



Corporate Report

1st July 2015 – 31st March 2016

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1. Introduction

This report shows performance against the bridging strategy from the 1st July 2015 – 31st March 2016.

2. Executive Summary

This has been an extremely successful 9 months of steady progress since the launch of the organisation on the 1st July 2015. **Indeed, all objectives set out in the bridging strategy have been achieved and in most cases well exceeded**, supporting ILF Scotland in establishing itself as a robust, resilient, proactive and high performing public body.

The main effort from an operational perspective initially was to transition all recipients from DWP to ILF Scotland by ensuring all payments were made accurately, on time and to set up new business systems, policies and processes. To date ILF Scotland has made **33,230** payments totalling **£39,871k** with only 3 individual errors in the first month due to incorrect information from DWP. Since then, the focus has been on recruiting the staff team, implementing and becoming more familiar with inherited business systems and policies, completing all urgent reassessments, reducing the overdue visits and establishing relationships with key stakeholders.

What has been clear from this operational activity and continued feedback from all parties, are the significant upward cost pressures centred around employment law related issues, highlighted in the previous reports connected to current award recipients. These include increases in the statutory national minimum wage and living wage, statutory sick pay, pension's auto-enrolment, sleepovers and the cost of living, all against a backdrop of wider public sector austerity, changes in legislation and increased obligations especially around employment of staff.

Coupled with this, as staff have worked through the full operational process, a clearer picture is emerging of the relationship between ILF and our statutory partners. Whilst it is encouraging that ILF Scotland Assessors are primarily reporting good practice from partners, despite the challenging backdrop, some significant concerns are also being highlighted. Of particular concern is the pattern of changing treatment of ILF Scotland funds by some Local Authorities/Health and Social Care Trusts, together with a lack of awareness of ILF Scotland policies among some front line Social Work staff. These issues are being addressed in collaboration with COSLA, Social Work Scotland and key partners in Northern Ireland to up skill front line staff and look at appropriate solutions to the funding challenges.

Another theme that has emerged over the course of our first nine months of operation is the challenge presented by the inherited policies, processes and systems when they have been mapped across to ILF Scotland. As a result of this the staff team have spent considerable time making continuous improvements and have an ambitious plan of essential development work scheduled for the next year (this is mapped out on the gantt chart in Annex A).

Through the reporting period we have received 5,330 telephone and 792 email enquiries totalling 6,122 enquiries. 85% of enquiries relate to Scotland and 15% to Northern Ireland, with the main themes being:

- Reassessment Visits
- Requests for information from Assessors
- LA calls for information – payment schedule, threshold sums, etc
- Completion of agreement forms
- Payments and payment increase requests
- General (this includes confirmation of information not covered above, new fund enquiries and general information about the organisation)

Other major areas of work have included establishing and bedding in corporate systems such as health and safety, HR and finance in tandem with running induction programmes for new staff and the Board of Directors.

Another major area of work, has been the strategic planning process and implementing a robust governance structure. Work is now well advanced relating to the future of ILF Scotland, with a draft co-produced strategic plan completed ready for further consultation prior to sign off. This is complimented by major progress around governance arrangements, including additional recruitment of 2 more Board members and further review to ensure ILF Scotland are future proofed.

In addition to the aforementioned work, considerable effort and progress has been made around our corporate communications. This has included:

- Significant stakeholder engagement
- Re-developing our website following feedback from recipients and award managers because in its current form, it is not as accessible as we would wish
- Updating our publications and forms to make them less complex and more accessible
- establishing a social media presence

Over the coming year we would will be increasing our online presence including the views to our website from 22,613 in 15/16, Twitter followers from 359 and Facebook presence from 20 likes.

Throughout the first 9 months ILF Scotland have been very conscious of the public commitments made by the Scottish Government in relation to ILF funding, namely that: -

- The fund will be protected for current recipients so long as they remain eligible;
- Disabled people will be at the heart of the decision making process in the new ILF Scotland, and;
- Through a process of co-production a new fund will be opened this financial year following the allocation of an additional £5 million by the Scottish government.

This has resulted in a real drive for ILF Scotland to strive at all times to deliver on these commitments. To that end, the CEO and Chair of Directors reported to the Minister for Sport, Health Improvement and Mental Health that there are concerns about the ability to meet the third commitment within the expected timescale. This is because developing an agreed model of co-production has taken more time than anticipated, and therefore the process of co-producing the new fund will not begin until well into 2016/17.

Once underway, there are considerable complexities to be considered before policy decisions are confirmed, and new processes and systems within ILF Scotland will need to be developed before the new fund is operational. These concerns have been discussed by the ILF Scotland Project Development Board (now disbanded), where there was consensus that it would be preferable not to rush the development of the new fund in order to minimise the potential for mistakes, and to allow sufficient time to develop the criteria for the new fund. In addition to Scottish Government, this Board consisted of representatives from Disabled Peoples Organisations, Voluntary Sector organisations, Social Work Scotland and COSLA. A new working group including all the aforementioned groups has been set up to support the co-production of the new fund.

We believe ILF Scotland is quickly gaining a reputation for professionalism and flexibility with our fund recipients and keys partners. We have utilised the strong foundations laid by ILF prior to the 1st July 2015 to develop an organisation focussed on delivering high quality outcomes to support the independent living needs of disabled people in Northern Ireland and Scotland. At the heart of this is our model of intervention i.e. person-centred professional recommendations with inclusion, trust and dignity as overarching values filtered through our specialised casework teams, meaning we can evidence that we are fairly, consistently and humanely applying complex rules and regulations.

In summary, ILF Scotland has achieved all objectives set out in the corporate plan for 2015/16. The key priorities over the coming months will be confirmed within the new organisational strategy but are expected to include: -

- development of existing operational policies in relation to equality issues and economic pressures on current fund recipients;
- strengthening our critical organisational foundations;
- further bedding in key systems;
- reviewing inherited processes and business systems with a view to improve these significantly;
- increasing the operational tempo, especially around reassessment visits;
- development of the new fund;

3. Bridging Strategy Priority 1

Co-Production

ILF Scotland, in line with the clear direction set for us by Scottish Ministers, will strive to ensure disabled people and their representatives are at the heart of decision making in our organisation. We believe that by working from the start in co-production with disabled people (and other stakeholders) we will be best placed to maximise independent living outcomes with our customers.

Co-production Objectives	Activity and Achievement	Remarks
<p>Engaging from the start with disabled people and their organisations, taking their advice and utilising their expertise to embed co-production in our work.</p>	<ul style="list-style-type: none"> • Through the ILF Scotland development stage and the first six months of operation, the primary vehicle for engaging with disabled people was the Project Board, made up of stakeholders including DPO's. • During the early months of our operations, we held initial discussions with a number of ILF Scotland recipients, disabled people and Disabled People Organisations (DPO's), including: - <ul style="list-style-type: none"> ○ LCIL ○ GCIL ○ SPAEN ○ PKCIL ○ Inclusion Scotland ○ Take Control Lanarkshire ○ SDEF ○ Encompass ○ Scottish Learning Disability Observatory ○ NICIL ○ ILF User Group for Northern Ireland ○ Ayrshire Independent Living Network ○ Sense Scotland ○ ILiS • These discussions were used in part to confirm our commitment to co-production, in particular in relation to the development of the new fund. They have also served as opportunities to learn of peoples experiences of ILF and 	

	<p>views on development areas for the existing fund.</p> <ul style="list-style-type: none"> • The final meeting of the Project Board meeting was held in November 2015. • We have worked hard to develop relationships with other partners including COSLA, Local Authorities, Health and Social Care Trusts and Social Work Scotland (SWS). • SWS have re-convened their ILF committee, which has had two formal meetings to date. Members of the ILF Scotland SMT attended the first meeting in Stirling, and our CEO provided a formal update on progress. ILF Scotland hosted the second meeting in March 2016, running a number of workshops with the Social Work ILF Scotland leads, focusing on key strategic areas of interest. • We have met formally with COSLA, and have agreed to collaborate more closely with them in the future. • Our Head of Social Work continues to engage with individual Local Authorities in a co-ordinated fashion. 	
<p>Establishing structures and practices, based on the outcome of this engagement, that facilitates an on-going process of systematic co-production.</p>	<ul style="list-style-type: none"> • Following consultation with ILF Scotland, the Scottish Government sponsor team have produced a very helpful 'governance model' for the development of the new fund, outlining relevant roles and responsibilities of key partners • This model was discussed with the ILF Scotland Project Board in August and November (when ILF Scotland Board members were present), and following amendments was agreed. • The model includes the creation of a Co-Production Working Group. The first meeting of the group will take place on Friday 8th April 2016. • The group will be co-chaired by Maureen Bruce, Deputy Director, Care, Support & Rights, Population Health Improvement Directorate, The Scottish Government, and ILF Scotland's CEO. ILF Scotland's Chairperson will attend the first meeting and subsequent meetings when available. • The working group has a broad membership consisting of stakeholders including ILF Scotland, DPO's, voluntary organisations, COSLA, SWS, Scottish Government and 	<p>Project management and policy responsibility for the new fund sits with Scottish Government, however the process of co-production will be facilitated by Scottish Government and ILF Scotland in partnership.</p>

	<p>individual disabled people and carers.</p> <ul style="list-style-type: none"> • The working group will include a wider engagement workstream, which will be led by ILF Scotland. • In addition, ILF Scotland has created a stakeholder group in both Scotland and Northern Ireland. • The main purpose of these Stakeholder Groups are to support the improvement and development of ILF Scotland, by advising the Scottish and Northern Ireland Governments, the ILF Scotland Board and Senior Management Team on all matters relating to the operation of the fund, including: - <ul style="list-style-type: none"> ○ Experiences of using the existing fund; ○ Experiences of communicating and interacting with ILF Scotland; ○ Insight and advice into potential policy developments relating to the existing fund; ○ Content and accessibility of ILF Scotland publications, and; ○ Any other relevant matters. ○ The stakeholder group may also be requested to give advice, and to express opinions, on the work of the co-production working group as it develops thinking on the new fund. • The first meeting of the Scottish group was held in March 2016, with Northern Ireland's first meeting scheduled for April 2016. 	
<p>Striving to develop an organisational culture which values recipients of ILF, disabled people and their organisations.</p>	<ul style="list-style-type: none"> • We have taken a values based focus in our recruitment of the team, with a view to ensuring we keep a clear recipient focused approach at all times. This recipient focused approach has been consistently reinforced by SMT engagement with our staff and through modelling best practice. • Carried out a staff development day and separate values sessions with the SMT and Board. • All staff have now attended Disability Equalities Training. • We recognise the importance of all ILF Scotland employees understanding the positive impact the fund has on the lives 	

	<p>of its recipients and have planned that every member of staff and Director has the opportunity to attend a small number of assessor visits each year. These shadowing visits have now started and feedback from staff is that they have found it to be an interesting and rewarding experience, allowing them to see the positive impact ILF funding has on the lives of individuals.</p> <ul style="list-style-type: none"> • We intend to extend invitations for team members to attend meetings of the ILF Scotland Stakeholder Group to ensure exposure to the important role the group will play in informing the work of our organisation and ensuring the voices of disabled people are clearly heard. • At our second ILF Scotland Board development day, in February 2016, Directors had the opportunity to hear from a number of ILF Scotland recipients about their experiences of the fund. Again, this helped with the creation of an appropriate organisational culture where disabled people are valued, and where their priorities and experiences are understood, as much as possible, but those making key organisational decisions. 	
<p>Seeking feedback from our partners about how successful we are being at working in a co-produced way, responding positively and constructively to this feedback to improve our practice.</p>	<ul style="list-style-type: none"> • As we move into the next stage of our development, and begin the process of co-producing the new fund, we will reflect with colleagues on our performance in relation to co-production to date with a view to making improvements as we move forward. • The Co-Production Working Group and our internal stakeholder group will be the main bodies for this work. • We will also continue to gather customer feedback from ILF Scotland recipients as a matter of routine following our ongoing program of re-assessment work. We will be in a position to report on this feedback later in 2016. • Anecdotal feedback gathered by the SMT has been very positive, reflecting the customer focused culture we are striving to maintain. • We have started work to assess the impact the ILF Scotland fund has on the lives of recipients. We are in the final stages of developing a post-assessment ILF Scotland 	<p>Now the Project Board remit is complete and the ILF Scotland Board will soon be in place, we hope to inform the development of the co-production working group for the development of the new fund.</p>

	transactional survey, together with a mid-cycle relationship survey. We will be in a position to begin reporting on these later in 2016.	
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4. Bridging Strategy Priority 2

Our Customers

People who receive funds from ILF Scotland are our customers, and our job is to provide them all with excellent customer service.

Customer Objective	Activity and Achievement	Remarks
Making consistently accurate and timely payments of funds into customer bank accounts.	<ul style="list-style-type: none"> Made 33,230 individual payments with only 3 individual payments made late due to incorrect information transferred from DWP. 	
Beginning the process of assessor visits to customers in their home, working through the inherited backlog of visits associated with the transition from UK ILF and prioritising visits with customers whose circumstances have changed or who are facing challenges.	<ul style="list-style-type: none"> Overall significant progress has been made in this area and the team is now operating at full capacity. All urgent reassessment visits have now been cleared and the backlog of scheduled reassessments is now being tackled. We have recruited 3 more assessors in Northern Ireland and 4 more in Scotland to support the reassessment process. 	Backlog is mainly due to visits stopping in March 15 prior to the transfer of responsibility and the establishment of ILF Scotland.
Processing offers prior to submission of Assessor reports	<ul style="list-style-type: none"> The Specialist Caseworker team has developed systems to track and analyse paperwork submitted to them after each reassessment visit. Processes are being continually analysed and improved as the team becomes more experienced with the procedures and systems involved Work is being carried out to simplify the entire reassessment process and make it more streamlined and reduce timescales. 	
Issuing every customer with a formal agreement between them and ILF Scotland, and ensuring these agreements are signed and returned to us in a timely fashion.	<ul style="list-style-type: none"> Of the 3363 forms sent out only 80 have still not been returned. Further contact by letter and phone call has been made with those responsible for completing the forms and progress is being made. 	
Developing a customer feedback process, allowing us to monitor our performance against our aim of providing customer excellence.	<ul style="list-style-type: none"> Customer support policy now in development which will include service standards and to be published online in 2016/17. ILF Scotland recipient feedback form amended and will be issued at end of each ILF review. To date we have received 76 feedback forms, showing the following: <ul style="list-style-type: none"> Percentage of recipients who feel that they are able to live more independently due to their ILF Scotland award: 99% 	

	<ul style="list-style-type: none"> ○ Percentage of recipients who feel that an ILF Scotland award enables them to have an improved quality of life: 99% ○ Percentage of recipients who are satisfied with the level of service they have received from ILF Scotland: 97% ● ILF Scotland relationship survey developed to provide strong evidence of impact on a continuous basis. ● Customer feedback through Enquiries/Discretionary Decision requests/Appeals/Complaints – see following tables Section 9 	
<p>Applying the learning both from our existing operations and from our wider collaboration to inform the development of best practice in the support of independent living.</p>	<ul style="list-style-type: none"> ● Additional temporary resource recruited to assist in policy development (2 days per week) prior to recruiting permanent role. ● Practice improvements identified and action taken in the following areas: <ul style="list-style-type: none"> ○ Child Poverty Action Group partnership set up to support the process learning and systems development in relation to welfare rights and benefit issues connected to recipient awards. ○ SPAEN training on the fundamentals of employing staff completed by Caseworkers and Assessors to support the reassessment process. ○ Developing the policy focusing on LA input and available income ● Staff attended the 1st annual Disabled Peoples Summit. ● DRILL Conferences attended by staff in December. ● Continual engagement with statutory and voluntary sector agencies at a local level by assessors. ● ILF Scotland now interfaces with a newly reformed Social Work Scotland ILF Lead Officer Group. Quarterly meetings with all Local Authorities in Scotland run alongside a programme of individual meetings with the ILF Scotland Head of Social Work and SDS/ILF Lead Officers across Scotland and N Ireland, building excellent lines of communication and gathering intelligence on local needs 	

	<p>and practice to better inform our practice.</p> <ul style="list-style-type: none"> • We have developed a draft online Community of Practice in partnership with NHS Education. This Practice and Policy forum will during 2016/17 enable all of ILF Scotland to engage on all issues assisting in building a flexible inclusive organisation. We have met in March 2016 with the Institute for Research and Innovation in Social Services (IRISS) and they have agreed to be a key partner for learning and sharing best practice. • ILF Scotland has a unique opportunity to share best practice and innovation as our staff work with all 37 of Scotland and N Irelands Local Authorities/Health and Social Care Trusts. Our assessors share learning between the two countries and across the 37 bodies. This means we can offer an excellent placement for Social Work Students. In partnership with Social Work Scotland, Falkirk Council and Stirling University we intend to offer placements during 2016/17. 	
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5. Bridging Strategy Priority 3

Our People

Our people are critical to our success. We aim to support all of our staff to fulfil their potential and to contribute fully to the success of ILF Scotland. We aim to ensure that every single member of our team, regardless of their specific role, understands that what they do and how they do it impacts on the lives of our customers.

People Objectives	Activity and Achievement	Remarks
Developing a suite of HR policies and procedures suitable for our organisation.	<ul style="list-style-type: none"> • Further amendment of organisational HR policies to underpin developing organisational values and direction of travel. • Further developed HR processes. • Carried out a full audit of HR documentation held by ILF Scotland on employees to identify any gaps. • Produced a learning record for all staff. 	
Producing a learning, development and reward strategy.	<ul style="list-style-type: none"> • Research phase completed and draft report to be submitted to the Board in the New Year. 	
Designing and implementing a comprehensive induction program for staff and Directors.	<ul style="list-style-type: none"> • Induction carried out for new staff and Directors. • Carried out in depth disability equality training for above staff. • Carried out extensive training of all staff for up and coming implementation of an electronic records management system. • 2 x Board of Director development days completed. • 1 x Director attended specific training for being on a public board. 	
Implementing appropriate and functional HR systems.	<ul style="list-style-type: none"> • In collaboration Digital Transformation Service (DTS), ILF Scotland produced a Business Requirements document in view of acquiring a Cloud-based HR system which satisfies all of ILF Scotland's HR policies and procedures • Various providers were consulted and ILF Scotland chose one which corresponded most to the list of requirements established • Life Insurance and Pension scheme set up for all staff. 	

6. Bridging Strategy Priority 4

Our Operational Systems

Our operational systems are the tools we require in order to function effectively, achieve our objectives and comply with our statutory and regulatory obligations. We have inherited some systems from ILF UK, all of which require to be reviewed to ensure they meet our needs, whilst we need to develop a number of business critical systems for ourselves.

Operational System Objectives	Activity and Achievement	Remarks
Scoping and establishing an effective and user friendly management information system.	<ul style="list-style-type: none"> • Met with DTS and put in place a partnership agreement to review ILF Scotland systems. • In collaboration DTS, ILF Scotland produced a business rationale for the implementation of a management Information Service. • Pursued the development of the Microsoft SSRS system already in use, which will be used to scope future reports • The next step will be to choose and implement the future Management Information system for ILF Scotland. 	
Scoping and commissioning an internal audit function.	<ul style="list-style-type: none"> • Started control and quality checks for operational processes. • Produced and published tender specification for audit requirements. • Appointed internal and external auditors, 	
Establishing systems and ensuring compliance with Data Protection, Freedom of Information (FOI), Document Management and Equality Act requirements.	<ul style="list-style-type: none"> • All staff recruited carried out mandatory data protection training via induction. • Set up as a registered organisation through Disclosure Scotland. • All staff completed basic disclosure and assessors registered with the PVG scheme. • 2 x staff carried out Scottish Government Information Asset Owner training, • Senior management carried on doing security sweeps to ensure compliance with data security. • All staff trained on the implementation of the electronic record and document management system. • Chased outstanding data sharing agreements with Local Authorities and Health & Social Care Trusts. • Senior staff carried out detailed Freedom of Information training with approved provider of NHS Scotland. • Produced FOI policy and systems including publication scheme. • Held meetings with the Scottish Information Commissioners Office and Northern Ireland Ombudsman. 	

Developing Risk Management plans including a fully tested Business Continuity Plan.

- Implemented regular Windows Update patches on ILF Scotland servers (now scheduled on a quarterly basis with ISIS Systems management).
- Performed Server Hardening (security audit) on ILF Scotland Servers and implemented upgrades and security recommendations as required by Scottish Government security standards.
- Mandated an ethical hacker team to test the resistance of ILF Scotland Servers and Databases to malicious attacks – it transpires that our systems are robust and require very little adaptation.
- Upgrade of all servers to Office 2010 and decommissioning all Office 2000/ Access 2000 components.
- Produced business continuity plan.
- Further tested business continuity systems in relation to IT and payment systems including penetration testing/server hardening identifying weaknesses.
- Completed all underpinning technical documentation in line with Scottish Government standards.
- Developed initial risk management system.
- As part of ILF Scotland's Business Continuity targets, making payments through a Cloud-based platform will greater enhance resilience.
- In collaboration with DTS, ILF Scotland has studied the security aspects of the Cloud BACS payment system of our current provider Bottomline.
- Subject to the result of due diligence conducted by a DTS security expert (due early 16/17), ILF Scotland will implement payments in the Cloud at the end of the current month.
- Implemented a holistic health and safety system.
- Our suite of training and development policies has been further enhanced to include mandatory Adult Protection/Safeguarding training for all ILF Scotland staff provided in partnership with West Lothian Council.

<p>Refining and developing our processes and operational systems including call handling, visit management and data processing.</p>	<ul style="list-style-type: none"> • Completed legacy upgrade work on the core casework system ahead of schedule, ensuring compliance with Scottish Government Public Sector Network (PSN) accreditation and enhancing the performance of the team. • Set up weekly and monthly operations/staff team meetings. • Prince2: three members of staff are qualified in this project management approach. • Several enhancement projects to the casework system have been completed (automating LA contact change/introducing criteria for PIP), and several more are planned (improvements to the customer support and social work management modules for instance). • Deployed extra modules in casework system i.e. Overpayments, Fraud and Compliance. • Developing new approach to fraud prevention and detection with the NHS Counter Fraud Team • Trained all Assessors on the casework system, which in turn saves significant caseworker time answering questions and improves the process of reassessments. • Two tools to assist public facing enquiries (general enquiries, FOI) and internal change requests are currently being tested. • The entire team has undergone preliminary electronic records and documents management training and file plans have been submitted to the Scottish Government. • Two management information systems have been short-listed – one is currently being tested live. • Knowledge transfer from DWP is complete and the team is now fully operational. • A project plan has been produced and the gannt chart overview is shown at Annex A. • 20 standard letters have been improved and modified in the casework system. • We have introduced a significantly improved quality control mechanism for assessments: all staff can now refer any 	
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	<p>assessment for improvement. This is in addition to maintaining the existing randomised percentage check of all work.</p> <ul style="list-style-type: none"> • In collaboration with DTS, ILF Scotland has conducted an assessment based on the Digital Maturity Matrix (DMM) methodology • According to this methodology, DTS estimated that ILF Scotland is approximately 50% mature. The organisation performs better on statutory/ regulatory areas but improvements can be achieved with respects to our exchanges with recipients. Future work will happen in early 16/17 to map out next steps. • ILF Scotland met Scottish Government lead on continuous improvement to determine how best implement continuous improvement strategy within the organisation • A workshop with all office staff is planned for early 16/17 in order to determine the areas on which ILF Scotland should focus and ensure consistent evidence based approach is taken forward. • Specialist Caseworkers trained in complaints, projects, quality control and organisational compliance to build resilience and increase productivity in a cost effective manner 	
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7. Bridging Strategy Priority 5

Our Finances

Our finance function requires considerable development work to ensure effective financial planning is in place, supported by an on-going system of routine scrutiny of financial performance against plan. We aim to administer ILF Scotland as efficiently as possible, striking the optimal balance between resourcing our organisation sufficiently to achieve our objectives including excellent customer service, and minimising the proportion of the fund spent on this resourcing.

Finance Objectives	Activity and Achievement	Remarks
Establishing interim financial management systems and protocols to ensure accurate financial records	<ul style="list-style-type: none"> • Carried out initial work on producing finance policies, procedures and processes based on Scottish Public 	

<p>are maintained and financial responsibilities are met, pending identification and implementation of a permanent accounting system.</p>	<p>Finance Manual & FReM. Work well advanced to complete this work in the first quarter of 16/17.</p> <ul style="list-style-type: none"> • Developed and implemented a scheme of financial delegation and record keeping including accurate records of budgets, credit cards, invoices and ad hoc financials have also been implemented, to reinforce good financial management. • Put in place a procurement framework agreement with The Scottish Government, therefore having access to all of SG's procurement frameworks, reducing the need to go external. • Fostered and cultivated our relationship with Scottish Government Procurement. • Set up relationship with NHS Scotland's Counter Fraud Service for award payment security • Achieved 98% against the Scottish Government target of paying invoices within 10 days and 100% within 30 days. 	
<p>Scoping and commissioning a suitable permanent accounting IT system, giving careful consideration to the compatibility and appropriateness of the Scottish Government's SEAS system for ILF Scotland's purposes.</p>	<ul style="list-style-type: none"> • SAGE 50 now installed and working well, however is not compatible with SEAS or any other SG accounting package and therefore will be stand alone for ILF Scotland. • SAGE 50 implemented and is now ILF Scotland's finance system. 	
<p>Determining the nature of our relationship with Audit Scotland, and subject to the outcome of this define and scope our accounts audit requirements and commission independent financial auditors.</p>	<ul style="list-style-type: none"> • Confirmed position with Scottish Government in relation to audit requirements and Audit Scotland. • Due to this clarity, procurement provision for both internal and external auditors has been produced and preferred candidates have been appointed. • Audit plan for 2016/17 in development. • Appointed an independent consultant to helping with the preparation of our end of year statutory accounts. As a result of these we are now on target for completing our statutory accounts by July 2016. 	
<p>Beginning the process of producing monthly financial reporting, including management reports, cash flow statements, and forecasting.</p>	<ul style="list-style-type: none"> • Financial reporting has begun with monthly management accounts produced. • Forecasting is compiled every month along with the management accounts, after discussions with each budget 	

	holder. <ul style="list-style-type: none"> Initial work on cash flow statements completed, which will need further development over the coming months. Cash flow monitored daily, via access to our bank accounts online. Produced a Risk Register for the whole organisation. Completed all preparatory work to produce our Annual Accounts, in line with the Companies Act 2006. 	
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8. Bridging Strategy Priority 6

Our Governance

We understand the importance of sound governance for our organisation, and are committed to developing effective and robust governance arrangements. Although responsibility for appointing Directors to our company board sits with Scottish Ministers, we will work with our Scottish Government colleagues to support the initial set up and longer term development of our board.

Governance Objectives	Activity and Achievement	Remarks
Designing and implementing a comprehensive induction program for our Directors, once they have been appointed by Scottish Ministers.	<ul style="list-style-type: none"> Individual induction carried Board development days completed including individual board and disability equality training days by directors. 	

	<ul style="list-style-type: none"> • ‘On Board’ training by Scottish Government completed by all directors and relevant staff. • Company secretary training carried out by ILF Scotland staff 	
Developing the Terms of Reference (TOR) within which our board will operate, providing clarity about the role of the board and where responsibilities lie.	<ul style="list-style-type: none"> • Produced and signed off Terms of Reference for the ILF Scotland Board and sub-committees. • Note - Scottish Government still to supply Framework Document/Contract which may impact terms of Board. Scottish Government hope to finalise during April 2016. 	
Working with our board to clearly articulate our organisational purpose and developing our strategy for achieving this purpose.	<ul style="list-style-type: none"> • Carried out a Board development days centred on producing long-term co-produced strategy including timelines and new fund. • Draft co-produced strategy completed. 	
Ensuring our board receives the information it requires in order to allow it exercise effective control, meet its statutory and regulatory requirements, and manage risk appropriately.	<ul style="list-style-type: none"> • Produced quarterly/annual report, management accounts and draft budget for 2016/17 • Appointed internal and external auditors. • Further developing a management information system to ensure accurate, timely and relevant information available as required to inform decision making. 	

9. Key Statistics

The following tables show the key statistics for the period 1st July 2015 – 31st March 2016.

a. Table 1: Payments to ILF Scotland Recipients

	Quarter 2		Quarter 3		Quarter 4		Total paid in financial year	
	Number of payments	Amount paid	Number of payments	Amount paid	Number of payments	Amount paid	Number of payments	Amount paid
Northern Ireland	1999	£1,753 k	1853	£1,834 k	1920	£1,882 k	5772	£5,469 k

Group 1	558	£492 k	503	£506 k	540	£509 k	1601	£1,507 k
Group 2	1441	£1,261 k	1350	£1,328 k	1380	£1,373 k	4171	£3,962 k
Scotland	9598	£11,033 k	8925	£11,669 k	8935	£11,699 k	27458	£34,402 k
Group 1	1594	£1,997 k	1492	£2,111 k	1495	£2,135 k	4581	£6,243 k
Group 2	8004	£9,036 k	7433	£9,558 k	7440	£9,565 k	22877	£28,159 k
Total	11597	£12,786 k	10778	£13,504 k	10855	£13,582 k	33230	£39,871 k

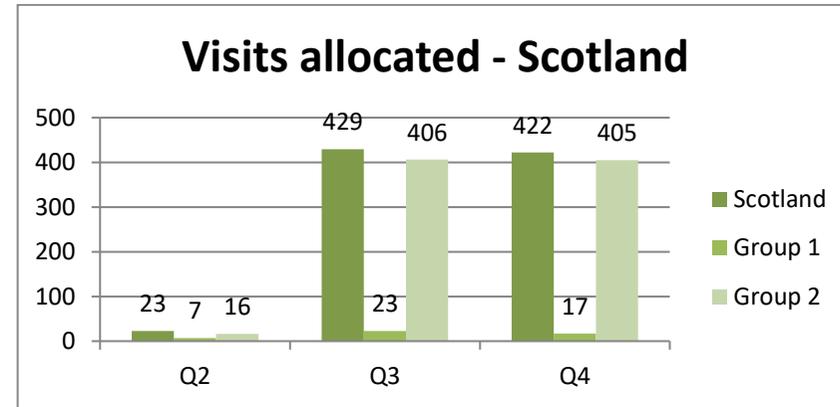
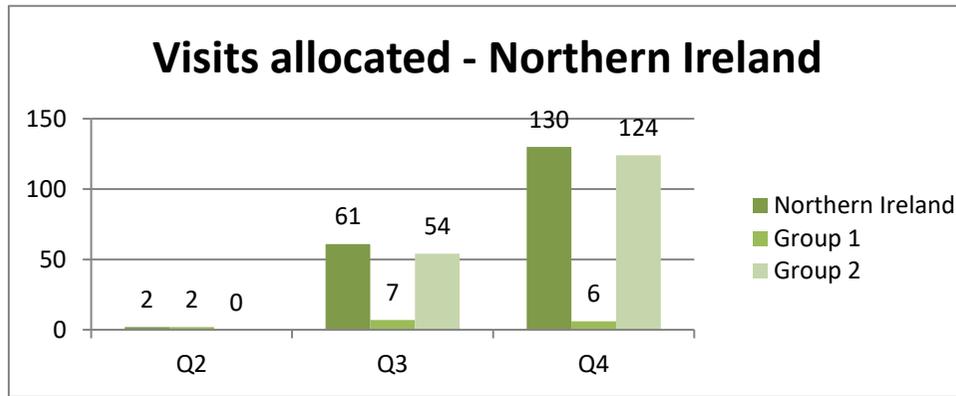
Note: the above figures show CASH paid, not accruals

b. Table 2: ILF Scotland Recipients

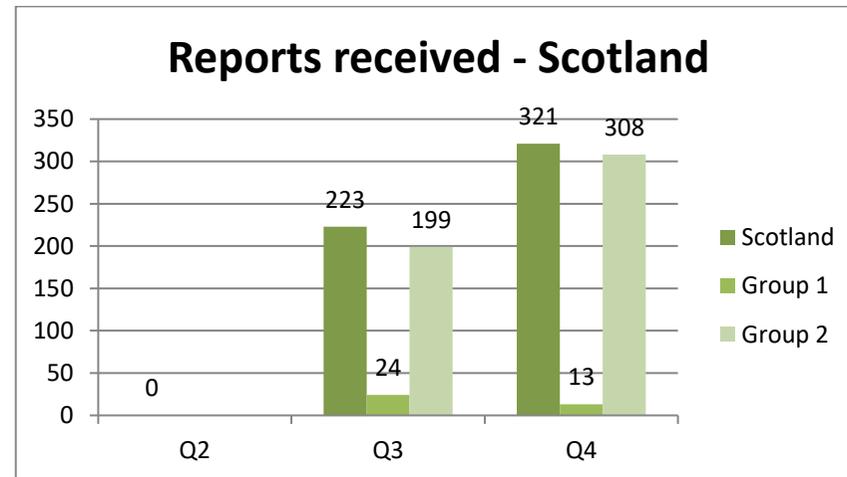
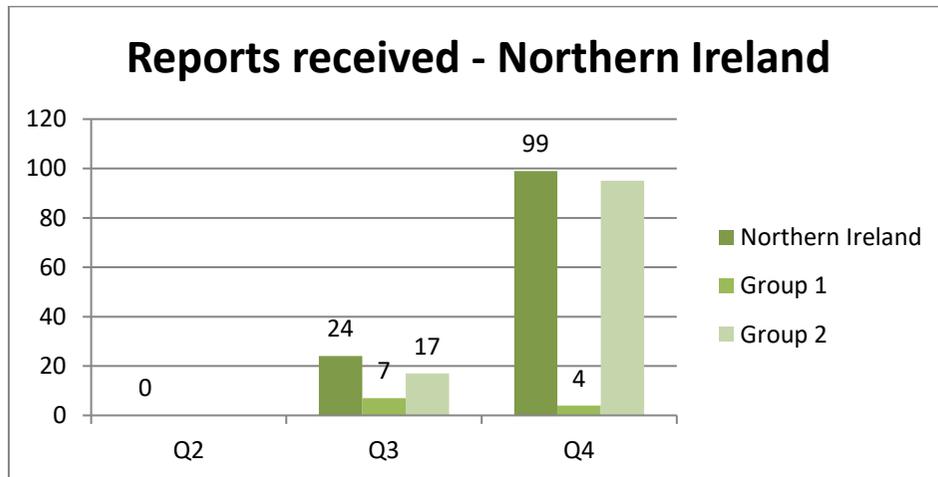
Category	Transferred from Nottingham	Quarter 2		Quarter 3		Quarter 4				Total cases closed
		Closed during Quarter	Carried forward to Q3	Closed during quarter	Carried forward to Q4	Cases in payment	Suspended cases	Closed during quarter	Carried forward to 2016-2017	
Number of Group 1 in Scot	470	4	466	10	456	442	3	11	445	25
Number of Group 2 in Scot	2342	15	2327	21	2306	2227	40	39	2267	75
Total Number of Scot Recipients	2812	19	2793	31	2762	2669	43	50	2712	100

Number of Group 1 in NI	168	3	165	4	161	151	5	5	156	12
Number of Group 2 in NI	429	3	426	7	419	400	8	11	408	21
Total Number of NI Recipients	597	6	591	11	580	551	13	16	564	33
Total Group 1	638	7	631	14	617	593	8	16	601	37
Total Group 2	2771	18	2753	28	2725	2627	48	50	2675	96
Total Number of Recipients	3409	25	3384	42	3342	3220	56	66	3276	133

c. Chart 1 & 2: Visits Allocated



d. Chart 3 & 4: Reassessment Reports Received



e. Table 4: Requests for Information (THIS TABLE NEEDS CHECKING)

Description	Qtr 2			Qtr 3			Qtr 4			Total Received	Total Cleared
	Received	Cleared	Carried Fwd	Received	Cleared	Carried Fwd	Received	Cleared	Carried Fwd 16/17		
Number of FOI requests for NI	0	0	0	0	0	0	0	0	0	0	0
Number of FOI requests for Scot	0	0	0	0	0	0	0	0	0	0	0
Number of FOI requests	0	0	0	0	0	0	0	0	0	0	0
Number of Parliamentary questions for NI	0	0	0	2	2	0	2	2	0	4	4
Number of Parliamentary questions for Scot	0	0	0	2	2	0	2	2	0	4	4
Total number of Parliamentary questions	0	0	0	4	4	0	4	4	0	8	8
Number of information requests from NI Gov	0	0	0	1	1	0	1	1	0	2	1
Number of information requests from Scot Gov	0	0	0	3	3	0	3	3	0	3	3
Number of information requests from DWP	0	0	0	2	2	0	2	2	0	2	2
Total number of information requests	0	0	0	6	6	0	6	6	0	7	6

f. Table 5: Decision Review, Complaints and Panels (Appeals)

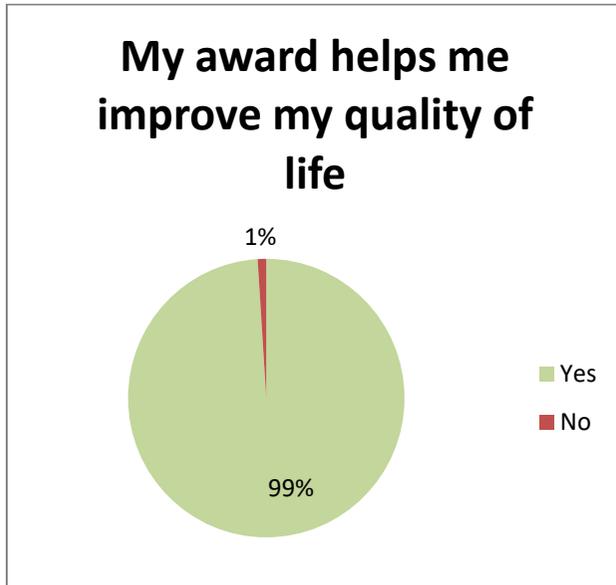
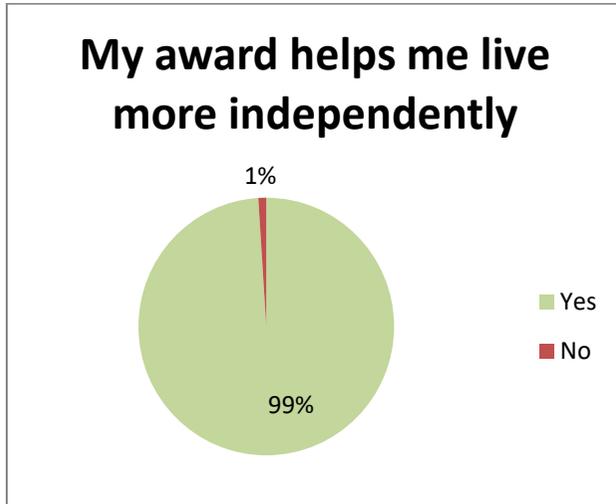
	Quarter 2	Quarter 3	Quarter 4	Carried forward to 2016-2017	Total
Northern Ireland	0	2	24	1	26
Board	0	0	1	0	1
Discretionary decisions	0	2	23	1	25
<hr/>					
Scotland	6	28	38	5	72
Board	0	0	2	0	2
Complaint	1	1	4	1	6
Discretionary Decisions	5	26	31	4	62
SMT	0	1	0	0	1
SPSO	0	0	1	0	1
<hr/>					
Total	6	30	62	6	98

f. Table 6: General Statistics

LA / HSCT	Group 1			Group 2			Total			2011 Census	% ILF Country	% ILF Total	Recipients / 10 000
	Current recipients	Average payment	Total	Current recipients	Average payment	Total	Current recipients	Average payment	Total				
	156		£1,450,646.01	408		£3,807,636.13	564		£5,258,282.14	1,810,863		17.21%	
NI Belfast Health and Social Care Trust	18	£289	£192,763	89	£245	£880,864	107	£252	£1,073,627	348,204	18.97%	3.27%	3.1
NI Northern Health and Social Care Trust	32	£195	£240,593	59	£201	£466,494	91	£199	£707,088	463,297	16.13%	2.78%	2.0
NI South Eastern Health & Social Care Trust	9	£378	£160,428	60	£251	£590,639	69	£270	£751,067	346,911	12.23%	2.11%	2.0
NI Southern Health and Social Care Trust	38	£230	£341,906	98	£221	£844,916	136	£224	£1,186,822	358,034	24.11%	4.15%	3.8
NI Western Health and Social Care Trust	59	£222	£514,956	102	£257	£1,024,723	161	£245	£1,539,679	294,417	28.55%	4.91%	5.5
Total	446		£6,029,512.50	2,267		£27,307,444.79	2,713		£33,336,957.29	5,295,403		82.79%	
Sco Aberdeen Council Social Services	4	£394	£59,915	32	£258	£337,290	36	£272	£397,205	222,793	1.33%	1.10%	1.6
Sco Aberdeenshire Council Social Services	12	£390	£192,124	77	£283	£872,032	89	£298	£1,064,155	252,973	3.28%	2.72%	3.5
Sco Angus Council Social Services	2	£424	£32,243	47	£335	£614,081	49	£339	£646,325	115,978	1.81%	1.50%	4.2
Sco Argyll & Bute Council Social Services	3	£263	£31,561	72	£320	£913,099	75	£317	£944,659	88,166	2.76%	2.29%	8.5
Sco Clackmannanshire Council SSD	2	£429	£42,945	10	£200	£78,398	12	£247	£121,343	51,442	0.44%	0.37%	2.3
Sco Dumfries & Galloway Social Services	7	£485	£135,869	26	£271	£280,013	33	£317	£415,882	151,324	1.22%	1.01%	2.2
Sco Dundee Council Social Services	2	£444	£35,528	57	£285	£631,789	59	£290	£667,317	147,268	2.17%	1.80%	4.0
Sco East Ayrshire Council Social Services	15	£257	£152,221	52	£288	£596,977	67	£281	£749,198	122,767	2.47%	2.04%	5.5
Sco East Dunbartonshire Council SSD	8	£246	£73,941	39	£256	£397,292	47	£254	£471,233	105,026	1.73%	1.43%	4.5
Sco East Lothian Council Social Services	7	£427	£116,019	37	£278	£415,408	44	£301	£531,427	99,717	1.62%	1.34%	4.4
Sco East Renfrewshire Council SSD	4	£310	£47,169	75	£371	£1,086,576	79	£368	£1,133,745	90,574	2.91%	2.41%	8.7
Sco Edinburgh Council SSD	23	£273	£253,723	197	£298	£2,303,178	220	£296	£2,556,901	476,626	8.11%	6.71%	4.6
Sco Falkirk Council Social Services	5	£267	£56,648	17	£301	£207,256	22	£293	£263,905	155,990	0.81%	0.67%	1.4
Sco Fife Council Social Services	20	£357	£291,163	119	£322	£1,531,157	139	£327	£1,822,320	365,198	5.12%	4.24%	3.8
Sco Glasgow Council Social Services	104	£345	£1,447,063	472	£320	£5,910,643	576	£324	£7,357,706	593,245	21.23%	17.58%	9.7
Sco Highland Council Social Services	4	£214	£33,331	52	£275	£557,999	56	£270	£591,330	232,132	2.06%	1.71%	2.4
Sco Inverclyde Council Social Services	10	£213	£82,819	36	£372	£518,377	46	£338	£601,196	81,485	1.70%	1.40%	5.6
Sco Midlothian Council Social Services	6	£436	£97,565	30	£329	£383,222	36	£346	£480,788	83,187	1.33%	1.10%	4.3
Sco Moray Council Social Services	3	£141	£15,813	7	£186	£52,102	10	£173	£67,915	93,295	0.37%	0.31%	1.1
Sco North Ayrshire Council Social Services	6	£342	£80,683	68	£332	£912,519	74	£333	£993,202	138,146	2.73%	2.26%	5.4
Sco North Lanarkshire Council SSD	82	£303	£977,967	187	£279	£2,010,238	269	£286	£2,988,206	337,727	9.92%	8.21%	8.0
Sco Orkney Islands Council Social Services	2	£253	£20,233	4	£331	£52,952	6	£305	£73,185	21,349	0.22%	0.18%	2.8
Sco Perthshire & Kinross Council SSD	4	£564	£90,199	37	£353	£486,745	41	£375	£576,944	146,652	1.51%	1.25%	2.8
Sco Renfrewshire Council Social Services	12	£460	£200,755	105	£339	£1,382,135	117	£351	£1,582,890	174,908	4.31%	3.57%	6.7
Sco Scottish Borders Social Services	3	£323	£41,338	71	£317	£880,027	74	£318	£921,365	113,870	2.73%	2.26%	6.5
Sco Shetlands Islands Council SSD	0	£0	£0	1	£445	£17,794	1	£445	£17,794	23,167	0.04%	0.03%	0.4
Sco South Ayrshire Council Social Services	7	£331	£92,610	57	£333	£748,997	64	£333	£841,607	112,799	2.36%	1.95%	5.7
Sco South Lanarkshire Council SSD	57	£356	£815,075	148	£298	£1,733,845	205	£314	£2,548,920	313,830	7.56%	6.26%	6.5
Sco Stirling Council Social Services	9	£419	£144,272	14	£260	£140,611	23	£322	£284,883	90,247	0.85%	0.70%	2.5
Sco West Dunbartonshire Council SSD	8	£600	£189,739	92	£268	£936,061	100	£296	£1,125,800	90,720	3.69%	3.05%	11.0
Sco West Lothian Council Social Services	13	£331	£172,053	27	£288	£299,164	40	£302	£471,217	175,118	1.47%	1.22%	2.3
Sco Western Isles Council Social Services	2	£96	£6,929	2	£270	£19,465	4	£183	£26,395	27,684	0.15%	0.12%	1.4
Total	602		£7,480,158.51	2,675		£31,115,080.92	3,277		£38,595,239.43	7,106,266			

Note: the above figures show CASH paid, not accruals

g. Pie Charts 1, 2 and 3: Recipient Feedback



ANNEX A – GANNT CHART SHOWING KEY CONTINUOUS IMPROVEMENT PROJECTS PIPELINE

Title	Status	Q1	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December
Automate LA contact change	Closed			■	■												
Portal update: no timeout on reports	Closed			■	■												
PIP	Closed	■	■	■													
Project change request procedure & implementation	Closed				■	■											
Business Continuity Planning - elaboration	Closed	■	■	■	■	■											
Business Continuity planning - testing	Ongoing											■	■	■			
Fileplan for ILF Scotland	Closed				■	■											
eRDM implementation	Ongoing											■	■				
ILF scotland Server maintenance	Closed					■	■										
Cyber Security - Server hardening	Closed						■	■	■								
Cyber Security - Server upgrade	Closed							■	■								
Cyber Security - Penetration tests	Closed							■	■								
Ad-Hoc Management information reports	Ongoing	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Management Information Business Case	Ongoing								■	■	■	■	■	■	■	■	■
Management information implementation project	New																
ROA and NCA letters	Closed																
Manage Engine - feasibility and preliminary testing	Closed			■	■	■											
Manage Engine - Implementation	Ongoing																
Legacy code project	Closed	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Upgrade Server s0867a to Office 2010	Closed				■	■	■										
BACS cloud project Due diligence	Ongoing																
BACS cloud project - implementation	New																
Document storage in ICI	Ongoing																
Unsubmit button & SWMM checks	Ongoing																
Uninstalling Quasar	Closed																
Separation of BACS by Country	New																
Universal credit	New																
Link Diary Entries to Unspent monies	New																
Simplification of offer Wizard	New																
Knowledge Base / Front end	New																
HR Self Service	Ongoing																
Intranet Self Service (sharepoint or cloud solution)	New																
External Infrastructure (DMZ)	New																
Self Service - LA	New																
Self Service - recipients	New																
New Fund	New																
Digital strategy	Ongoing																
Process review	Ongoing																
Customer Support module	Ongoing																
Freedom of information module	New																