	Continue to develop the work of the STEM Project Lead in supporting schools to develop their STEM curriculum and focus on sustainability.	30-Jun-2025	Complete	Complete. This has been removed from the action plan.
		Ongoing	Begin the process to review the current Digital Strategy, including the ongoing plan to refresh devices in education establishments.	30-Jun-2025	30-Jun-2026	This is an ongoing action that will continue in the new academic year.
CMTE/ EDC013 School meal uptake	Increase in the uptake of school meals in secondary establishments.	Complete	Ongoing implementation of the Action Plan that was developed following the review of the school meal service.	31-Mar-2025	Complete	Complete, with final report due in April 2025. A new action has developed focusing on the implementation of the agreed recommendations.
		Complete	Develop proposals for the potential next ICT phase to meet customer needs,	31-Mar-2025	Complete	Complete. This has been removed from the action plan.

Appendix 1: Delivery and Improvement Plan 2024/25 Action Tracker

Ref	Action 2024/25	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual refresh 2025/26: Key points
			improve the dining experience and reduce waste.			
CMTE/ EDC014 Service Reviews	Undertake Service Reviews in accordance with the Council's Change Programme.	✅ Complete	Undertake a service review of the Community Grants Fund through a range of desktop exercises, consultation with stakeholders and elected member workshops.	31-Dec-2024	Complete	Complete. This action has been removed from the action plan.
		✅ Complete	Undertake a service review of the School Crossing Patrol sites through a range of desktop exercises, consultation with stakeholders and elected member workshops.	31-Dec-2024	Complete	Complete. This action has been removed from the action plan.
		✅ Complete	Undertake a service review of the Home Link Service through a range of desktop exercises, consultation with stakeholders and elected member workshops.	31-Dec-2024	Complete	Complete. This action has been removed from the action plan.
		On hold	Undertake a service review of the Breakfast Club provision through a range of desktop exercises, consultation with stakeholders and elected member workshops.	31-Dec-2024	-	This has been put on hold due to competing priorities and the initiation of a Test of Change through the Early Adopted Childcare funding.
CMTE/ EDC015 Watt Institution	Increase visitor numbers across Watt Institution exhibitions, events and activities.	✅ Complete	Increase use of the museum, archive and local history collections at the Watt Institution as a research and learning resource.	31-Mar-2025	Complete	Complete. This action has been removed from the action plan, however a new action relating to the Watt Institution's Audience Development Plan developed.
		✅ Complete	Develop digital audiences through use of social media platforms.	31-Mar-2025	Complete	Complete. This action has been removed from the action plan.

Appendix 1: Delivery and Improvement Plan 2024/25 Action Tracker

Ref	Action 2024/25	Overall status 31/03/25	Original key deliverables	Original Due Date	Revised due date	Annual refresh 2025/26: Key points
		✅ Complete	Deliver a five-year exhibition and associated audience development plan for the Watt Institution.	31-Mar-2025	Complete	Complete. This action has been removed from the action plan.
		✅ Complete	Work with colleagues in CLD to identify opportunities to use museum and heritage resources to support adult learning, skills development and New Scots programming.	31-Mar-2025	Complete	Complete. This action has been removed from the action plan.

Education and Communities

COMMITTEE DELIVERY AND IMPROVEMENT PLAN 2023/26

ANNUAL REFRESH 2025/26

Inverclyde
council

Education and Communities Committee Delivery and Improvement Plan 2023/26

In April 2023, Inverclyde Council committed to the delivery of a new, ambitious Council Plan 2023/28. The Council Plan established a number of priorities for the Council.

Theme 1: PEOPLE

- Our young people have the best start in life through high quality support and education;
- Gaps in outcomes linked to poverty are reduced;
- People are supported to improve their health and wellbeing;
- More people will be in employment, with fair pay and conditions; and
- Our most vulnerable families and residents are safeguarded and supported.

Theme 2: PLACE

- Our communities are thriving, growing and sustainable
- Our strategic housing function is robust;
- Our economy and skills base are developed;
- We have a sufficient supply of business premises; and
- Our natural environment is protected.

Theme 3: PERFORMANCE

- High quality and innovative services are provided, giving value for money; and
- Our employees are supported and developed.

Annual Refresh 2024/25

This Committee Delivery and Improvement Plan 2023/26 was developed following an assessment of how the Directorate could support the delivery of Council Plan priorities and the achievement of Best Value. Now entering the second year of its three-year term, the Plan has been reviewed and refreshed to ensure that actions that continue to be priorities for the Directorate carry forward to the next planning year; actions that have been delivered are closed off and new opportunities, challenges and responsibilities are captured.

Directorate Overview

This Plan encompasses a diverse range of services that work together and in partnership with other organisations to deliver better outcomes for the residents of Inverclyde. The key functions of the Directorate include:

Education Services	Early Years, Primary Education, Secondary Education, Curriculum for Excellence, continuous improvement, GIRFEC, Additional Support Needs, educational psychology, child protection (Looked After Children) Services, Attainment Challenge
Culture, Communities and Educational Resources	Facilities management, libraries, museums & archives, arts, culture and music, educational transport and support services, Active schools & sports development, adult learning and literacies, youth work, community capacity building, community safety and resilience, child poverty, community empowerment, asset transfer and locality planning

The Delivery and Improvement Plan shows how the Directorate will help to deliver the Council Plan priorities through the implementation of the following workstreams:

Delivery and Improvement Plan
PEOPLE

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
1.	<u>Poverty related attainment gap</u> Targeted interventions will be in place to reduce the poverty related attainment gap and support equity in education.	Implementation of the Scottish Attainment Challenge (final year) Refresh and deliver the Scottish Attainment Challenge plan (final year) Continue to track progress towards agreed Local Authority CORE and CORE+ Stretch Aims. **Lead Officer:** Head of Education Services	30/06/26 30/06/26 Ongoing	Educational outcomes for children living in our most deprived communities are improved.	Our young people have the best start in life through high quality support and education. Gaps in outcomes linked to poverty are reduced
2.	<u>Senior Phase Pathways</u> Pathways for Senior Phase pupils will be enhanced.	Implementation of the recommendations of the Senior Phase consultation. Continue to improve the offer for our young people who are most at risk of missing out (ASN, CEYP and pupils from SIMD1), with a particular focus on pathways in construction, engineering, access courses for Higher Education and opportunities to move into employment from school. **Lead Officer:** Head of Education Services	30/06/26 30/06/26	Young people have access to a broader range of progression pathways and a wider range of qualifications Gap between the positive destination of all pupils and those who are ASN, CEYP and pupils from SIMD1 is closing	Our young people have the best start in life through high quality support and education.

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
3.	ASN Provision Enhance Additional Support Needs (ASN) provision.	Continue to review and develop the capacity of ASN provision. This includes the review of related service areas, such as transport. Continue to review ASN holiday provision as well as childcare provision. **Lead Officer:** Head of Education Services	30/06/26	The ASN specialist primary provision capacity will be increased accordingly to best meet pupils' needs Families with young children who have additional support needs feel better supported during the holiday period.	Our young people have the best start in life through high quality support and education.
4.	Health and Wellbeing in Schools Increased support for Health and Wellbeing in schools.	Link with partners and school leaders to refocus on the substance misuse strategy. Initiate a review of the PSE Curriculum. Implementation of the new Attendance Strategy, with a particular focus on ensuring highly effective planning for pupils with less than 20% attendance. **Lead Officer:** Head of Education Services	30/06/25 30/06/26 30/06/26	All secondary schools have resources/ materials to support pupils and are using these. PSE curriculum improvements are identified and actioned. Action is clear regarding life skills package and resources for Senior Phase pupils. Attendance is improving for all pupils, particularly for key groups i.e. ASN, CEYP, pupils in SIMD 1&2 and those with low attendance.	Our young people have the best start in life through high quality support and education.
5.	Health Literacy in Libraries Ensure appropriate resources in libraries to support people to self-manage, maintain and improve their health and wellbeing.	Work with partners in health and social care and the third sector, under the Collective Force for Health and Wellbeing initiative, to provide up-to-date health information that empowers people to be leaders in their own health and wellbeing.	31/03/26	Information on health care is easily accessible to the public and available within their community.	People are supported to improve their health and wellbeing.

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
		Branch libraries are promoted as a source of trusted health and wellbeing information, to help support individuals to make informed choices about their health.	31/03/26	Service delivery is tailored to meet the needs of our most vulnerable residents	
		Continued support of the NHS Greater Glasgow and Clyde Realistic Medicine initiative (following a successful pilot), by facilitating access to the Realistic Medicine app and resources through branch libraries.	31/03/26		
		Progress Inverclyde Libraries Service as a Pathfinder for health and wellbeing services.	31/03/26		
		Engage with data to inform Health and Wellbeing programming and development decisions and evaluate impact. **Lead Officer:** Head of Culture, Communities and Educational Resources	31/03/26		
6.	Affordable childcare and Fairer Futures Programme Implement Phase 2 of the Early Adopter Affordable Childcare Programme.	Continue to implement a person-centred programme offering parents on a low income affordable out of school childcare in Port Glasgow.	31/03/26	Financial pressures associated with childcare are reduced and working parents are supported.	Gaps in outcomes linked to poverty are reduced

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
		Lead Officer: Head of Culture, Communities and Educational Resources			
7.	<u>Transition to Inclusive Communities</u> **(New)** Implementation of the recommendations from the Community Learning and Development review, carried out in 2024.	Following the review of the CLD Service, continue the transition from CLD to Inclusive Communities. Implement improved approaches to the gathering and evaluation of performance data in relation to CLD services. **Lead Officer:** Head of Culture, Communities and Educational Resources	31/03/26 31/03/26	The service structure reflects the changing nature of need and service delivery. Efficiencies are achieved and resources are better aligned to the needs of communities.	Our most vulnerable families and residents are safeguarded and supported.

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
8.	**Inverclyde Heritage Strategy** Deliver the National Lottery Heritage Fund (NLHF) supported 'Connecting Inverclyde Heritage Project'	Undertake a programme of community engagement activities to identify key heritage narratives across Inverclyde. Pilot partnership activity to encourage participation in heritage-based events and activities across Inverclyde. Refresh the Inverclyde Heritage Strategy Action Plan. **Lead Officer:** Head of Culture, Communities and Educational Resources	31/12/25 30/03/26 31/03/27	Support the wider local agenda to increase tourism and visitor numbers to the area. Inverclyde's culture and heritage is preserved.	Communities are thriving, growing and sustainable
9.	**Thriving Communities (NEW)** Support the delivery of the Inverclyde Alliance Thriving Communities thematic group action plan.	Lead on the delivery of key partnership strategies and workstreams including: • The Community Learning and Development Strategic Plan 2024/27. • Active Inverclyde Strategy. • Locality Planning. **Lead Officer:** Head of Culture, Communities and Educational Resources	31/03/26	Partnership working helps to deliver improved outcomes for the residents of Inverclyde.	Communities are thriving, growing and sustainable

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
10.	<u>Asset transfer</u> Continue to lead the Council's approach to community asset transfer	Continue to improve access to information in relation to community asset transfer to encourage groups to consider asset transfer **Lead Officer:** Head of Culture, Communities and Educational Resources	30/03/26	Community empowerment is supported via community asset ownership and management	Communities are thriving, growing and sustainable

PERFORMANCE

	What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
11.	<u>Continuous improvement in Education Services</u> Continuous improvement in the Education Service will be delivered via the implementation of an Education Improvement Plan	Continue to roll out the Literacy and revised Numeracy Strategies with a focus on highly effective pedagogy. Introduce a Curriculum Development Governance Group to oversee various development including the ongoing review of the approach to curriculum design across S1-3 of the BGE, linking our work to the national Curriculum Improvement Cycle. Introduce a revised Establishment Improvement Framework to ensure a proportionate approach to the quality assurance of the quality of education in each establishment, as well as support and promote self-evaluation and improvement. Review the current Digital Strategy, including the ongoing plan to refresh devices in education establishments. **Lead Officer:** Head of Education Services	30/06/26 30/06/26 30/06/25 30/06/26	The needs of children and young people at key developmental stages are better met. Improvement in attainment in BGE listening, talking and writing from June 24 data – linked stretch aims being met. Continuous improvement is supported. Refreshed Digital Strategy 2025/30 supports improvements in learning.	High quality and innovative services are provided, giving value for money
12.	<u>School meal provision</u> Implement the agreed recommendations of the external review of the school catering service	Any significant changes to the delivery of the school meal service to be agreed by the Education and Communities Committee.	31/03/26	Increased uptake in school meals. Greater value for money is being achieved.	High quality and innovative services are provided, giving value for money

What will be delivered?	How will this be delivered?	Due Date	What difference will it make?	Alignment to the Council Plan
	Lead Officer: Head of Culture, Communities and Educational Resources			
13. Watt Institution **(NEW)** Undertake a review of the Watt Institution's Audience Development Plan, to improve accessibility, increase visitor numbers, and inform programming.	Via consultation with professional networks and key stakeholders; through review of current visitor evaluations; and with reference to established sector guidance. Submit application to the Scottish Council on Archives for Archive Accreditation. **Lead Officer:** Head of Culture, Communities and Educational Resources	31/03/26 31/03/26	Increase in visitor numbers (physical and virtual) Adult learners and New Scots have a greater range of learning experiences	High quality and innovative services are provided, giving value for money
14. Inverclyde Libraries **(NEW)** Evaluation of Inverclyde Libraries service via the refreshed How Good is Our Public Library Service (HGIOPLS) quality framework.	Collate evidence in line with the established HGIOPLS Quality Indicators and submit for peer evaluation. There are three Quality Indicators – these will be approached one-by-one on a rolling basis over the next two years. **Lead Officer:** Head of Culture, Communities and Educational Resources	31/03/27	Continuous improvement in the library services is delivered.	High quality and innovative services are provided, giving value for money

Education and Communities Annual Report Schedule

The following reports will be submitted to Committee on an annual basis.

- Children's Services Plan
- Education Standards and Quality Report
- Education Services Improvement Plan
- Annual report on Attainment Challenge
- Community Learning and Development Annual Report
- Regional Improvement Collaborative Plan
- Active Schools
- Duke of Edinburgh
- Inverclyde Leisure Annual Report
- Education Authority Equality Mainstreaming Report 2023 and Progress on Education Equality Outcomes Improvement Plan 2021/25 (every two years)

Education and Communities: Policy & Strategy Review Register 2024/26

2024

Name of Policy / Strategy	Lead Officer	Service Area	Status	Date of next planned review
Attendance Strategy 2024/26	Depute Principal Educational Psychologist	Education	Reported 05.11.24	November 2026
Community Grants Fund	Service Manager – CLD	Communities	Reported 21.05.24	When changes to the grants criteria are proposed by Elected Members
Promoting Positive Relationships	Principal Educational Psychologist	Education	Awaiting publication of national guidance	
Community Learning and Development Strategy	Service Manager - CLD	Communities	Reported 07.11.24	November 2027
Watt Institution Collection Development Policy	Cultural Services Manager	Cultural Services	Reported 21.01.25	May 2030
Inverclyde Archives and Watt Library Collecting Policy	Cultural Services Manager	Cultural Services	Amalgamated within the Watt Institution Collection Development Policy, reported 21.01.25	This will no longer reported separately but will be reviewed as part of an amalgamated policy noted above.
Early Learning Centres - Admissions	Education Manager	Education	Reported 05.11.24	November 2027
School Transport Policy	Head of Culture, Communities & Educational Resources	Educational Resources	Reported 21.01.25	January 2029

Name of Policy / Strategy	Lead Officer	Service Area	Status	Date of next planned review
Bereavement and loss guidance	Principal Educational Psychologist	Education	Reported 18.03.25	March 2030
Protecting Children and Supporting their Wellbeing (Education Services – Child Protection Guidelines)	Head of Education	Education	Reported 18.03.25	March 2026

2025

Name of Policy / Strategy	Lead Officer	Service Area	Status	Date of next planned review
Bereavement and loss guidance	Principal Educational Psychologist	Education	Reported 18.03.25	March 2030
Protecting Children and Supporting their Wellbeing (Education Services – Child Protection Guidelines)	Head of Education	Education	Reported 18.03.25	March 2026
Anti-Bullying Policy	Principal Educational Psychologist	Education	Reported 20.05.25	March 2029
Collections care and conservation policy	Cultural Services Manager	Cultural Services	Due March 2025	
Additional Support for Learning Policy	Education Manager	Education	Due June 2025	
Documentation Policy	Cultural Services Manager	Cultural Services	Due 2025	

2026

Name of Policy / Strategy	Lead Officer	Service Area	Date of next planned review
Schools Financial Scheme of Delegation	Head of Education	Education	March 2026
Community Safety & Resilience Strategy (Alliance)	Service Manager – CLD	Communities	June 2026
Violence against Women and Girls Strategy (Alliance)	Service Manager – CLD	Communities	June 2026
Review of Parental Involvement Strategy	Education Manager	Education	2026

Education and Communities Key Performance Indicators

The Directorate will monitor the performance of these key performance indicators over the lifetime of the Plan. Depending on the data source, new performance data will be provided to the Committee within the performance reports as it becomes available. In the case of national data, this is likely to be annually, however service performance data will be presented to the Committee more frequently.

The latest performance data for reporting year 2024/25 is provided below where data is available. Where it is not yet available, the 'latest status' icon relates to performance against target achieved in most recent year.

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	**2022/23**	**2023/24**	**2024/25**				
% of adults satisfied with libraries (LGBF)	2018/21 76.5%	2019/22 74.3%	2020/23 70%	2021/24 67.7%	🔴	Meet or exceed Scottish average	**2024 target = 73%** Scottish average: 67% Family group average: 61.6%	Annual
% of adults satisfied with museum (LGBF)	2018/21 59.6%	2019/22 59.7%	2020/23 63%	2021/24 61.7%	🔴	Meet or exceed Scottish average	**2024 target = 65%** Scotland - 69.3% Family group - 58%	Annual
% of adults satisfied with leisure (LGBF)	2018/21 78.7%	2019/22 77%	2020/23 75.7%	2021/24 73%	🔴	Meet or exceed Scottish average	**2024 target = 77%** Scotland - 67% Family group - 61.7%	Annual
% adults satisfied with local schools (LGBF)	2018/21 78.7%	2019/22 76.7%	2020/23 73.7%	2021/24 67.7%	🔴	Meet or exceed Scottish average	**2024 target = 75%** Scotland - 70.7% Family group - 70.1%	Annual
% of pupils gaining 5+ awards at level 5 (LGBF)	69%	67%	64%	Due April 2026	🔴	Meet or exceed Scottish average	**2023/24 target = 71%** Scotland = 67% Family group = 64%	Annual

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	2022/23	2023/24	2024/25				
% of pupils gaining 5+ awards at level 6 (LGBF)	40%	35%	34%	Due April 2026	🔴	Meet or exceed Scottish average	Data lag in the reporting of this data. **2023/24 target = 40%** Scotland - 39% Family group - 34%	Annual
% of pupils from 20% most deprived areas gaining 5+ awards at level 5 (LGBF)	58%	58%	52%	**Due April 2026**	🔴	Meet or exceed Scottish average	**2023/24 target = 61%** Scotland – 50% Family group – 50%	Annual
% of pupils from 20% most deprived areas gaining 5+ awards at level 6 (LGBF)	26%	22%	20%	**Due April 2026**	🔴	Meet or exceed Scottish average	**2023/24 target = 27%** Scotland – 23% Family group – 22%	Annual
Overall average total tariff score (LGBF)	1022	861	862	**Due Nov 2025**	🔴	Meet or exceed Scottish average	**2023/24 target = 950** Scottish average: 917 Family group average: 829	Annual
Average total tariff score in SIMD quintile 1 (LGBF)	810	690	682	**Due Nov 2025**	🔴	Meet or exceed Scottish average	**2023/24 target = 750** Scottish average: 658 Family group average: 660	Annual
Percentage of P1,P4 and P7 pupils combined achieving expected CFE level in literacy	73.7%	76.4%	76.5%	**Due Dec 2025**	🔺	Meet or exceed Scottish average	**2023/24 target = 77%** Scottish average: 74% Family group average: 73%	Annual
Percentage of P1, P4 and P7 pupils achieving expected CFE level in numeracy	80.2%	83.3%	81.7%	**Due Dec 2025**	🔺	Meet or exceed	**2023/24 target = 83.5%** Scottish average – 80.3% Family group average: 78.9%	Annual

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	2022/23	2023/24	2024/25				
						Scottish average		
Literacy attainment gap (P1, P4 and P7 combined) (LGBF)	20.6%	24.9%	19%	**Due Dec 2025**	✅	Meet or exceed Scottish average	**2023/24 stretch target between 19% - 17.5%** 2023/24 Scottish average: 20.2% Family group average:17.1%	Annual
Numeracy attainment gap (P1, P4 and P7 combined) (LGBF)	17.3%	16.3%	15.8%	**Due Dec 2025**	⚠️	Meet or exceed Scottish average	**2023/24 stretch target between 15.5% - 14%** 2023/24 Scottish average: 17.4% Family group average:15%	Annual
Proportion of funded early years provision which is graded good or better (LGBF)	83.3%	93.5%	96.6%	**Due Oct 2025**	⚠️	100%	**2023/24 target = 100%** Scottish average: 89.8% Family group average: 91.6%	Annual
School attendance rate (per 100 pupils) (LGBF)	-	90.3%	90.6%	**Due Dec 2025**	⚠️	Meet or exceed Scottish average	**2023/24 target = 92%** Scottish average: 90.3% Family group average: 89.4%	Moved from Biennial to Annual in 2023/24.
School attendance rate (per 100 looked after pupils) (LGBF)	-	82.2%	-	**Due Sept 2025**	✅	Meet or exceed Scottish average	**2022/23 target was to meet or exceed family group average.** Scottish average: 84.4% Family group average: 81.5%	Biennial
Exclusion rate (per 1,000 pupils) (LGBF)	-	15.7	-	Due Jan 2026	📈	📈	2022/23: Scotland: 16.6 Family Group: 17.9	Biennial

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	2022/23	2023/24	2024/25				
							This is a 'data only' KPI. Numbers are monitored, but due to the nature of the KPI, numbers can fluctuate year to year.	
Exclusion rate (per 1,000 looked after pupils) (LGBF)	-	77.9	-	Due Jan 2026			2022/23 Biennial SG data Scottish average: 96.9 Family group average: 100.2 This is a data only KPI. Numbers are monitored, but due to the nature of the KPI, numbers can fluctuate year to year.	Biennial
% of primary school pupils present taking school meals P1 – P7	Survey not carried out	2022 61.4%	2023 70.9%	2024 73.3%		75%	**2024 target = 70%** This data is sourced from the Schools Healthy Living Survey. Scotland 2024= 63.9%	Annual
% of secondary school pupils present taking school meals (free or paid for)	Survey not carried out	2022 55.8%	2023 44.2%	2024 39.3%		Meet or exceed Scottish average	**2024 target = 60%** This data is sourced from the Schools Healthy Living Survey. Scotland 2024 = 42.1%.	Annual
Number of organisations involved in the community asset transfer process	8	4	7	6			This is a data only KPI. Whilst numbers are monitored, due to the nature of the KPI, numbers can fluctuate year to year.	Annual

Key Performance Measures	Performance				Latest status	Target 2025/26	Comment	Frequency of reporting
	2021/22	2022/23	2023/24	2024/25				
Number of young people participating in accredited schemes - Duke of Edinburgh	250	300	372	440	✅	350	**2024/25 target = 250**	Annual
% of young people participating in active schools	48%	51%	42%	50%*	🔺	51%	**2024/25 target = 51%** Data is being verified and relates to school terms 1& 2. Year-end data is likely to be higher.	Annual
Proportion of school pupils entering positive destinations (LGBF)	2021 95.4%	2022 94%	2023 96.4%	**2024** 95.4%	🔺	Meet or exceed Scottish average	**2024/25 target = 97.5%** Scotland - 95.7% Family group - 95.6%	Annual
% of 16–19-year-olds participating in learning, training or work (LGBF)	2021 93.3%	2022 93.8%	2023 92.6%	**2024** 93.5%	🔺	Meet or exceed Scottish average	**2024 target = 95%** Scotland - 92.7% Family group - 92.3%	Annual
Number of adult learners supported by CLD achieving core skills qualifications	149	126	143	79*	🔴	50	**2024/25 target = 150** * year total may increase to 84, portfolio verification for small number still being carried out.	Quarterly
Library Service Active Borrowers (in person and electronic)	4,265	5,266	5,464	6,342	✅	6,400	**2024/25 target = 6,055**	Quarterly
Total number of in person visits for library purposes	83,860	172,649	184,329	185,819	🔴	198,500	**2024/25 target = 198,500**	Quarterly
Number of in person visits to the Watt Institution	6,440	13,960	16,761	18,199	🔴	19,200	**2024/25 target = 19,200**	Quarterly

PI Status	
🔴	Performance is adrift of target by 5% or more

PI Status	
	Performance is below target, but is within a set tolerance level (between 0%-5%)
	Performance is at target level or higher
	Performance is being monitored but no target has been set (data only PI)

Education and Communities Risk Management

Risk management is an integral part of corporate governance and sound management. The effective identification, assessment and management of risk is key to helping Inverclyde Council be successful in delivering its objectives, whilst protecting the interests of their stakeholders.

The highest risks to the Committee were reviewed in April 2025 and are presented below:

Risk Title	Risk Owner	Risk Description	Potential Causes	Potential Consequences	Impact	L'hood	Risk Score	Current mitigation	Future mitigation
Significant budgetary pressures	Director of Education, Communities and Organisational development	There is a risk that the service will not have enough funds to deliver statutory and core services, meet the demands of rising needs and contain inflationary pressures	• Increased demand for services e.g. ASN • Changing need and demographics for Early years places • Inability to control costs linked to inflationary pressures • Ringfencing of specific funding does not take into account the holistic needs of the service • Potential closure of services that are valued by the community	• Service is unable to meet statutory requirements for young people • Areas of the service are not able to meet demand from other parts of the service e.g. cleaning, supply cover • Risk of authority being taken to ASN tribunal • Competing priorities for existing staff • Increased dissatisfaction with Council services and reputational risk to the Council	4	4	**16**	Budget exercise Inflation contingency Monthly budget monitoring Committee reporting on project progress against key milestones Work procurement to ensure Best Value Prioritisation of spend and monitoring of cover budgets Monitoring of teacher numbers Ongoing reviews of services The Committee considers savings proposals to manage the budget	ASN Transport review ASN provision review Catering review

Risk Title	Risk Owner	Risk Description	Potential Causes	Potential Consequences	Impact	L'hood	Risk Score	Current mitigation	Future mitigation
Inability of the service to provide for increasingly complex or growing ASN needs	Director of Education, Communities and Organisational development	There is an increasing risk that service provision cannot support and achieve the outcomes for young people with ASN due to the increase in complexity of needs and numbers	• Inability to identify at an early stage the young people with complex needs who will need ASN support i.e. pre engagement with the service at 3 yrs old • Unexpected or unpredicted increase in the number of young people requiring ASN • Lack of suitably qualified and experienced teachers and PSAs • Central services do not have the capacity to support the growing level of need e.g. ICOS / EAL etc • Competing reactionary priorities (e.g. tribunals) which divert resources away from prioritising ASN / supportive and preventative measures • Capacity in mainstream schools to provide universal or targeted support due to increased costs of staff or need to divert support staff to ASN provision • Pressure to meet statutory obligations versus availability of resources • Lack of training opportunities for teachers and PSAs	• Impact on allocation of staffing - including skills and training as well as increased staffing costs • Reduction in PSAs available to support in mainstream settings as more are needed for ASN provision • Financial impact due to increasing costs for educational and transport provision • Capacity stretch within ASN and mainstream schools to meet the increased need • Where needs are not met this can lead to the disengagement and non attendance of pupils, as well as dysregulation and resultant critical incidents • Reputational impact reflecting the level of support including increase in ASN tribunals and potential claims if lost	4	4	16	Ongoing training for staff and increased support from centre e.g. increase in PPB training and number of trainers Regular monitoring of provision including the fortnightly Authority Screening Group (ASG) as well as the ongoing monthly ASN monitoring forum Use of the delivering differently approach to develop the use of existing ASN provision and develop new approaches Networking as part of Regional Improvement Collaborative and linking via ADES to benchmark our practice Ongoing review of ASN provision which includes annual forecasts based on the work of the ASNMF as well as option appraisals when required	Possible increase to central team with ASN development officer role to enhance capacity of current team Review CLPL calendar for 2025/26 and beyond to ensure training is meeting needs - staff questionnaire going out April 25 Review placements for S1 earlier than the Oct of P7 i.e. Summer term P6 to give greater lead in time for planning

Risk Title	Risk Owner	Risk Description	Potential Causes	Potential Consequences	Impact	L'hood	Risk Score	Current mitigation	Future mitigation
			• Reduction in support provided from partners due to decreasing budget allocation e.g. Strategic Equity funding reducing over time = reduction in support available from Barnardo's • Budget constraints for provision of specialist equipment both in terms of cost of equipment and increased demand for it.						
Difficulty to attract & retain staff	Director of Education, Communities and Organisational development	The risk is that there is a failure to ensure there is an appropriate resourced and resilient workforce in place to meet future organisational needs to effectively execute the Committee Plan	• Lack of appropriately trained personnel applying for posts • Temporary budgets can make it difficult to appoint permanent staff • Competition for workforce with other authorities • Increased workload	• Single points of dependency or failure within workforce • Capacity stretch on existing workforce • Disengagement, morale issues with existing workforce • Impact on quality or continuity of service delivery • Missed regulatory or reporting deadlines • Lack of capacity to develop or improve a new idea / project • Reputational impact • Needs of communities are not being met	3	4	12	Inhouse leadership programmes Mentoring programmes Annual positive Conversations with staff to identify aspirations and training needs Service reviews to identify single points of failure Staff development Succession plans Workforce plan People and Organisational Development Strategy	

Risk Title	Risk Owner	Risk Description	Potential Causes	Potential Consequences	Impact	L'hood	Risk Score	Current mitigation	Future mitigation
Strategic Planning Risk	Director of Education, Communities and Organisational development	There is a risk that outcomes and targets are not achieved due to national reform or changing policy direction, changing Alliance partner strategic direction or reduced Alliance partner resources. For example this could be in relation to the Children's Service Plan, LAC outcomes, Arts/Cultural and Heritage, Community Learning and Development 3 Year plan Child Poverty, Participatory Budgeting and anti-poverty initiatives.	• National reforms • Changing policy direction • Changing Alliance partner strategic direction • Reduced Alliance partner resources • Short term funded projects	• The Council is not meeting local needs as well as intended • Core needs of communities are not being met • Workforce overload • Short term funding linked to additional planning results in competing priorities and core services to communities being affected	4	3	12	Partnership Plan Use of the delivering differently approach Alliance with Memorandum of Understanding Working with the Scottish Government Regular reports and updates to Committee Ongoing work with ADES / COLSA to outline impact on local government Review of progress	
Failure of major supplier or partner	Partnerships	The risk is that external factors outwith the control of the Council impact on the Council's ability to deliver services	• Poor selection process • Poor quality or small pool of suppliers / partner • Services provided are ceased	• Impact on quality and/or resilience of service delivery • Financial impact to source new or more expensive options • Reputational impact	3	3	9	Tender process Major partnership board presence Regular reporting Financial governance reviews Contract Strategy	

Legend

(Red) Requires Active Management

High impact/high likelihood: risk requires active management to manage down and maintain exposure at an acceptable level.

(Amber) Contingency Plans

A robust contingency plan may suffice together with early warning mechanisms to detect any deviation from plan.

(Yellow) Good Housekeeping

May require some risk mitigation to reduce likelihood if this can be done cost effectively, but good housekeeping to ensure the impact remains low should be adequate. Reassess frequently to ensure conditions remain the same.

(Green) Review Periodically

Risks are unlikely to require mitigating actions but status should be reviewed frequently to ensure conditions have not changed.

Monitoring and Reporting

Inverclyde Council is committed to ensuring that accountability, transparency and openness is embedded throughout the organisation and in our public performance reporting.

Progress on the delivery of this Plan is monitored using the Council's performance management system, Pentana, which monitors Actions, KPIs and Risks. Progress reports will continue to be presented to every second Committee meeting for scrutiny and published on the Council's website.

These reports and a range of other performance information is published here: https://www.inverclyde.gov.uk/council-and-government/performance