Inverclyde council

AGENDA ITEM NO: 7

Report To:	**Policy and Resources Committee**	**Date:**	**17 May 2016**
Report By:	**Wilma Bain, Corporate Director, Education, Communities and Organisational Development**	**Report No:**	**PR/11/16/WB/MMcK**
Contact Officer:	**Miriam McKenna, Corporate Policy and Partnership Manager**	**Contact No:**	**01475 712042**
Subject:	**Education, Communities and Organisational Development Corporate Directorate Improvement Plan 2016/19**		

1.0 PURPOSE

1.1 The purpose of this report is to seek the Policy and Resources Committee approval for the 'corporate' elements of the Education, Communities and Organisational Development Corporate Directorate Improvement Plan (CDIP) 2016/19.

1.2 The report also summarises the process for carrying forward the Inverclyde Council Corporate Statement 2013 – 2017.

2.0 SUMMARY

2.1 A new 2016/19 Education, Communities and Organisational Development Plan has been developed, informed by self-evaluation undertaken across the Directorate. The plan has been submitted to the Education and Communities Committee meeting, but as in previous years, the plan, along with the Environment, Regeneration and Resources CDIP, is submitted to this committee in relation to the corporate services.

2.2 The new CDIP 2016/19 is attached as an Appendix. The document includes the following sections: APPENDIX

- Introduction to the Plan
- Strategic overview
- Summary of resources
- Self-evaluation and improvement
- 3 Year overview and improvement plan
- Performance information
- Legislative context
- Risk register

2.3 In addition to the renewal of the CDIPs, the Council's Corporate Statement will come to its end at the end of the Financial Year 2016/17. It is proposed to bring a report to the next Policy and Resources Committee meeting in August 2016 suggesting that this Statement be extended until after the Local Government Elections to be held in May 2017, in order that any new Statement be developed in full engagement with the new administration.

2.4 It is also proposed that a briefing on the Education, Communities and Organisational Development CDIP, held jointly with Environment, Regeneration and Resources, on the CDIPs, be held for Elected Members in order to explore and discuss the plans more fully.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Policy and Resources Committee:

a. approves the Education, Communities and Organisational Development CDIP 2016/19

b. agrees that a report be brought to the August meeting of this committee in regard to extending the life of the Corporate Statement

c. agrees that a briefing for Elected Members be held on the Education, Communities and Organisational Development and Environment, Regeneration and Resources Corporate Directorate Improvement Plans.

Wilma Bain, Corporate Director Education, Communities and Organisational Development

4.0 BACKGROUND

4.1 CDIPs are a key component of the Council's Strategic Planning and Performance Management Framework. They are the principal vehicle for managing and delivering the strategic outcomes in the Single Outcome Agreement 2013/17 and the Council's Corporate Statement 2013/17, as well as the wellbeing outcomes which are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).

4.2 The CDIP 2016/19 is based on a robust self-evaluation process. The Plan comprises a three year rolling plan which includes an overview for 2016/19, together with a one year detailed plan. It is proposed to deliver the initial improvement actions during 2016/17, followed by a yearly review and refreshment process.

4.3 The ECOD CDIP 2016/19 contains improvement actions to be delivered by the following Council Services: Education; Inclusive Education, Culture and Corporate Policy; Safer and Inclusive Communities; and Organisational Development, HR and Communications. The Policy and Resources Committee are asked to particularly consider the actions for Organisational Development, HR and Communications and Corporate Policy.

4.4 The Plan also contains key performance indicators, comprising statutory performance indicators and local performance indicators which provide an important measure of how the Directorate's Services contribute to the Council's strategic aims.

4.5 Reports on progress with delivery of the Corporate Services improvement actions will be submitted to every second meeting of this Committee.

4.6 In addition to the renewal of the CDIPs there will be a requirement to renew the Council's Corporate Statement in 2017, as it comes to an end at the end of March 2017. However, given that there is a Local Government Election to be held in May 2017, it is suggested that the existing Corporate Statement be carried over to the end of March 2018. This will enable engagement with the new administration to take place, to develop the new Statement. A report on this will be presented to the next meeting of this committee.

5.0 IMPLICATIONS

5.1 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	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

5.2 Human Resources: There are no direct human resources implications arising from this report.

5.3 Legal: There are no direct legal implications arising from this report.

5.4 Equalities: The ECOD Directorate is committed to ensuring equality of opportunity in everything that it does. The Head of Education chairs the Corporate Equality Group

which takes the lead in ensuring the Council meets its obligations under The Equality Act 2010.

5.5 Repopulation: Provision of Council Services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde support the Council's aim of retaining and enhancing the area's population.

6.0 CONSULTATION

6.1 The appropriate ECOD officers were consulted on the development of the ECOD CDIP 2016/19.

7.0 CONCLUSION

7.1 The ECOD CDIP 2016/19 is presented for the Policy and Resources Committee approval. It is recommended that progress reports on the Corporate Services performance indicators and improvement actions from both the Education, Communities and Organisational Development and Environment, Regeneration and Resources CDIP's are submited to every second meeting of this Committee.

8.0 LIST OF BACKGROUND PAPERS

8.1 Corporate Directorate Improvement Planning Update – report to the Policy and Resources Committee on 18 September 2012

Revised Strategic Planning and Performance Management Framework – report to the Policy and Resources Committee on 14 August 2012

Education, Communities and Organisational Development

Corporate Directorate Improvement Plan 2016/19

Inverclyde council

This document can be made available in other languages, large print, and audio format upon request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Cantonese

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Gaelic

Tha an sgrìobhainn seo cuideachd ri fhaotainn ann an cànanan eile, clò nas motha agus air teip ma tha sibh ga iarraidh.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

Mandarin

本文件也可应要求，制作成其它语文或特大字体版本，也可制作成录音带。

Polish

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formacie audio.

Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਰਾਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

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Contents

1. Introduction by the Corporate Director, Education, Communities and Organisational Development 4
2. Strategic Overview 7
   2.1 Purpose and scope of the Directorate 7
   2.2 National and local context 8
   2.3 Customer focus 9
   2.4 Equality 10
   2.5 Sustainability of the environment 11
   2.6 Risk management 12
   2.7 Competitiveness 12
3. Summary of Resources 15
4. Self-Evaluation and Improvement Plan 16
5. Education, Communities and Organisational Development 3 Year Overview 19
6. Education, Communities and Organisational Development 1 year Improvement Plan 23
   6.1 Corporate Improvement Actions 24
   6.2 Cross-Directorate Improvement Actions 30
   6.3 Service Improvement Actions 36
   6.4 Capital Projects Improvement Actions 47
   6.5 Corporate Governance Improvement Actions 49
7. Education, Communities and Organisational Development Performance Information 50
8. Appendix 1: Legislative framework for individual Services 54
9. Appendix 2: Risk register 58

1. Introduction by the Corporate Director, Education, Communities and Organisational Development

On behalf of the Education, Communities and Organisational Development (ECOD) Directorate, I am pleased to present our Corporate Directorate Improvement Plan (CDIP) 2016/19. We carried out a comprehensive review of the original Plan early in 2016 to ensure that our improvement actions and performance information are still relevant to delivering the Council's wellbeing outcomes which are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).

The CDIP is an integral part of the Council's Strategic Planning and Performance Management Framework. It assists in shaping the strategic direction for the Directorate and outlines key programmes, actions and improvements which we will deliver during the next three years.

As a Directorate, our activities are clearly focussed around the concept of a *Nurturing Inverclyd*e. This approach is based on the development of early intervention and preventative spend projects through partnership working. We aim to make Inverclyde a place which nurtures all its citizens, ensuring that everyone has the opportunity to enjoy a good quality of life with good mental and physical wellbeing. Our approach puts the child, citizen and community at the centre of service delivery. The improvement actions in this Plan are linked to the SHANARRI wellbeing outcomes which will help to deliver all the Single Outcome Agreement 2013/17 Outcomes and, in particular:

- Outcome 2 - Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life;
- Outcome 6 - A nurturing Inverclyde gives all our children and young people the best possible start in life; and
- Outcome 8 - Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Our CDIP has been developed using robust self-evaluation. The Directorate's four Services have taken into consideration a wide range of data, stakeholder views and reviewed how the services we deliver work to achieve the eight wellbeing outcomes. Each aspect of our Plan reflects national and local priorities and is focussed on improving the quality of our services and the lives of local children, citizens and communities.

Some of the key improvements which had already been agreed to be implemented during the course of the original CDIP include:

- the development of a new SOA from 2017 onwards to include the duties placed on the Council and Community Planning Partnership by The Community Empowerment (Scotland) Act 2015;
- further development of the Council's commitment to equalities consistently in Council Services to ensure better outcomes for people with protected characteristics;
- embedding the principles and techniques of good self-evaluation across Council Services;
- progressing the work of the *Nurturing Collaborative* to help deliver tangible improvements in outcomes and reduce inequalities for vulnerable children;
- the improvement of library and museum facilities in Inverclyde; and
- the delivery of the Scottish Attainment Challenge and Raising Attainment for All initiatives.

One of our greatest challenges in the coming year is to continue to deliver high quality services to our customers in extremely challenging financial circumstances. We are committed to adopting a solution-focussed and *can do* attitude to our work. We will continue to develop and promote robust self-evaluation both in our own Directorate and across the Council, in order to enhance current good practice and constantly develop and improve as a local authority.

Other challenges facing the Directorate during the next year include:

- a reduction in employees and pressure on service delivery levels
- implementation of major new legislation such as The Children and Young People (Scotland) Act 2014 and The Community Empowerment (Scotland) Act 2015
- welcoming and supporting refugees in our community
- tackling poverty
- implementing welfare reform
- closing the attainment gap
- helping our young people to stay safe
- a reducing population
- areas with significant levels of deprivation
- limited economic opportunities
- a growing elderly population
- legislative changes in employment law, health and safety and pensions
- changes in the National Terms and Conditions for Local Government Employees
- developing a new Local Housing Strategy for 2017/21
- reviewing the ageing public space CCTV in Inverclyde
- reviewing community facilities in Inverclyde
- labour market issues, particularly supply teacher shortages
- school re-provisioning and education service changes.

Examples of key achievements delivered by the Directorate during 2013/16 are:

- winning a CoSLA Gold Award in 2013 for the *Nurturing Inverclyde* approach
- winning a CoSLA Silver Award in 2013 for the Mentors in Violence Prevention initiative
- rolling out the Mentors in Violence Prevention initiative to a wide range of schools
- implementation of the No Knives, Better Lives Peer Education Group which helps deliver the No Knives Better Lives campaign – the initiative was the overall winner of the British Red Cross Humanitarian Awards 2015
- the Community Learning and Development (CLD) Service Adult Learning and Literacies winning a Scottish Qualifications Authority (SQA) Star Award as the Lifelong Learning Centre of the Year 2015
- Inverclyde has one of the highest Duke of Edinburgh participation rates
- opening of IYOUTHzones in Port Glasgow and Gourock; examples of the facilities offered at the venues are internet and computer access, arts and crafts, a pool table, café and meeting rooms
- the number of CLD staff and volunteers who were supported to develop their skills through increased opportunities for accreditation and training
- increased accreditation for Modern Apprentices in Youth Work
- the range of accreditation has increased to better meet learners' individual needs
- an Outreach and Engagement Customised Award was developed in partnership with the SQA
- we achieved Volunteer Friendly Award status, driving up the quality of volunteering programmes and recognising the contribution volunteers made to delivering CLD services
- we carried out an Adult Achievement Award pilot project
- we developed a Physical Education Strategy and implemented two hours of PE in every school in Inverclyde
- we implemented the Food Standards Agency's Cross-Contamination Guidance in all food businesses in the area
- we rolled out the Housing Energy Efficiency Programme in Inverclyde; over 1,300 social rented and privately owned homes benefited from this area-based programme
- a number of projects were completed under the Strategic Housing Investment Plan; 169 new affordable homes were built in Inverclyde
- we were recognised as a Living Wage accredited employer which means that everyone working at the Council receives a minimum hourly wage which is significantly higher than the national minimum wage
- the Council was recognised as the Best Government Services Employer in the UK 2016 at the Bloomberg Business Best Employer Awards 2016

- a partnership working pledge was established with the trades unions.

Through this Plan, we hope to support and challenge our employees to improve the quality of the services we provide. We look forward to building on the progress that has been achieved from 2013 to 2016 and continuing to make further achievements during the next three years.

Wilma Bain
Corporate Director, Education, Communities and Organisational Development

2. Strategic Overview

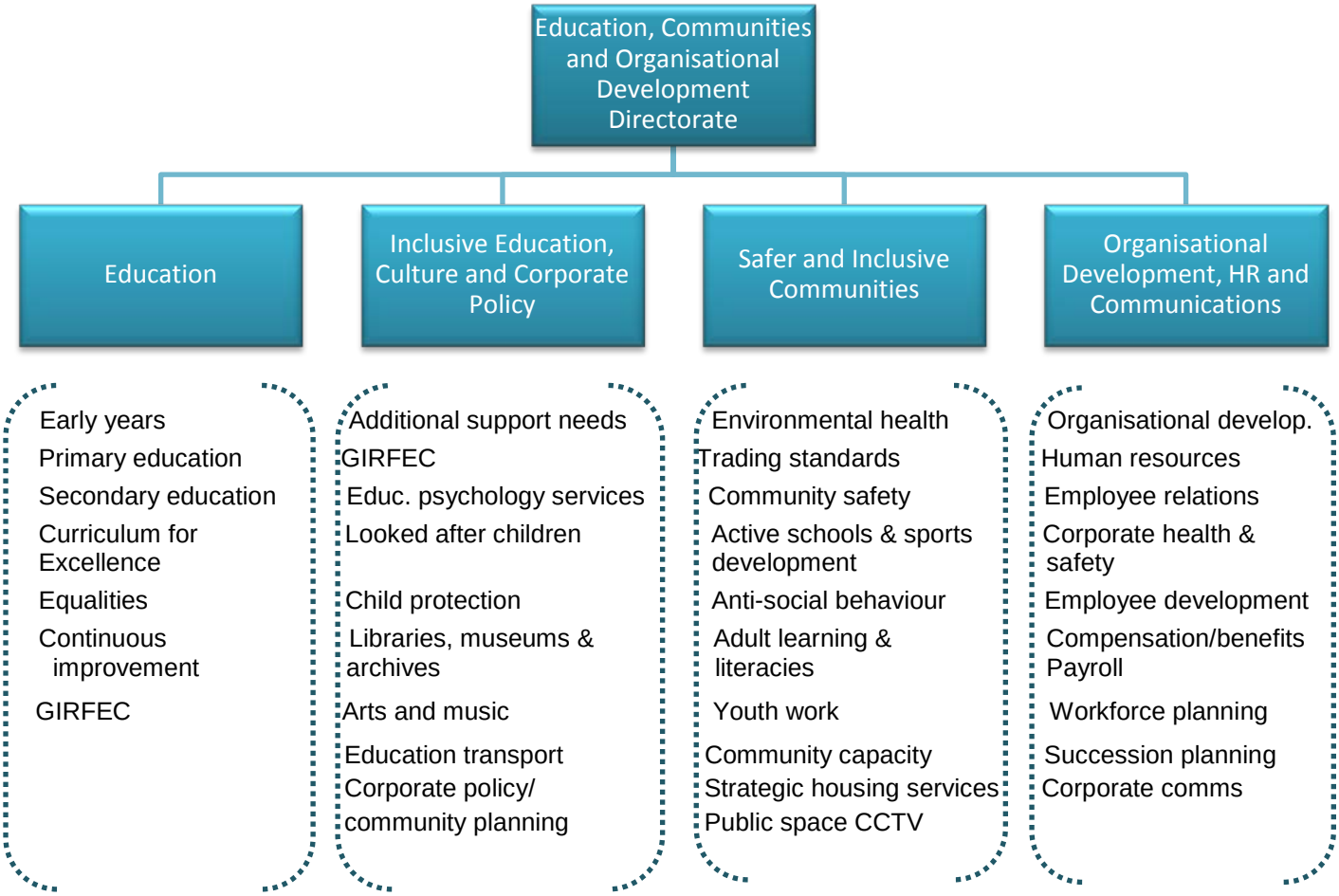
2.1 Purpose and scope of the Directorate

The primary roles of the Directorate are to:

- provide education, culture and lifelong learning;
- support safer and inclusive communities; and
- provide the corporate back office functions of human resources, organisational development, communications, corporate policy and partnership working.

These services all sit within the Council's vision of a *Nurturing Inverclyde* where we are ***Getting it Right for Every Child, Citizen and Community***, working towards the achievement of the wellbeing outcomes, where all our children, citizens and communities are Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

The Directorate comprises four services. The Directorate's management structure is:



2.2 National and local context

New legislation emerging from the Scottish and UK Governments will directly impact on the nature of the services that the Directorate provides during the next three years. Legislation that will come into effect during the life of the Plan includes:

- The Children and Young People (Scotland) Act 2014
- The Community Empowerment (Scotland) Act 2015
- legislative changes in employment law, health and safety and pensions
- changes in the National Terms and Conditions for Local Government Employees
- The Education (Scotland) Bill 2015
- The Community Justice (Scotland) Act 2016.

There are a number of consultations around proposed issues such as Public Sector Exit Payments and the Trade Union Bill which we will keep abreast of, to be aware of any potential impacts on service delivery.

Additionally, between 2016/17 and 2017/18, the Scottish Parliament Elections and a Local Government Election will take place which may have an impact on legislation as well as national and local priorities. The 'rolling' nature of this Plan will allow services to adapt to any changes.

Public Sector Reform

Significant transformation for public services continues in Scotland with major reforms being undertaken by the Scottish Government in local government, health, social care and the uniformed services. Public services still face serious challenges with the demand for services set to increase dramatically over the medium term, while public spending becomes even further constrained. This means that the Council will, in effect, have to achieve more with less.

To manage this, we continue to identify where we can focus on early intervention, reducing costs and improving performance. This is a challenging agenda for the Council and the Directorate has a key role to play in helping the Council get it right by providing support for parents and young children at the early stages of a child's life; helping children and young people to achieve in education and move onto employment; providing further learning and training opportunities; tackling anti-social behaviour at an early stage and improving our other prevention work.

In addition to the above, the Directorate operates and delivers services within a diverse policy and legislative framework which is detailed below:

All Services in the Directorate

- The Equality Act 2010
- Curriculum for Excellence
- The Community Empowerment (Scotland) Act 2015
- The Schools (Health Promotion and Nutrition) (Scotland) Act 2007
- The Children and Young People (Scotland) Act 2014
- The Mental Health Strategy for Scotland 2012/15
- Working for Growth: A Refreshed Employability Framework for Scotland 2012
- Strategic Guidance for Community Planning Partnerships: Community Learning and Development 2012
- The Requirements for Community Learning and Development (Scotland) Regulations 2013
- National Improvement Framework
- The Welfare Reform Act 2012
- The Local Government in Scotland Act 2003
- The Early Years Collaborative
- The Raising Attainment for All Programme 2015
- Scottish Attainment Challenge

There is also legislation which is specific to the Directorate's individual Services some of which is attached as Appendix 1. Much of the legislation is listed in the Council's scheme of delegation http://www.inverclyde.gov.uk/law-and-licensing/standing-orders-and-scheme-of-administration.

2.3 Customer focus

The Directorate's customer base is varied and wide. It includes all Inverclyde's children and their parents, those living in communities served by the Community Wardens, as well as communities supported by Community Learning and Development (CLD) employees. It also extends to the media, people with an interest in libraries, culture and the arts, as well as those that are seeking employment with the Council. In addition, the Directorate provides support to colleagues in the Council through the functions of Corporate Policy and Organisational Development, Human Resources and Corporate Communications.

Corporate customer engagement takes place through our Citizens' Panel which the Inclusive Education, Culture and Corporate Policy Service has responsibility for. Two Citizens' Panel surveys are carried out each year, the results of which are reported to the Council's Policy and Resources Committee and posted on the Council's website. Newsletters are also sent to Citizens' Panel members to let them know how their comments have been taken on board.

Council Services use customer engagement as an essential tool to measure satisfaction and feedback received is used to improve service delivery. Other forms of customer engagement carried out by the Directorate during the past three years include:

- food hygiene inspections of business premises under a new cross-contamination inspection regime
- an end of programme evaluation for all CLD participants (on-going)
- a survey of young people to ascertain the need for a town centre youth facility
- a survey of employee new starts and leavers (on-going)
- feedback forms were issued to all delegates attending corporate training courses (on-going)
- online survey of applicants and the wider public using the national recruitment portal My Job Scotland (on-going)
- in partnership with the Health and Social Care Partnership, a Health and Wellbeing Survey was conducted in all secondary schools in Inverclyde in 2013; the Survey was followed up in 2015 by a Health and Wellbeing Conference for young people entitled *#Clyde Conversations*
- an Employee Survey was carried out in Winter 2015
- our Budget Consultation process
- learner-led action research in adult literacies
- Libraries engagement on the relocation of the Central Library.

Between now and March 2019, we plan to engage with our stakeholders in the following ways:

- a public consultation on the School Transport Policy
- development of a Youth Participation Strategy
- developing a 'penny for youth thoughts' Youth Council
- a second *#Clyde Conversations* conference for young people
- further budget consultation processes
- development of a new Single Outcome Agreement and building community capacity to engage
- carrying out a geographical needs and strengths assessment
- development of locality plans
- development of a Local Housing Strategy 2017/21
- learner-led action research
- Café Conversations - needs analysis events for English for Speakers of Other Languages learners
- an Employee Survey
- on-going evaluation on the Libraries service delivery.

We also carry out formal and informal engagement with customers through pupil councils, the Youth Council, parent councils and community groups, Adult Learners Forum in Inverclyde and the WOOPi Advisory Group, as well as on-going engagement with individuals through the Community Wardens' service.

The Council's educational psychology service (EPS) engaged in a Validated Self-Evaluation Activity in partnership with the Education Authority, key local authority partners/stakeholders and HM Inspectors, Education Scotland. The themes reflect the Scottish Government's national priorities and relate to the contributions made by the EPS to raising attainment, addressing disadvantage and supporting and implementing *Getting it Right for Every Child*. The evaluative activity enabled the EPS to evidence the impact and outcomes of early intervention and prevention across the full range of service delivery.

Additional stakeholder services that we engage with include other public sector organisations and the voluntary sector through community planning and the development of the Single Outcome Agreement 2013/17. The Community Planning Partnership includes the Third Sector Interface which is the medium through which the Partnership engages with the voluntary sector.

Additionally, through community planning, community engagement is co-ordinated through the Community Engagement and Capacity Building Network. The Network engages with a wide variety of audiences around the local Single Outcome Agreement Outcomes and other topic areas.

2.4 Equality

The ECOD Directorate is committed to ensuring equality of opportunity in everything that it does. The Head of Education chairs the Council's Corporate Equality Group, which takes the lead in ensuring the Council meets its duties under The Equality Act 2010.

Services carry out equality impact analysis (EIA) on new or significantly changing policies, strategies and procedures, as well as on budget saving proposals. EIAs completed or planned by the Directorate include:

<u>Completed</u>

- Pay and Grading Model
- Stress Policy
- Conditions of Service
- Single Outcome Agreement 2013/17
- Inverclyde Libraries Service Plan 2014/15
- Inverclyde's Sexual Health Action Plan
- Inverclyde Sports Framework
- The Watt Library Complex Heritage Lottery Fund bid
- Budget saving proposals

<u>Planned</u>

- McLean Museum Service Plan
- Schools Transport Review
- Equality and Diversity at Work
- Supporting Attendance Policy
- Infection Control Policy
- Conditions of Service
- Respect and Dignity at Work
- 3 Year Plan for Community Learning and Development
- Single Outcome Agreement 2017/22
- Proposed budget savings
- Revised Pay and Grading Model

The Council also has a series of Equality Outcomes and every Service in the Directorate will continue to work towards the achievement of these during the next year. Details of these Outcomes can be viewed here Equality and Diversity.

The Council's overarching Equality Outcomes are:

1. through an increase in third party reporting facilities, people with protected characteristics feel safer within their communities and levels of hate crime are reduced

2. Council employees and Elected Members are able to respond confidently and appropriately to the needs of service users and colleagues who have protected characteristics

3. increased targeted engagement with Inverclyde's children, citizens and communities who have protected characteristics

4. all Services consistently gather and analyse information on their service users by protected characteristics, where appropriate, which is used to inform improvement planning.

In section 6 of this Plan, there are a number of improvement actions of particular relevance to delivery of the Council's duties under The Equality Act 2010. These have been gathered into the Council's Equality Outcomes document (which can be viewed via the above web link) to show how each service area is working to deliver the general and specific equality duties and work with people with protected characteristics. The Council will prepare and publish a set of equality outcomes for 2017 as part of the on-going 4 yearly update process.

The performance management of this document will help the Council to monitor how it is performing towards the achievement of its Equality Outcomes.

2.5 Sustainability of the environment

The Directorate supports implementation of the Council's flagship *Green Charter* environmental policy which aims to reduce energy and waste and promote the sustainable use of resources in the Council and across our community. For example, employees are encouraged to use the recycling facilities provided in Council premises or participate in our *Cycle to Work* scheme. The scheme is a Government-approved salary sacrifice initiative which allows staff to hire a bike and accessories to a value of £1,000 for the purpose of cycling to work (or for part of the journey). The project assists employees to reduce journey costs, traffic congestion and pollution; it also helps to support performance of one of our sustainable development performance indicators i.e. *to reduce CO_2 emissions within the scope of influence of the local authority*, also known as our *area-wide emissions*.

The Directorate's Services are encouraged to help the Council reduce its carbon emissions which in turn supports delivery of the Council's Carbon Management Plan 2011/16. Employees are provided with information to help them reduce their energy consumption in the office, for example, by switching off monitors when not using PCs; turning lights off; buying recycled paper; restricting the use of colour printing; considering the environment before printing any documents and turning taps off after use.

Our educational establishments also have a critical role to play in the implementation of our corporate *Green Charter* environmental policy by promoting sustainable development and environmental sustainability. It is vital that young people gain an early understanding of key environmental issues and become aware of ways they can make a difference through their personal actions. Our *Schools Green Charter* initiative therefore seeks to reduce the environmental impact of Inverclyde's educational establishments and help promote a culture of environmental sustainability by educating young people on the subject of sustainability. Every school in Inverclyde has signed up to the *Green Charter* with a view to taking actions to reduce their environmental impact and achieve the *Eco Schools Green Flag* award.

The delivery of our School Estate Management Plan aims to ensure that all Inverclyde schools are replaced or fully modernised by 2020. Mindful of research into the positive impact of good environmental conditions

on pupil attainment, the designs for our new schools place a strong emphasis on natural ventilation, high levels of natural day light and appropriate temperature control, together with energy and carbon reduction measures. This is further enhanced with other environmental sustainability initiatives such as a small wind turbine at Inverclyde Academy, a biomass boiler at the joint campus in Port Glasgow and photovoltaic cells at various sites.

To promote energy efficiency in our communities, the Directorate works in partnership with Home Energy Scotland (HES), the Inverclyde Home Energy Advice Team (iHEAT), the Home Energy Efficiency Programme (HEEPS) and the Scottish Energy Efficiency Programme.

HES provides information about heating and insulating homes, saving energy and cutting costs. i.HEAT offers a free and impartial home visit service, as well as advice on all aspects of home energy use, including how to reduce energy bills. The Council also promotes grant availability and improved energy efficiency to owners through the HEEPS programme. To find out more about these services, visit Home Energy Efficiency Services.

2.6 Risk management

The key risks that the Directorate faces include:

- financial - financial pressures are affecting all public sector agencies and the Directorate needs to closely monitor budgets to ensure service delivery remains efficient, effective and value for money;

- reputation - potential for lack of buy-in and support for local government benchmarking projects and equality and diversity outcomes could lead to non-compliance with legislation or adverse external criticism resulting in a negative impact on the Council's reputation;

- legal and regulatory - potential for lack of support and buy-in could lead to non-compliance with legislation particularly regarding The Equality Act 2010, The Community Empowerment (Scotland) Act 2015 and the Statutory Performance Indicators Direction 2015; and

- operational and business continuity - potential for possible inconsistencies in the roll-out of corporate systems and the potential for failure to implement policies and procedures could all have detrimental impacts on operational and business continuity.

The detailed risk management plan is attached at as Appendix 2 on page 69.

Opportunities exist to act in a more corporate manner across Directorates in order to reduce risks and these will be explored over the life of this plan.

2.7 Competitiveness

As part of the requirement to demonstrate best value, the ECOD Directorate sets out its approach to the competitiveness agenda as part of this CDIP.

Competitiveness is a complex area and not simply an issue of delivering services for the least cost. In the public sector, competitiveness can perhaps be better described as *challenge* and *improvement* as this is what the Directorate requires to do to drive continuous improvement and best value.

The Audit Scotland *Best Value Toolkit 2010: Challenge and improvement* sets out the following definitions:

Challenge

- The organisation has a proven record of adjusting its services as a result of internal or external challenge, achieved with an improvement of services.

- The organisation can justify that its delivery methods, whether in-house or otherwise, offer best value, within the context of its wider objectives.
- As part of its strategic approach to procurement and commissioning it undertakes objective options appraisal to explore and optimise a wide range of contract or partnership options. The organisation understands the impact of its activities on the local economy, and makes decisions based on clear policy objectives.

Improvement

- The organisation continually challenges and improves its performance. It has reviewed, or has plans to review, its services to ensure best value - an improvement programme is in place which takes account of customer and staff feedback and is readily available to citizens. It assigns responsibility, accountability and resources appropriately following improvement reviews.
- It uses the 'four Cs' (Consult, Compare, Challenge, Compete) effectively in reviewing services. Reviews are timely and the council can demonstrate improved outcomes and value for money as a result. Improvements are targeted in line with priorities, and performance indicators and satisfaction measures in reviewed areas are satisfactory or improving.
- It can demonstrate impact through improved service, or governance outcomes, and monitors and regularly reviews the quality and progress of its improvement activity.

Our self-evaluation guidance *Are we Getting it Right for Every Child, Citizen and Community?* supports the Directorate to carry out robust self-evaluation, using data from a variety of sources which informs the development of improvement actions, including those set out in section 6 of this Plan. A variety of processes are used to gather the data which informs on-going self-evaluation across the Council and is used to develop and adapt services to better meet the needs of customers.

The benchmarking information derived from the Improvement Service's Local Government Benchmarking Framework (LGBF) will also inform areas where the Directorate will focus attention and carry out further detailed internal analysis, in addition to learning from better performing councils.

The Council is currently involved in a number of LGBF benchmarking family groups around the topics of libraries, equalities, museums, human resources and looked after children. The family group process is used to assess performance, learn from good practice, highlight the Council's own good practice to other authorities and deliver improvement across the local authorities who make up the groups.

In addition to the LGBF family groups, a number of the Directorate's service areas already participate in well-established benchmarking activity such as:

- environmental health via the Association for Public Service Excellence, with future development of Trading Standards
- health and safety
- HR policy
- Education Services' benchmarking across local and national networks, as well as WITH our 'virtual comparators'
- educational psychology benchmark with neighbouring services (Argyll and Bute, West Dunbartonshire, Renfrewshire, North Ayrshire)
- through the Scottish Attainment Challenge initiative, we will benchmark with the other six authorities involved
- for school attainment, virtual comparison is now possible through the INSIGHT system (an online tool for secondary schools and local authorities to benchmark and improve the performance of pupils in the senior phase); comparisons can be made at authority level, school level and wider achievement
- employee survey benchmarking via Public Service Improvement Framework network
- the Duke of Edinburgh Awards Scheme is compared on a yearly basis, for example, participation rates, success and completion
- submitting core facts on our school estate to Scottish Government which is published annually for all authorities

- submission of Active Schools Monitoring reports to **sport**Scotland.

Over the years we have worked with other local authorities to help them learn from our good practice and vice versa. Education Scotland inspections show that we perform really well in our schools in comparison to our comparator authorities and the Council has been working with the Scottish Government regarding the implementation of The Children's and Young People (Scotland) Act 2014 to develop examples of good practice from Inverclyde.

The development of the Participation measure (which will follow on from the School Leavers Destination Results) will allow CLD services across the board to compare like for like as well as identify how well Inverclyde is doing in relation to its virtual comparators and/or comparator authorities.

The developing Scottish Improvement Framework will compare literacy and numeracy via Standardised Testing and indicators for health and wellbeing, which will allow services to benchmark to identify how well we are supporting all our children and young people.

3. Summary of Resources

The Directorate's budget for 2016/18 is outlined below

Expenditure and FTE numbers

Resource Statement: Education and Communities

Service	2016/17			2017/18		
	Gross Exp £000's	Net Exp £000's	FTE	Gross Exp £000's	Net Exp £000's	FTE
Director	141	141	1	141	141	1
Education	71528	70311	1030.34	71492	70255	1024.34
Inclusive Education, Culture	12424	11443	303.78	12424	11435	303.78
Safer & Inclusive Communities	9302	8562	155.3	9252	8505	155.3
Education & Communities Committee Total	93395	90457	1490.42	93309	90336	1484.42
Organisational Development & Human Resources	1786	1610	37.86	1763	1587	37.86
Corporate Policy	188	188	3	188	188	3
Policy & Resources Committee Total	1974	1798	40.86	1951	1775	40.86
Education and Communities Directorate Total	95369	92255	1531.28	95260	92111	1525.28

4. Self-Evaluation and Improvement Plan

The Improvement Plan for the Directorate is attached at section 6. It has been developed based on robust self-evaluation using both formal (such as external audit, inspection reports, validated self-evaluation) and informal self-evaluation techniques (such as service self-assessment).

Self-evaluation carried out by the services in the Education, Communities and Organisational Development Directorate includes:

- **Human Resources and Organisational Development** – review of performance indicators; Public Services Improvement Framework review undertaken in 2015; general benchmarking of HR policies and practices across Scotland; gathering best practice; self-assessment against the Annual Governance Statement; Internal Audit reports; customer satisfaction survey (HR Operations); CDIP performance reporting; employee opinion survey
- **Corporate Communications** - national communications advisory group (cross-boundary working and campaigns, links into other organisations, for example, the Scottish Government marketing team), employee opinion survey
- **Educational Psychology** – validated self-evaluation; annual review with the senior management team members; evaluation of professional development initiatives; Education Scotland; audit of reciprocal teaching; cross-authority work with West Dunbartonshire; Education Scotland good practice visits
- **Libraries and Museums** – internal service self-evaluation using the Public Libraries Quality Improvement Framework Toolkit; involvement in the Clydeview Learning Community inspection; customer engagement exercises
- **Corporate Policy** – using the Scottish Performance Management Forum to benchmark and peer review; the Local Government Benchmarking Framework; customer satisfaction survey; Audit Scotland Assessment of Public Performance Reporting; self-assessment against Audit Scotland reports; leadership evaluation for community planning; Citizens' Panel surveys.
- **Education –** Standards and Quality reports at both centre and service level, Improvement Plans at both centre and service level, How Good is Our School? 3 and 4, How Good is our Early Learning and Childcare? The National Improvement Framework, School and Care Commission inspection reports, self-assessment against the requirements of the Education (Scotland Bill), Insight Benchmarking toolkit, School reviews.
- **Safer and Inclusive Communities** – development of the Association for Public Sector Excellence Performance Network for Environmental Health; internal audits of Trading Standards and Environmental Health; external audit of Food Safety by Food Standards Scotland; ASSD benchmarking of Active Schools monitoring data; Education Scotland inspection of the Clydeview Learning Community included an assessment on *How Good is our Culture and Sport*?; regulatory benchmarking via the Scottish Food Liaison Committee, West of Scotland Food Liaison Group, West of Scotland Health and Safety Liaison Group, Health and Safety Co-ordinating Group, Public Health and Housing Liaison Group, Scottish Pollution Control Co-ordinating Committee, Scottish Health Protection Network, Society of Chief Officers of Environmental Health, Society of Chief Officers of Trading Standards Scotland (and sub groups), Association of Local Authority Chief Housing Officers.

The main findings from our self-evaluation were:

- **Human Resources and Organisational Development** – Performance indicators are improving, some internal communication and training issues require to be addressed, some service improvements have been highlighted, Inverclyde Council tends to be similar to other authorities regarding HR policy and practices. The Annual Governance Statement highlighted areas requiring action; internal audit improvement actions in our action plan; customer satisfaction surveys highlighted good practice with high satisfaction in some areas together with other areas for improvement; many indicators in our own employee opinion survey have improved on 2013 responses.
- **Educational Psychology** – the validated self-assessment affirmed that Educational Psychology has robust self-evaluation processes in place, contributing positively to a reduction in exclusions

and an increasing number of pupils educated in their local communities. Annual reviews evidence significant contributions to supporting school staff in meeting the needs of children and young people in educational establishments. The implementation of Positive Relations, Positive Behaviour Policy has had a positive impact. A review of reciprocal teaching identified further needs for support in roll-out while the good practice visit captured work on meeting the mental health needs of children and young people.

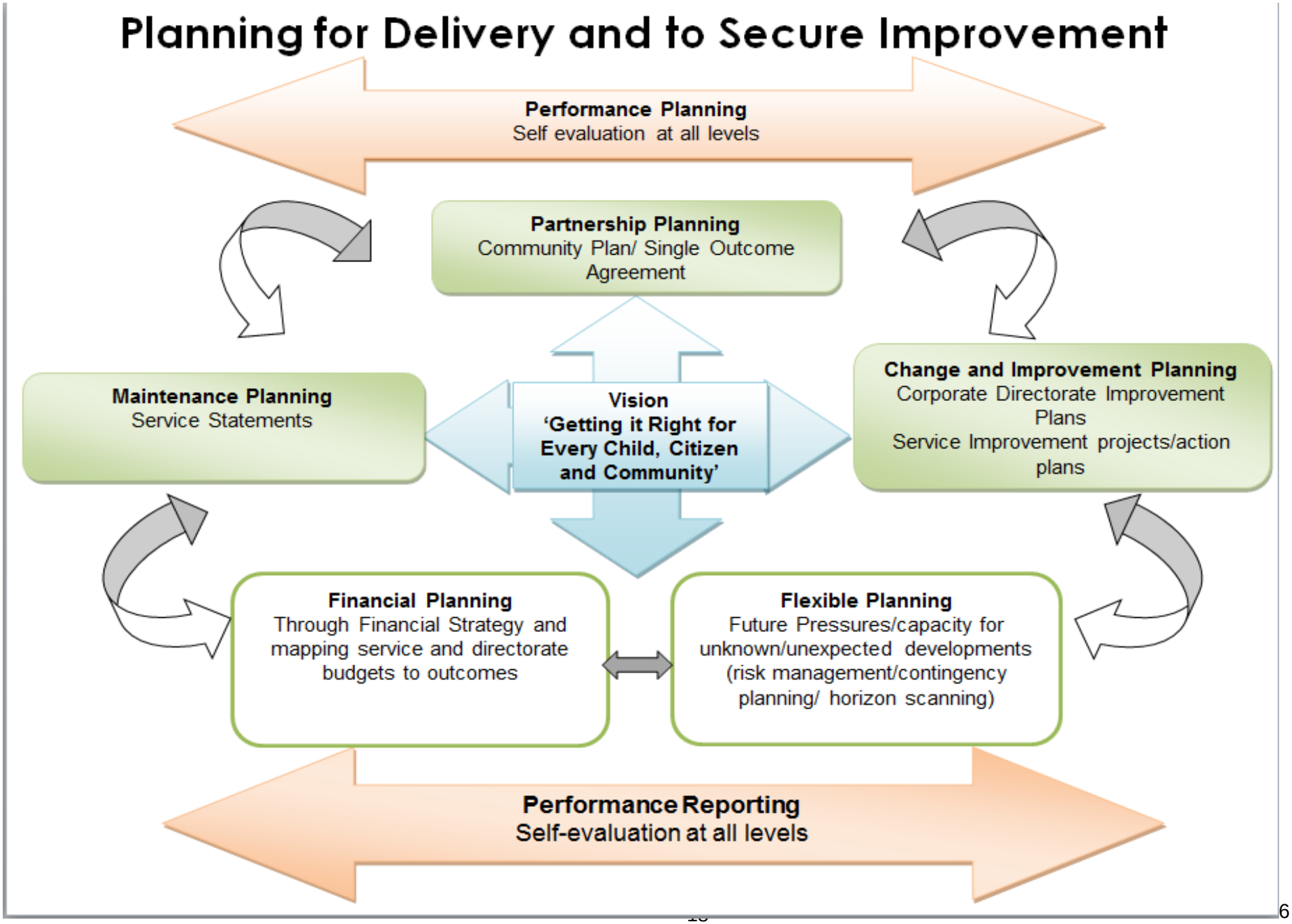
- **Libraries and Museums** – Small service delivery improvements were identified which feed into service planning, vision and strategy development. Customer feedback mechanisms have been developed.
- **Corporate Policy** – developments regarding Public Performance Reporting to include the creation of infographics; customers are generally happy with the service provided. Further improvement actions identified for the Community Planning Partnership include leadership, vision and relationships, which will be supported by the service.
- **Education** – new priorities have been identified regarding to The Education (Scotland) Bill, benchmarking has highlighted Inverclyde attainment levels compare well with our virtual comparators, but continued work is required to support our pupils, there remains an attainment gap between our most and least affluent communities.
- **Safer and Inclusive Communities** – both external and internal audits indicated that the service delivered was *good* or *very good*. Through benchmarking via Association for Public Sector Excellence, some room for improvement has been identified, although this process is still at an early stage. Trading Standards was identified as being too small to be resilient but internal reorganisation and recruitment should ensure that the service is stronger going forward. ASSD is progressing well, although additional effort will be required to maintain progress on two hours of PE per week in schools. The *How Good is our Culture and Sport*? and Community Learning and Development parts of the inspection of Clydeview Learning Community identified an *excellent* and three *very goods*.

Strategy development and service reviews which will be taking place over the life of this plan include:

- revision and development of volunteering in Inverclyde
- preparation, approval and delivery of the Council's People and Organisational Development Strategy
- Community Safety Strategy
- Waivers' Policy
- School Transport Review
- Anti-Social Behaviour Strategy Review
- Review of summer playschemes.

The diagram on the following page sets out the planning cycle for the Council, including the various levels of planning that take place. All of this requires to be underpinned by self-evaluation. Corporate Directorate Improvement Plans sit within change and improvement planning but are underpinned by all other aspects of planning, particularly financial planning.

Planning for Delivery and to Secure Improvement



5. Education, Communities and Organisational Development 3 Year Overview

The *Nurturing Inverclyde* wellbeing outcomes are detailed on page 20. A summary of the overarching three year improvement priorities for our Directorate are outlined on the pages 21/22; they have been expressed in the context of the wellbeing outcomes. The overarching improvement priorities extend from year one to year three.

In addition to Directorate's improvement priorities, there are also aspects of our work which are on-going: work that is significant but nonetheless can be classified as *business as usual*. These areas of work are captured in the Service Statement and Standards for each service area. The improvement priorities and associated actions are very much focused on the improvements we plan to make during the next 1-3 years. Monitoring of the maintenance or 'business as usual' activity is undertaken by individual Directorate and Service Management teams, as well as through the performance reporting under the Council's Statutory Performance reporting, including the Local Government Benchmarking Framework indicators. Additionally, for specific pieces of work, there are other reporting mechanisms to the Council's committees.

The Directorate Year 1 Action Plan follows the three year overview, broken down into:

Section	Actions	Page
5.1	Corporate Improvement Actions	23
5.2	Cross Directorate Improvement Actions	29
5.3	Service Improvement Actions	35
5.4	Capital Projects Improvement Actions	46
5.5	Corporate Governance Improvement Actions	48.

Successful Learners

Confident Individuals

Effective Contributors

Responsible Citizens

3 Year Improvement Overview

Education	Wellbeing Outcome
Review and development of Equality Outcomes (CA 1)	Respected; Included
Implementing the duties of The Education (Scotland) Bill and Children and Young People's Act (Ed1 and CD1)	Achieving; Nurtured; Safe
Development of systems to monitor attainment in Broad General Education (Ed2)	Achieving
Developing Inverclyde's Young Workforce (CD5)	Achieving; Included
Supporting educational establishments with the new self-evaluation frameworks, for example, *How good is our school? (fourth edition)* (Ed4)	Achieving
Progression of the Scottish Attainment Challenge, Raising Attainment for All and the Early Years Collaborative (CD2)	Achieving; Nurtured
Implementation of 1+2 modern languages strategy – 3rd language element (Ed5)	Achieving;
Development of online payments, for example, for school meals (Ed6)	Included
Plan for the national requirement regarding the significant expansion of hours for early years and childcare provision (Ed7)	Nurtured
Safer and Inclusive Communities	
Launch of the Rankin Park Mountain Biking Hub and development of the Associated Schools Programme (SIC1)	Healthy; Active
CCTV review and re-provisioning (SIC2)	Safe; Respected; Responsible
Implementation of the Scottish Energy Efficiency Programme (SIC3)	Healthy; Safe; Responsible
Implement the new legislation on Tobacco Control and the development of a Trusted Traders Scheme (SIC 4 &5)	Responsible; Healthy; Respected
Increase volunteering in Inverclyde (CD3)	Respected; Responsible
Implementation of the Adult Literacies In Scotland 2020 (CD4), Accreditation of CLD supported qualifications (SIC6) and development of Adult Learning pathways (SIC8)	Achieving; Included
Implementation of National Entitlement cards (CD6)	Respected; Responsible
Implement Youth Work Outcomes (SIC7) and develop a Youth Participation Strategy (CA5)	Respected; Responsible
Human Resources, Organisational Development and Corporate Communications	
Corporate Workforce Planning and Development (CA6)	
Development and implementation of a Corporate Communications Strategy (ODHRC1)	Achieving
Implement the new Job Evaluation Scheme (ODHRC2)	Responsible
Implementation of People and Organisational Development Strategy 2016/19 (ODHRC3)	Respected, Included
Implementation of Council's Health and Safety plan 2016/19 (ODHRC4)	Safe, Healthy, Responsible

3 Year Improvement Overview

Inclusive Education, Culture and Corporate Policy	
Support the implementation of The Community Empowerment (Scotland) Act 2014, for example, delivery of the new Local Outcomes Improvement Plan/SOA as well as the development of an approach to support services to implement locality planning (CA2 and CA4)	Included; Responsible
Support new planning and reporting requirements with other Council Services, for example, regarding Statutory Performance Indicators and prepare for new Best Value Audit regime (CA4)	Responsible
Implementing the recommendations from the Additional Support Needs Review (IECCP1)	Nurtured; Included; Achieving
Implementing the recommendations from the National Strategy for Public Libraries (IECCP2)	All
All	
Engagement with Young People (CA7)	Respected

Corporate Improvement Actions 2016-17

6.1 Corporate Improvement Actions

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

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
CA1	**Equality and Diversity**	Equality Outcomes were agreed in 2013 and these have to be reviewed at four yearly intervals. Equalities Officer in post, Corporate Equalities Group meets regularly. LGBT Youth Group established and meeting regularly. Syrian and Afghani refugee families continue to settle in Inverclyde	Refreshed Equality Outcomes, based on engagement with services and communities, are in place for the end of April 2017. A report on progress on Equality Outcomes is prepared over 2016 and published in April 2017. LGBT Chartered Status Communication strategy for LGBT young people and adults Families are supported to live in Inverclyde, with particular support in place to help them to integrate into the local culture.	Corporate Equality Officer, working with the Corporate Equality Group to engage re Equality Outcomes and draft new set, as well as develop the report on progress. A LGBT group for adults is set up and meeting regularly to support local LGBT population Produce information and guidance (within one year) Identify ways to celebrate diversity in Inverclyde. Foster good relations/ understanding with communities and new migrants.	New/ refreshed Equality Outcomes are in place to the timescale. Progress report is published. Group is established and growing Guidance implemented Positive outcomes Delivery of ESOL and ethnic minority services Staff training delivered, e.g. Refugee Council training	Ruth Binks/ Janice Boyd John Arthur/ CLD Corporate Equality Group/ HSCP/ Education	Within existing resources	Respected, Included

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?	SOA and Wellbeing Outcome
				Work with families to tackle gender inequality.	Range of events held to celebrate and encourage understanding of diversity			
CA2	**The Community Empowerment (Scotland) Act 2015**	Elements of the Act will come into force throughout 2016/17. The Council and the Community Planning Partnership (CPP) are aware of what is required but specific pieces of work will need to be undertaken. Inverclyde Alliance and the HSCP have agreed what the localities are for Inverclyde The draft guidance for delivering the Act was released in March 2016. Initial assessment against requirements of the Act has been carried out across Legal, Property, CLD, HSCP, Corporate Policy/ Community Planning.	The Council and the CPP are ready for the implementation of the Community Empowerment (Scotland) Act 2015, working with partners to deliver on the statutory requirements. Each element is in place across all Services. There are locality profiles and plans for the agreed localities across Inverclyde, mapping assets and issues, agreed with and led on by communities. Services/CPP partners and communities use these profiles to plan service delivery, targeting inequalities and working to reduce them	Respond to Scottish Government guidance. Bring the improving data analysis group together to gather information around the agreed localities Facilitate improved community engagement in the development of Locality Plans and community planning through Wellbeing Clusters and the development of more robust community engagement methods, including Place Standard Timescale: September 2016 Set up working groups to cover each element, for example, legal, environmental,	Locality plans are available for Port Glasgow, Greenock East and Central and Greenock South and South West. Community Food Growing Strategy in Place A broader range and number of individuals and community groups are engaged and contributing to the development and delivery of Locality Plans and community planning. The Council is ready to manage participation request and asset transfer requests	Angela Edwards/ John Arthur/ Gerard Malone	Within existing resources	Included, Responsible

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?	SOA and Wellbeing Outcome
				community learning and development, property etc. Create a community food growing strategy.				
CA3	**Single Outcome Agreement (SOA) 2017 onwards**	The current SOA is coming to the end of its planning period and a new document will require to be drafted for 2017 onwards The Community Empowerment (Scotland) Act has implications for the SOA, for example, locality planning and tackling inequalities. It also calls for Local Outcome Improvement Plans which may build on current SOAs.	Community engagement has taken place to help develop the new SOA and to assess whether the current outcomes are appropriate. New Local Outcome Improvement Plan/ SOA agreed and being delivered.	Carry out a strategic assessment to inform the new SOA, including engagement with communities Use locality profiles to inform development of the SOA Timescale: 31 March 2017	Community Engagement taken place. SOA produced and agreed by all partners.	All SOA Leads	Within existing resources	All SOA and Wellbeing Outcomes
CA4	**Revise approach to meet the new Best Value Audit regime**	Audit Scotland has changed the requirements under the SPI direction 2015 (for 2016/17 financial year) and is introducing a new process for Best Value Auditing in 2016. We have a suite of key performance indicators	More robust performance information that meets the requirements of the new Audit Scotland Statutory Performance Indicator Direction 2015. The PIs that are reported to committee	Work with Services to review current PIs and develop new indicators/delete indicators, where appropriate Develop PIs that are captured on Inverclyde Performs and create	All performance information is up to date and on Inverclyde Performs Audit Scotland deliver a positive appraisal of our PPR arrangements	Corporate Policy Team/key Service performance indicator officers	Within existing resources	Responsible

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?	SOA and Wellbeing Outcome
		(PIs) that we report annually as part of our statutory public performance reporting requirements. Other PIs are reported to committee at every second meeting. As part of the process of developing CDIPs we have been gathering evidence of how the organisation self-evaluates and uses this to improve services	complement our PIs for PPR; we need a more joined up approach Services are in the habit of updating PIs on a monthly/quarterly basis using Inverclyde Performs Inverclyde Council can evidence how it promotes and works to achieve best value.	monthly/quarterly indicators.	Positive Best Value Audit report from Audit Scotland.			
CA5	**Engagement with young people/Youth Participation Strategy**	A range of opportunities exists for young people to become active citizens in relation to their schools, services for young people and community. However, there is scope for strengthening links and for the impact of these activities to enhance engagement. The Council is developing an Inverclyde	Young people across Inverclyde have a range of co-ordinated opportunities to be involved in decision making affecting their schools, services for young people and communities Young people's voices are heard and their	In partnership with Inverclyde's young people and community planning partners, progress the action points arising from the Health and Well Being Survey conducted in secondary schools in 2014 and at the #Clyde Conversations follow-up event in March 2015 Youth Participation Strategy completed in	Increased opportunities for young people to participate Increased numbers of young people participating Decisions influenced by	John Arthur/ Angela Edwards/ Ruth Binks/ Sharon McAlees	Within existing resources	Respected

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?	SOA and Wellbeing Outcome
		Youth Participation Strategy in partnership with partner agencies and young people	issues taken into consideration in service development and delivery	partnership with young people Guidance given out to Council Directorates & Partners Establishment of a Youth Cabinet with members of school councils, youth council, SYP, senior officers and councillors Timescale: to be agreed	young people 'Penny for youth thoughts' consultation			
CA6	**Corporate Workforce Planning and Development**	A Corporate Workforce Planning and Development group has been established to focus on progressing the workforce planning and learning and development agenda (WP and L&D) for the Council.	Ensure workforce planning and development is integrated into CDIPs, risk registers and associated strategies to address the key workforce over the next 3 years.	Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions.	WP and L&D activity is prioritised and needs are met through coordinated and cost effective approaches. Appropriate WP and L&D interventions are implemented to address key workforce challenges over the next 3 years.	Steven McNab	Within existing resources	Achieving; Respected; Included

Cross-Directorate Improvement Actions 2016-17

6.2 Cross-Directorate Improvement Actions

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

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?	SOA and Wellbeing Outcome
CD1	**Implementation of The Children and Young People (Scotland) Act 2014**	Single Agency training in education is well underway to support educational establishments with wellbeing assessment and use of SEEMIS planning for pupils module. Single Agency guidance and high level cross authority guidance is currently being developed and should be completed March 16. A pilot to test wellbeing concern information from Police Scotland is planned to test information sharing protocols as well as ICT functionality.	Safe, secure systems across agencies for information sharing and collation of information on one site. Customer/ public facing information on the Named Person Service and Child's Plan. Confident staff across agencies in implementing the GIRFEC pathway with clear guidance on how to do so. Evidence of quality planning both at single agency level and interagency with signs of timely support being given to children and families to improve outcomes.	Guidance will be written and training provided on single agency and multi-agency level covering e.g. using SEEMIS for the wellbeing indicators, understanding the role of the named person and becoming confident in GIRFEC pathways. ICT solution will be ironed out to ensure secure information sharing.	There will be a reduction in the number of referrals to the Reporter by educational establishments. There will be an increase in the number of plans which are produced both on a single agency and multi-agency level. There will be better planning for pupils to ensure their needs are met and support strategies are identified, including support for Looked After/Looked After and Accommodated Children.	Lead Angela Edwards Kate Watson/ Ruth Binks Cross Directorate and Cross organisations including NHS, Police Scotland and the 3rd sector	Funding coming from Scottish Government to support implementation for 16/17 (business processes and set up).	Nurtured Safe SOA 6
CD2	**Scottish Attainment Challenge**	Parents need support to improve family literacy, numeracy and well-being. Involved in Scottish	Strategies identified to work through the Scottish Attainment Challenge are disseminated across all schools	Coaching, mentoring and increased parental involvement in children's education Improvement plans	Parents capacity to support their children's learning is increased Our attainment gap	Ruth Binks/Head Teachers of the primary schools	Scottish Government funding of £591,670 and £120,000	SOA6 Achieving; Nurtured

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?	SOA and Wellbeing Outcome
		Government initiatives to raise attainment such as the Early Years Collaborative and Raising Attainment for All. Completed year 1 of the Attainment Challenge. Tests of change are being completed. The current levels of literacy and numeracy in the 6 primary schools involved in Phase 1 are: for literacy 65.5% and for numeracy 61.2% of Primary 1 pupils making appropriate progress The current level of attendance in the 6 primary schools involved in Phase 1 is 93.7% The 2014/15 Primary 1 school exclusion rate is zero per 1,000 pupils and for Primary 2 pupils is 2.5 per 1,000 pupils	Attainment gap linked to deprivation has decreased. Evidenced based strategies to improve literacy and numeracy are in place across all schools in the Authority. Improvements in the 2015/16 baseline figures for literacy and numeracy of 1% annually. Improvements in the 2015/16 baseline figures for attendance of 0.3% annually Primary 1 exclusions remain at zero per 1,000 pupils and reduce Primary 2 exclusions annually by 0.5%	developed by the primary schools Develop an Authority wide training strategy to further develop pedagogy and assessment. Develop a literacy and numeracy strategy to raise attainment. Implementing new techniques in teaching numeracy and literacy	linked to deprivation has decreased. Up-skilled workforce An improved shared understanding of progress through a level. Improvements in the 2015/16 baseline figures for literacy and numeracy Parent networks/community groups are established and have developed their capacity to address issues of poverty and inequality (and the barriers they present to learning) Improved learning and teaching methods and approaches Progress reporting against the recently			

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?	SOA and Wellbeing Outcome
					published National Improvement Framework			
CD3	**Volunteering Strategy and Action Plan**	The range and scale of volunteering and the contribution it makes to the delivery of key council outcomes is not clearly understood	The quality of volunteering opportunities is increased. The role and contribution volunteers make to community planning, achieving key outcomes and the delivery of services is understood and quantified	Carry out refreshed survey of volunteering across the directorate and CLD partnership Partnership volunteer development event held. Findings to inform a volunteering strategy for Inverclyde	Volunteering strategy and action plan in place Increased number of volunteering opportunities Increased number of people achieving accreditation through volunteering Stronger partnership with CVS Inverclyde and the Volunteer Centre is evident.	John Arthur/ Ruth Binks Volunteer Centre/Third Sector Interface	No resource implications	SOA2 SOA6 Respected Responsible
CD4	**Implementation of the ALIS 2020 Outcomes for Literacy**	Evidence is available of good practice and improved literacy outcomes from early years to adulthood. The National Adult Literacies in Scotland 2020 Strategic Guidance is now in place. Adult Learning and Literacy Sub Group leads the coordination and development of	Working towards the delivery of outcomes set out in ALIS 2020 to identify how to evidence improved practice and outcomes for literacies across CLD	Use of evidence-based approaches which lead improved literacies capabilities (Links to CD2: Scottish Attainment Challenge/Raising Attainment for All and the National Improvement Framework) with a developmental focus on parents/early years and senior phase	Improved outcomes for literacies in the context of ALIS 2020 Improved literacies capabilities Increased participation in youth and adult literacies programmes Increased numbers achieving core skills accreditation	John Arthur/ Ruth Binks	Training costs	SOA6 Achieving Included

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?	SOA and Wellbeing Outcome
		community literacies			Improved literacy attainment levels			
CD5	**Developing Inverclyde's Young Workforce**	*Developing the Young Workforce – Scotland's Youth Employment Strategy* was published in December 2014 by the Scottish Government. This Strategy shapes the work the local authority will deliver around employability until 2021. A Steering Group has been established and an initial 2 year plan developed. The initial area for development is around the senior phase and will focus on curriculum flexibility and individual learner needs.	Schools provide a flexible, pupil-centred senior phase curriculum supporting the recommendations as proposed in the national policy document The Youth Employment Activity Plan is implemented and able to evidence improved practice and outcomes for employability across providers and partnerships There is an increase in positive and sustained destinations for school leavers in Inverclyde.	Start the preparation for the Delivery of the recommendations from the national policy document. Take forward the 2016/17 actions from the strategic plan for 2015 – 2017. Implement the Youth Employment Activity Plan.	Meet or exceed national targets and recommendations Improved school leaver destinations Actions identified on the strategic plan have been completed.	Ruth Binks/ John Arthur/ Angela Edwards	Grant funding for 2 years	SOA 3 SOA 6 Achieving Included
CD6	**My Government Scotland Cards**	All secondary school pupils have access to a National Entitlement Card	Implement the new 'My Government Scotland' cards All secondary school pupils have a National Entitlement	Issuing cards to all secondary pupils especially S1's, recording the usage of reward scheme and library memberships.	Monitoring number of cards issued and yearly report from Young Scot	John Arthur/Ruth Binks		SOA6 Respected Responsible

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?	SOA and Wellbeing Outcome
			Card with 'My Government Scotland' and benefits such as cashless catering, library membership, leisure facility membership and be part of the Reward scheme					
		All over 60's have access to a National Entitlement Cards	Senior cards are automatically issued when the person turns 60 in partnership with The Improvement Service	Information provided by the Improvement Service				
		Young people and older people with a disability have access to a National Entitlement Card in partnership with SPT	Communication strategy/awareness raising between councils and SPT on the distribution of the cards	Communication between councils and SPT				

Service Improvement Actions
2016-17

6.3 Service Improvement Actions

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

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible ?	How much will it cost?	SOA and Wellbeing Outcome
Education								
Ed1	**Education Scotland Bill 2016** Bill passed 3/2/16 – waiting for Royal Assent.	A Bill for an Act of the Scottish Parliament to impose duties in relation to reducing pupils' inequalities of outcome; to modify the Education (Additional Support for Learning) (Scotland) Act 2004 and section 70 of the Education (Scotland) Act 1980; to make provision about Gaelic medium education, about the provision of school meals, for appointing Chief Education Officers and in relation to registration of independent schools and teachers in grant-aided schools; to extend the duty to provide early learning and childcare to certain children; and for connected purposes.	The Authority will be fully compliant with or will have plans to be fully compliant with all aspects of the Education Scotland Act 2016. There will be improved attainment for Looked After and Looked After and Accommodated Children.	Reviewing current provision and where necessary setting up short life working groups to ensure the duties of the Council in relation to the act is implemented. Respond to consultation on guidance on various aspects of the Bill.	The Council will be fully compliant with the Education Scotland Bill	Wilma Bain/Ruth Binks	Within existing resources	Achieving

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?	SOA and Wellbeing Outcome
Ed2	**Putting procedures in place to monitor and report on attainment in the Broad General Education**	Although schools track and monitor performance at all levels, we currently do not collate and report on attainment of pupils in the Broad General Education (BGE) at Authority level	A system is in place to be able to report on and monitor attainment in the BGE	The SEEMIS system is used to collate initial data. National guidance will be used to ensure a shared understanding of what it is to achieve a level Progression frameworks for understanding standards will be developed at Authority level. Inverclyde will work with other local Authorities including Renfrewshire and East Renfrewshire to moderate and share standards	A robust and reliable tracking system is in place to report on and monitor progress and performance of all pupils through the BGE	Ruth Binks/ Head of Education	Within existing resources	Achieving
Ed4	**Implementing How Good is Our School? 4**	How Good is Our School? 3 (HGIOS 3) the framework against which school evaluate their provision – was replaced this year by HGIOS 4. The document has been sent out to all schools.	All school self – evaluate and framework improvement plans against the Quality indicators identified in HGIOS 4	Individual quality indicators are matched to all training sessions. School improvement planning and self-evaluation documents are	High quality improvement plans and Standards and Quality Reports use the quality indicators from HGIOS 4 to take forward improvements	Ruth Binks Head of Education/ Elsa Hamilton	Within existing resources	Achieving

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?	SOA and Wellbeing Outcome
				reviewed to take into account the new documentation and Quality Indicators.(by March 2017)				
Ed5	**Continue with the implementation of the 1+2 Modern Languages strategy**	All primary schools are engaged with the 1+2 languages strategy and all pupils in primary school currently learn a second language. A 5 year implementation plan has been developed to increase teacher confidence and to develop language teaching.	All pupils should be taught a second language from P1 and a third language from P5.	2016- 17 L3 Resource offered to all pilot cluster to implement L3 P5-7 with support from Cluster Secondary 2017-18 All Primaries pilot L3 P 5-7 in collaboration with Cluster Secondary 2019 -2020 L3 Embedded P5-7	Continue to monitor and evaluate the implementation plan.	Ruth Binks/Elsa Hamilton	Within existing resources	Achieving
Ed6	**Pilot the use of online payments for schools**	A recent business case has been written to take forward a pilot for online payments in schools.	A cost effective and improved method for paying for school lunches and trips is in place.	Identify a preferred supplier for online payment systems and undertake a pilot during academic year 16/17	A comprehensive evaluation will of the pilot will be undertaken to see if this should be rolled out to all school across the Authority.	Ruth Binks	Within existing resources	Included

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?	SOA and Wellbeing Outcome
Ed7	**Increasing the entitlement for early learning and childcare to 1140 hours**	Initial work has been undertaken to identify location and provision to take this forward. Officers have attended national events to review updates on intended plans.	By 2020 the council will be offering the entitlement of 1140 hours of early learning and childcare	Establish a working group to take forward the government requirement to provide 1140 hours of childcare. Undertake an evaluation of provision what parents/carers would require. Communicate with partners and parents as to the timescale of implementation.	The working group will produce a strategy plan and timescale for actions	Ruth Binks/Linda Wilke	Fully funded by Scottish Government	Nurtured
Inclusive Education, Culture and Corporate Policy								
IECCP1	**Additional Support Needs Review**	A range of services are in place to support pupils with additional support needs but these needs to be more effectively structured to deliver better outcomes. A comprehensive review is being undertaken	A well-developed Inclusive Support Service which will be effective and efficient in providing universal and targeted support, leading to improved outcomes for children and young people.	The review has been undertaken by a Review Reference group and sub groups and concluded by a seconded Head Teacher. Implementation of the Review recommendations.	Inclusive Support Service re-organised and reflects outcomes of review. Improved wellbeing outcomes for children and young people	Angela Edwards	Within existing resources	SOA6 Nurtured Included Achieving

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?	SOA and Wellbeing Outcome
IECCP2	**National Strategy for Public Libraries**	In 2015, CarnegieUK Trust, on behalf of the Scottish Library and Information Council (SLIC), produced a National Strategy for Public Libraries in Scotland.	Inverclyde Libraries will implement the recommendations from the National Strategy, focusing on two strategic aims per year for the next 3 years. In 2016-7 Inverclyde Libraries will: Promote reading, literacy and learning. Promote digital inclusion.	Work with Education colleagues on the Attainment Challenge supporting reading for pleasure in schools, and family learning events in the community. Produce an accessibility policy to standardize the digital offer made by Scottish public libraries ensuring digital resources are available to all users.	Children in the target classes will report an increase in reading at home. Event attendance Customer feedback is positive. Good use is made of library accessibility aids	Angela Edwards	Within existing resources.	SOA2 SOA3 SOA4 SOA6 SOA7 SOA8 All wellbeing outcomes
Safer and Inclusive Communities								
SIC1	**Development of the Rankin Park Mountain Bike Hub**	The Rankin Park Mountain Bike Park is currently under development. This will provide a centre for club and outdoor education and will be the first stage in the development of mountain biking as a	1. Year 1 – a programme of curricular and extra curricular activity for primary and secondary schools on the site. 2. Year 2 – Development and support of a club	ASSD staff currently undergoing training by Scottish Cycling to allow them to coach mountain bike skills. Programme to be set up with	Staff qualified programme finalised and delivery commenced.	1. ASSD Team 2. ASSD Team 3. Working group with CMRP, Renfrewshire Council, North Ayrshire	1/2. C £30,000 per annum but likely to be lower in year 1 as will not be full year programme. 3. TBC but	Healthy Active

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?	SOA and Wellbeing Outcome
		sport in Inverclyde.	based around Ranking Park. 3. Year 3 - Development of a wider network of trails across Clyde Muirshiel Regional Park.	interested schools		Council and Scottish Cycling.	likely to bid for external funding	
SIC2	**CCTV**	Ageing and service cost pressures on the network. We have 49 cameras, all of which do not meet the Information Commissioner's assessment for need. We are currently engaged in market testing exercises but this is a 'sticking plaster' intervention. We do not have any redeployable cameras.	Modernised CCTV connected to the Council SWAN and or wireless system, with redeployable options.	By carrying out market testing. Provide options The Council agreeing and implementing one of the options.	Hardware and software has been replaced. Contribution to new work.	J. Arthur	To be confirmed.	SOA2 SOA8 Safe Respected Responsible
SIC3	**Home energy efficiency scheme – private homes**	IC successfully sourced funds from Scottish Government – Home Energy Efficiency Programme Scotland – Area Based Schemes (HEEPS ABS) Continued collaborative programmes with RSLs	Funding for 2016-17 TBC from Scottish Government. Continue collaborative programmes. Scottish Government introducing "Scottish	Promote grant availability and improved energy efficiency to owners Continue to target 'difficult to treat' houses for investment in	Overall increase in energy efficiency across all tenures	John Arthur	Funded by the Scottish Government and energy suppliers 2016-17 TBC	SOA2 SOA4 SOA7 Healthy Safe Responsible

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?	SOA and Wellbeing Outcome
		2013 – 2016 over 1300 privately owned and social rented homes have been made more energy efficient	Energy Efficient Programmes" SEEPS to include commercial properties in collaborative programmes	collaboration with RSLs. Considering pilot programme for SEEPS funding.				
SIC4	**Tobacco control**	Nicotine Vapour Products (NVPs) are currently not covered by the same controls as tobacco products. This will change during 2016 as a number of controls including under-age sales are extended to NVPs.	NVPs are controlled in accordance with new legislation, particularly with regard to under-age sales of these products.	Education and enforcement regarding the new rules relating to NVPs rolled out to all businesses in Inverclyde during 2016.	Test purchase programme to measure the effectiveness of tobacco controls including NVPs in Inverclyde.	John Arthur	Within existing resources	Healthy
SIC5	**Trusted traders**	Work was carried out in Inverclyde to encourage eligible traders to sign up to the Construction Licensing Executive scheme. Unfortunately the CLE folded leaving Inverclyde with no trader assurance scheme.	Consumers in Inverclyde can identify reputable and trustworthy traders in the area. Reputable traders can compete more effectively against rogue traders.	Implementation of a Trusted Trader/ Buy with Confidence scheme in Inverclyde. Timescale March 2019	Scheme agreed, promoted and accessible to all consumers.	John Arthur	Within existing resources	SOA 2 SOA 8 Respected Responsible
SIC6	**Increase numbers of young people and adults achieving qualifications via CLD Programmes at SCQF level 4 and below**	Adults and young people are gaining accreditation as part of CLD delivery, however, there is scope to improve the numbers of young people involved and the range of qualifications offered to	Increased numbers of young people gaining qualifications. A broader range of qualifications offered to better meet the needs of individuals.	All CLD staff are trained in Assessor/verifier qualifications Increased range of qualifications offered	Number of young people gaining qualifications measured within Insight.	John Arthur	Within existing resources	Achieving

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?	SOA and Wellbeing Outcome
		better meet the needs of individuals						
SIC7	**Youth work**	The Youth Work Team provide a range of school and community based (eg IYOUTHZone) inputs around staying safe which includes healthy relationships, drug and alcohol awareness and cyberbullying. There is limited street work and engagement with young people in their own settings and 'hot spot' areas.	All young people in school and community based settings are effectively supported to develop the confidence and skills they need to 'stay safe' and thrive in the face of any new challenges they face. Increased engagement with young people in their own settings which would include street based programmes around community safety and health.	Work with school colleagues to increase the number and effectiveness of school based inputs around staying safe in response to new challenges facing young people, particularly targeting S1 to S3 More direct engagement on the street with the Word on the Street Project	Number of young people in each school participating in youth work inputs Programme Evaluations No. young people engaged into positive pathways. Programme evaluations.	John Arthur /Ruth Binks	Within existing resources	SOA6 Achieving Healthy Respected Responsible
SIC8	**Develop and improve Adult Learning Pathways**	A range of high quality learning opportunities are available for adults, however, pathways which keep learners engaged across service and partner programmes are not well-developed	All adult learning provision is mapped and processes are in place to ensure no learner completes a programme without being encouraged to continue their learning	Map all adult learning provision, process developed and agreed with providers receiving public funding to support continued engagement	Mapping of provision completed Process agreed and implemented	John Arthur	Within existing resources	SOA3 SOA4 SOA6 Achieving

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?	SOA and Wellbeing Outcome
Organisational Development, HR and Communications								
ODHRC1	**Corporate communications strategy (CCS)**	A corporate communications strategy requires to be developed	To have an agreed Corporate Communications Strategy	Development of a CCS, working with Council Services and the CMT	CCS in place, and better communication taking place across the Council Employee Survey results indicate employees feel communication has improved	Steven McNab	Within existing resources	SOA8 Achieving Nurturing
ODHRC2	**Implement new Job Evaluation Scheme**	Currently using second edition of the scheme. Transition agreement is in place to move to third edition.	Implementation of the third edition of the job evaluation scheme is in place for all jobs across the Council. Relevant procedures are reviewed.	Testing, piloting and agreement with the Trades Unions, following pilot process. Implementation of the third edition of the job evaluation scheme.	Third edition of the Job Evaluation Scheme in place.	Steven McNab	Within existing resources	Responsible, Included
ODHRC3	**People and Organisational Development Strategy**	Our current People and Organisational Development Strategy comes to an end in 2016	Refreshed People and OD Strategy for 2016/19 agreed and in place.	Review existing OD strategy and develop proposal to address the specific challenges and opportunities ahead for Inverclyde Council Engage with	Refreshed People and OD Strategy for 2016/19 in place and being implemented	Steven McNab	Within existing resources	Respected; Included; Achieving

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?	SOA and Wellbeing Outcome
				various stakeholders Employee survey results will feed in.				
ODHRC4	**Health and safety plan**	Recent investigations by the HSE have identified potential weaknesses in Health and Safety management systems within the Council.	Health and Safety management systems embedded and being implemented by Services across the Council	Develop and agree Health and Safety plan for 2016 – 19	Monitoring of Health and safety management systems indicate that procedures are in place and being implemented by Services across the Council.	Steven McNab	Within existing resources	Safe

Capital Projects Improvement Actions
2016-17

6.4 Capital Projects Improvement Actions

These improvement actions are related to capital project improvements which the Directorate is the leading on, for example, how the Directorate will address any slippage of capital projects.

The Environment, Communities and Organisational Development Directorate acts largely as a client of the Environment, Regeneration and Resources Directorate for the delivery of capital projects, e.g.:

- Schools Estate Management Plan
- Inverkip Community Centre
- Inverclyde Association for Mental Health (IAMH) Mearns Centre development
- Multi Use Games Areas
- Rankin Park Mountain Bike Hub
- Watt Complex (McLean Museum and Watt Library)
- Community facilities at Woodhall
- Birkmyre pitch improvements
- Housing Scheme of Assistance

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?	SOA and Wellbeing Outcome
CP1	Capital projects	The Directorate works in partnership with the Environment, Regeneration and Resources Directorate as a client in regard to capital projects.	Continue to work with ERR to ensure timescales are met, that slippage is kept to a minimum and plans are in place for moving in and out of buildings when required.	Client officers are liaising with ERR, and external providers and funding bodies to manage these programmes.	Progress on these are reported to Committee	Corporate Director and all Heads of Service	Within existing resources	Safe; Responsible

Corporate Governance Improvement Actions 2016-17

6.5 Corporate Governance Improvement Actions

These improvement actions relate to Corporate Governance Actions for which the Directorate is responsible and what action it will undertake to ensure improvements take place:

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?	SOA and Wellbeing Outcome
CG1	**People and Organisational Development Strategy**	We are revising our People and OD Strategy, which covers areas referred to under Corporate Governance on areas such as corporate induction, performance appraisals and succession planning.	All employees undertake corporate induction training. Increase in Performance Appraisals carried out. Succession planning becomes an embedded process within services	Through the delivery of the People and Organisational Development Strategy	Induction training checklists available. WIAR report includes information on corporate induction training. Performance Appraisal returns Succession planning guidance in place.	Corporate Directors supported by Head of Organisational Development, HR and Corporate Communications	Within Existing Resources	Responsible

7. Education, Communities and Organisational Development Performance Information

Key performance measures	Performance				Target 2016/17	Lower limit/ alarm	2015/16 Rank/national average
	2012/13	2013/14	2014/15	2015/16			
% of Performance appraisals completed (KPI 04) source: Inverclyde Performs	37	79	83	91	90	83	
Equal opportunities: % of the highest paid 5% of earners among Inverclyde Council employees that are women (excluding teachers) (CORP 3b) sources: LGBF Annual Return; Inverclyde Performs	47	49.3	50.6	TBC	50.6	47	13th in national Local Government Benchmarking Framework 14/15
Libraries - total number of visits source: Libraries and Museums Records; Inverclyde Performs	353,451	393,116	401,807	419,293	423,000	395,000	
Number of visits to/usages of council-funded or part funded museums source: Libraries and Museums Records; Inverclyde Performs	57,122	65,178	72,943	78,506	70,000	65,000	
Number of adult learners achieving core skills qualifications (KPI 17) source: Inverclyde Performs	266	196	281	TBC	206	196	
Number of adult learners improving their literacies (KPI 18)	557	562	562	TBC	590	561	

Key performance measures	Performance				Target 2016/17	Lower limit/ alarm	2015/16 Rank/national average
	2012/13	2013/14	2014/15	2015/16			
source: Inverclyde Performs							
Number of tutors trained in the delivery of literacy and numeracy (across a range of accredited development and training Scottish Credit and Qualifications Framework [SCQF] levels 6-10) (KPI 19) source: Inverclyde Performs	16	23	18	TBC			
Number of tutors trained in the delivery of literacy and numeracy (across a range of non-accredited development and training) (KPI 20) source: Inverclyde Performs	31	32	35	TBC			
Attainment - S5:							
• % of pupils achieving one pass at SCQF Level 6 by the end of S5 (SPI 052diK)	45	49	52.1	n/a	48	45	
• % of pupils achieving 3 passes at SCQF Level 6 by the end of S5 (SPI 052giK)	25	26	30	n/a	26	25	
• % of pupils achieving 5 passes at SCQF Level 6 by the end of S5 (SPI 052fiK)	10	12	11.8	n/a	12	10	

Key performance measures	Performance				Target 2016/17	Lower limit/ alarm	2015/16 Rank/national average
	2012/13	2013/14	2014/15	2015/16			
source: Insight							
Attainment - S6: • % of pupils achieving 3 passes at SCQF Level 6 by the end of S6 (SPI 052giK) • % of pupils achieving 5 passes at SCQF Level 6 by the end of S6 (SPI 052hiK) • % of pupils achieving one pass at SCQF Level 7 by the end of S6 source: Insight	38 26 18	36.5 23 13	38.1 25.9 17.9	n/a n/a n/a	39 27 19	36.5 23 13	
Attainment - looked after children: • % who achieved at least one qualification at SCQF Level 3 or better in the current diet of examinations (SPI 054aK) • % who achieved SCQF Level 3 or better in English or mathematics by the end of S4 (SPI 054bK) source: Insight	61.9 86.8	93 65	88.6 61.4	n/a n/a	66.9 91.8	61.9 61.4	

Key performance measures	Performance				Target 2016/17	Lower limit/ alarm	2015/16 Rank/national average
	2012/13	2013/14	2014/15	2015/16			
% Attendance rates:							
• primary schools (SPI 050aiK)	95	95	94.6	n/a	95	90	
• secondary schools (SPI 050biK)	92	92	91	n/a	92	89	
• additional support needs schools (SPI 050ciK)	93	92	91.6	n/a	93	90	
• looked after children							
source: Inverclyde Performs							
Exclusion rate per 1,000 pupils:					no targets set		
• primary	5.3	3.5	1.3	n/a			
• secondary	40.5	35.4	22.6	n/a			
• additional support needs	19.5	51.3	68.7	n/a			
• looked after children – primary	66.2	52.4	60.6	n/a			
• looked after children – secondary	405.9		232.3	n/a			
• looked after children - additional support needs (KPI 48)	76.9		352.9	n/a			
source: Insight							

8. Appendix 1: Legislative framework for individual Services

The Directorate operates and delivers services within a diverse policy and legislative framework which is detailed on page 8.

There is also legislation which is specific to the Directorate's individual Services and this is outlined below.

Education Services and Inclusive Education, Culture and Corporate Policy Service

- Her Majesty's Inspectorate of Education reports
- The Standards in Scotland's Schools etc Act 2000
- The Education (Additional Support for Learning) (Scotland) Acts 2004 and 2009
- The Scottish Schools (Parental Involvement) Act 2006
- The Public Libraries Quality Improvement Matrix
- Creative Scotland
- Integrated Children's Services Planning (the source of most Early Years reporting)
- Scotland's Digital Future: A Strategy for Scotland
- The Public Libraries and Museums Act 1964
- Ambition and Opportunity: A Strategy for Public Libraries in Scotland 2015/20
- Audit Scotland: Managing Performance - Are you getting it right?

Safer and Inclusive Communities Service

- Implementation of the Inverclyde Local Housing Strategy 2017/22
- Development of Scottish Government Safer Communities Policies
- Scottish Government: The Effectiveness of Public Space CCTV Review
- Licensing of Houses in Multiple Occupation: Statutory Guidance for Scottish Local Authorities 2012
- Implementation of the Scottish National Road Safety Targets 2011/20
- The National Youth Work Strategy 2014/19
- Youth Work Changes Lives National Outcomes
- Literacy Action Plan 2010: An Action Plan to Improve Literacy in Scotland
- Statement of Ambition for Adult Learning 2014
- Her Majesty's Inspectorate of Education reports
- Adult Literacies in Scotland 2020: Strategic Guidance
- English for Speakers of Other Languages **(**ESOL) Strategy for Adults in Scotland 2015
- Reaching Higher: Building on the Success of Sport 21 (2007)
- Happy, Safe and Achieving their Potential: A Standard of Support for Children and Young People in Scottish Schools 2004
- Agriculture (Miscellaneous Provisions) Act 1968
- Animal Boarding Establishments Act 1963
- Animal Health Act 1981
- Animal Health and Welfare (Scotland) Act 2006
- Animal Health and Welfare Act 1984
- Antisocial Behaviour etc. (Scotland) Act 2004
- Breeding of Dogs Act 1973, Breeding of Dogs Act 1991
- Building Scotland Act 2003
- Business Names Act 1985
- Cancer Act 1939
- Caravan Sites and Control of Development Act 1960
- Children and Young Persons (Protection from Tobacco) Act 1991
- Chronically Sick and Disabled Persons Act 1970
- Civic Government (Scotland) Act 1982
- Clean Air Act 1993
- Climate Change (Scotland) Act 2009
- Companies Act 1985

- Consumer Credit Act 1974 (as amended), Consumer Credit Act 2006
- Consumer Protection Act 1987
- Consumer Rights Act 2015
- Consumers, Estate Agents and Redress Act 2007
- Control of Dogs (Scotland) Act 2010
- Control of Pollution Act 1974
- Copyright, Designs and Patents Act 1988
- Customs and Excise Management Act 1979
- Dangerous Dogs Act 1991
- Dangerous Wild Animals Act 1976
- Decriminalised Parking Enforcement
- Development of Tourism Act 1969
- Dog Fouling (Scotland) Act 2003
- Dogs Act 1871
- Education Reform Act 1988
- Enterprise Act 2002
- Environmental Protection Act 1990
- Estate Agents Act 1979
- European Communities Act 1972
- Explosives Acts 1875 and 1923
- Factories Act 1961
- Fair Trading Act 1973
- Farm and Garden Chemicals Act 1967
- Fireworks Act 2003
- Food and Environment Protection Act 1985
- Food Safety Act 1990
- Forgery and Counterfeiting Act 1981
- Guard Dogs Act 1975
- Hallmarking Act 1973
- Health and Safety at Work etc Act 1974
- Housing (Scotland) Act 1987, Housing (Scotland) Act 2001, Housing (Scotland) Act 2006
- Knives Act 1997
- Licensing (Scotland) Act 2005
- Medicines Act 1968
- Motor Cycle Noise Act 1987
- Motor Vehicles (Safety Equipment for Children) Act 1991
- National Lottery etc. Act 1993
- Nurses (Scotland) Act 1953
- Olympic Symbol etc. (Protection) Act 1995
- Performing Animals (Reg.) Act 1925
- Pet Animals Act 1951
- Petroleum (Consolidation) Act 1928
- Petroleum (Transfer of Licences) Act 1936
- Poisons Act 1972
- Prevention of Damage by Pests Act 1949
- Prices Acts 1974 and 1975
- Property Misdescriptions Act 1991
- Public Health etc. (Scotland) Act 2008
- Refuse Disposal (Amenity) Act 1978
- Registered Designs Act 1949
- Sewerage (Scotland) Act 1968
- Smoking, Health and Social Care (Scotland) Act 2005
- Telecommunications Act 1984
- Tobacco Advertising and Promotion Act 2002

- Tobacco and Primary Medical Services (Scotland) Act 2010
- Tobacco Products Duty Act 1979
- Trade Descriptions Act 1968
- Trade Marks Act 1994
- Trading Representations (Disabled Persons) Act 1958 and 1972
- Unsolicited Goods and Services Acts 1971 and 1975
- Video Recordings Act 1984 & 1993
- Water (Scotland) Act 1980
- Water Services etc. (Scotland) Act 2005
- Weights and Measures Act 1985
- Weights and Measures Etc. Act 1976
- Zoo Licensing Act 1981

Organisational Development, Human Resources and Communications Service

- National Joint Council for Local Government Services: National Agreement for Pay and Conditions of Service
- The General Teaching Council for Scotland National Terms and Conditions
- The Employment Rights Act 1996
- The Employment Relations Act 2004
- Her Majesty's Revenue and Customs: Real Time Information
- Pensions Auto Enrolment
- The Parental Leave (EU Directive) Regulations 2013
- Inverclyde Council's Work Life Balance Policy 2014
- Shared Parental Leave and Statutory Shared Parental Pay from 5 April 2015
- Maternity Leave and Pay to be extended
- Review of The Working Time Regulations 1998 (Working Time Directive)
- TUPE Changes 2014
- Health and Safety at Work etc Act 1974 (and subordinate regulations)
- The Management of Health and Safety at Work Regulations 1999
- The Fire (Scotland) Act 2005
- The Fire Safety (Scotland) Regulations 2006
- The Workplace (Health, Safety and Welfare) Regulations 1992
- The Manual Handling Operations Regulations 1992
- The Provision and Use of Work Equipment Regulations 1998
- The Control of Substances Hazardous to Health Regulations 2002
- The Health and Safety (Display Screen Equipment) Regulations 1992
- The Control of Asbestos Regulations 2012

Regulatory and evaluative bodies

- Education Scotland
- General Teaching Council for Scotland
- The Care Commission
- The Public Libraries Quality Improvement Matrix
- Food Standards Scotland
- The Health and Safety Executive
- The Scottish Government Housing and Regeneration Directorate
- sportScotland.
- Scottish Qualifications Authority
- Proof of Age Standards Scheme (Young Scot)
- Youthlink Scotland
- Youth Scotland

- Duke of Edinburgh Awards Scheme
- Association of Directors of Education Scotland
- COSLA Society of Personnel and Development Scotland
- CLD Standards Council
- Audit Scotland
- Volunteer Scotland
- Scottish Police Authority
- Information Commissioner
- Royal Environmental Health Institute of Scotland
- Chartered Trading Standards Institute
- Association of Public Sector Excellence
- Scottish Social Services Commission
- Her Majesty's Revenue and Customs
- Public Services Ombudsman
- Equality and Human Rights Commission

9. Appendix 2: Risk register

Corporate Directorate Improvement Plan: Education, Communities and Organisational Development			**Risk Status as at 1/4/16 for 2016/2017 Activity**						
Risk category: Financial (F), Reputational (R), Legal/Regulatory (LR), Operational/Continuity (OC)									
Improvement action	Risk no	Risk category	*Description of risk concern	Impact rating (A)	L'hood rating (B)	Quartile	Risk score (A*B)	Who is responsible? (name or title)	Additional controls/mitigating actions and time frames with end dates
All	1	F	There is a risk that continually reducing resources mean that the Directorate may struggle to deliver actions, slowing down delivery on improvement.	2	3	2	6	DMT	Regular review of capacity and priorities via CDIP reports to Committee. Financial Budget has been set for 2016/2017.
All	2	F R LR OC	The ability to retain and/or recruit suitably qualified staff into key roles may impact on the delivery of actions detailed within the Directorate Plan.	3	3	1	9	DMT	Regular review of capacity and priorities via CDIP reports to Committee.