



2021-2022 Annual Operational Report

1st April 2021 - 31st March 2022



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1. Introduction

The purpose of this report is to provide an annual summary of achievements and activities against the business plan during 2021-22.

2. Progress Update

a. **Executive Summary** – As we move slowly out the pandemic, the last 12 months have seen the busiest operational period since we first went live in 2015. This in part has been due to the impact of Covid-19, but also due to the continuing success of the Transition Fund, coupled with day to day operations alongside the delivery of our strategic plan. We have continued to work hard in being supportive, innovative and flexible in our response to the pandemic as we slowly edge to a new normal. However, what is clear from our work with disabled people, is the impact of Covid-19 will take many years to unravel.

Overall there has been significant progress towards the 3 strategic priorities in our business plan and the sense of high level support for re-opening the 2015 Fund in both Scotland and Northern Ireland. Of key note alongside the business plan, ILF Scotland also successfully delivered in collaboration with Scotland Excel and Self Directed Support Scotland (SDSS), the Scottish Government's thank you payment scheme to Personal Assistants (PAs). This was an exceptionally complicated piece of work, which mainly took place in Q2 and Q3. Due to this success, ILF Scotland was approached by the Northern Ireland Government to provide a similar scheme which has been developed and will be delivered in Q1 and Q2 2022/23.

From an operational perspective, we have stayed fully open throughout the financial year, supporting over 6,200 disabled people (this number includes closed cases) across Scotland and Northern Ireland to have choice, control and dignity, which is an increase of 24% from last year. We have dealt with over 18,000 contacts via phone, text and email compared with just over 11,000 the year before and this increase is mainly due to growth in the number of individuals supported alongside the complexity of issues. It has also been a record year for the Transition Fund with 2,275 applications received, a 25% increase from the year before.

Over the year 2015 Fund recipient numbers have dropped to 2,435 (Scotland 2,056 & NI 379) from 2,572 (Scotland 2,160 & NI 412). This represents a slight increase in the overall decline trend from around 4.4% (4.2% Scotland & 5.5% NI) in 2020/21 to 5.4% (4.8% Scotland & 8% NI) in 2021/22. Correspondingly the total number of individuals supported through the Transition Fund has increased by 47.2% from 2,575 to 3,790 by the year end.

Worryingly, disabled people are experiencing even more difficult times as we come out of pandemic protections, which further deepens societal inequalities already in place. Though the cost of living has only become acute in the last part of the financial period, for disabled people this has made scarce resources even harder to stretch. When this is added to the ongoing challenges of living with Covid-19, and the social care staffing predicament, the situation for disabled people is arguably as bleak as it has been for decades.

This is being starkly highlighted as we have returned to physical reviews for the 2015 Fund throughout the year. We are seeing much more complexity in these as a result for the aforementioned reasons, which is further exacerbated by the slow rebuilding of statutory services in the community. To that end, our reviews are taking considerably longer to complete, with our clear priority to ensure disabled people are able to live with choice, control and dignity. This has further strengthened the case for the reopening of the 2015 Fund in both Scotland and Northern Ireland where forward momentum has continued throughout the reporting period. By the year end, there are submissions sitting with Ministers in both Northern Ireland and Scotland for their consideration and we look forward to working alongside key stakeholders to make this a reality for disabled people. .

To support the increasing year on year work pressures on staff, we have carried on renewing and refreshing our employee offer. This has included the introduction of new measures and initiatives, expanded later in the report, to help our staff get through the year whilst enabling them to bring their best to the workplace. We are very proud to have again been awarded a Top 10 Employer in the annual Working Families benchmark in September 2021, especially in the context of our busiest year ever. But, we are even more proud of the continued excellence, passion, hard work and professionalism of colleagues who have performed brilliantly throughout 2021-22!

In summary, as can be seen from the brief narrative set out above, it has been another extraordinary year for ILF Scotland dealing with the profound impact of Covid-19 on us all alongside the ever more acute cost of living. We have had the busiest, yet in some ways the most rewarding reporting period by any benchmark since opening in July 2015. We continue to work towards re-establishing normal operations, implementing our new strategy, extending the Transition Fund, re-opening the 2015 Fund to new applications in Scotland and Northern Ireland (subject to Ministerial approval), supporting the Scottish Government to deliver the recommendations in the Independent Review of Adult Social Care and enabling even more disabled people to live independently.

b. **Business Plan Progress** – Looking back over the year, overall there has been strong progress towards the 3 strategic priorities. Of key note alongside the business plan, ILF Scotland also successfully delivered in collaboration with Scotland Excel and Self Directed Support Scotland (SDSS), the Scottish Government's thank you payment scheme to nearly 5,000 Personal Assistants (PAs). This was an exceptionally complicated piece of work, which mainly took place in Q2 and Q3. Due to this success of this,, ILF Scotland was approached by the Northern Ireland Government to provide a similar scheme. Over Q3 and Q4, ILF Scotland worked extensively with the officials in the Northern Ireland Government to finalise the delivery of the Special Recognition Payment (SRP) service, which opened for business at the end of the financial year. Besides some technical differences with the Scottish scheme, ILF Scotland is not only providing the payments mechanism, but also the majority of the helpline capacity alongside partners in SDSS. Though this has undoubtedly put additional pressure on an already stretched organisation, it was considered the right thing to do getting payments to PAs, as no other organisation in Northern Ireland or Scotland had a workable solution, besides ourselves and two partners,

Alongside the payments service, as mentioned above, normal business has continued and in year progress towards the strategic objectives is on track. Two key areas worth highlighting are the full review of the policy suite to ensure they remain fit for purpose, and the progression of

our Equalities Mainstreaming, Corporate Parenting and Charter for Involvement Action Plans. These have been key pieces of work and we are delighted have progressed these in year.

Internally, ILF Scotland remains under significant pressures and despite media reports that the COVID crisis is now over, infection and hospitalisation rates remain high, which places health concerns on our own workforce and ability to operate back out in the community. We have made a strong start in the very lengthy and complex unravelling of recipient award packages as a result of the pandemic. This has resulted detailed negotiations around packages and this is putting additional time pressures on both Assessors and Caseworkers to then implement the new changes. In tandem with this, we have seen considerable growth in the applications coming into the Transition Fund with a record year for the 4th year in a row.

Looking to the future and fulfilling the current strategy, significant progress has been made on the digital transformation business case and organisational sustainability. Both areas look to achieve greater efficiency through smarter use of technology, of staff, of resources and operational processes to reduce our consumption and work towards at Net Zero position by 2045. Key work has been completed to create an operational framework for taking all this forward during the final year of this strategy and is on track to deliver our Net Zero Action Plan by the end of this current strategy.

Overall the business plan is on track to deliver the strategic priorities by the end of this current strategic cycle and is optimistic about its key priority of re-opening the 2015 Fund during it.

Strategic Outcome 1 – Facilitate the independent living needs of disabled people:

Strategic Objective 1 – Development of the evidence base and proposals to re-open the 2015 Fund

| Target Outcome | Activity Update | Status Green |
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| <p>The evidence base is further developed to support the re-opening of the 2015 Fund</p> | <p>- Despite the pressures encountered as a consequence of the pandemic, the Ministerial submission for the reopening in Northern Ireland was completed in Q4 and has been submitted to the Minister for Health for a decision on next steps, which we expect to happen early in the next financial year. is now drafted but is still waiting for final sign off to progress for final agreement,</p> | |
| <p>Key Performance Indicators</p> | | |
| <p>1. Further research and evidence from the development work in Northern Ireland by end Mar 21 establishes the strategic and business rationale for re-opening in NI and informs baseline preparations for Scotland. 2. Full analysis of welfare check calls and new recovery calls provide sponsor team with up to date impact assessment of current support arrangements on the ground for disabled people. 3. By March 2021, feedback from disabled people on the impact of Covid-19 on them is used to help shape business plan for 2021-23.</p> | <p>- In Scotland, we have been working closely with our SG colleagues to obtain the necessary data from HSCP Chief Finance Officers to inform a further, imminent, submission to the Minister. The key to this work is providing the Minister with the reassurance and confidence he is seeking around the affordability and sustainability of re-opening the 2015 Fund. The data request has now been issued to HSCPs, and the deadline for responses of 23rd May has by necessity been extended.</p> | |

Strategic Objective 2 - Developing the relationships and protocols to be part of an integrated national model of Health and Social Care delivery

| Target Outcome | Activity Update | Status Green |
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| <p>ILF Scotland is an integral part of a National Care Service (NCS) as proposed in the Independent Review of Adult Social Care, making a significant contributor to the emerging "whole systems" approach to health and social care delivery. Note this outcome is subject to the implementation of the Feeley recommendation to create a National Care Service.</p> | <p>- Baseline preparations for re-opening the 2015 Fund in Scotland have been prepared in partnership with our Sponsor Team. This work was informed by the NI re-opening development work.</p> <p>- Again in partnership with our Scottish Government Sponsor Team we are developing a case for the re-opening of the 2015 Fund as a pathfinder for the planned NCS.</p> | |
| <p>Key Performance Indicators</p> | | |
| <p>1. Further research and evidence from the development work in Northern Ireland by end Mar 21 establishes the strategic and business rationale for re-opening in NI and informs baseline preparations for Scotland.</p> | | |
| <p>2. Full analysis of welfare check calls and new recovery calls provide sponsor team with up to date impact assessment of current support arrangements on the ground for disabled people.</p> | | |
| <p>3. By March 2021, feedback from disabled people on the impact of Covid-19 on them is used to help shape business plan for 2021-23.</p> | | |

Strategic Objective 3 – Develop the Transition Fund

| Target Outcome | Activity Update | Status Green |
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| <p>1. Sponsor team fully briefed on demand and financial pressures on TF.</p> <p>2. Staffing levels to support continued levels of demand of TF understood and provisioned.</p> <p>3. Based on demand and feedback, develop proposals for the TF to a broader based fund for multiple users and uses.</p> | <p>- A new maximum award of £4,000 was implemented in April 2021. There has been no detrimental effect on the uptake of the fund of this new, lower level of maximum grant and the fund has received a record number of applications in 21-22, up 25% on the previous year. The average amount requested and paid has remained static at £2,200 and £2,000 respectively.</p> | |
| Key Performance Indicators | | |
| <p>1. Revised maximum award cap implemented from 1 April 2021 at a level that matches demand and is financially sustainable.</p> <p>2. One extra staff member recruited to support the TF.</p> <p>3. Quarterly demand and usage report and feedback from ambassador group provides evidence base for developments</p> | <p>- We have increased the staffing levels to help support the demand of the fund with 1 x FTE Assessor, 1 x FTE Caseworker and 0.6 x FTE Finance Officer assigned to the TF team starting in Q4.</p> <p>- We engage regularly with the Young Ambassadors Group and make adjustments to operating procedures based on their feedback.</p> | |

Strategic Objective 4 - Increase awareness levels of our Funds and the numbers of people it can support

| Target Outcome | Activity Update | Status Green |
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| <p>Greater levels of public awareness and applications to the funds</p> | <p>- Full strategy developed and the Communications Team have continued to deliver the priorities of the strategy, including increasing awareness of our funds and the numbers of people that can be supported.</p> | |
| Key Performance Indicators | | |
| <p>1. Delivery of a national communications strategy to increase awareness levels. 2. Application to the 2015 Fund start in NI and Scotland and grow steadily. 3. 10% increase in application to the TF</p> | <p>- Decisions with reference to the reopening in the 2015 Fund in both Scotland and Northern Ireland are with the respective Ministers, so no communications work in relation to growing applications has started,</p> <p>- Over this year we have completed considerable engagement work involving physical and online events. Alongside this we have carried out paid social media and PR campaigns to increase applications.</p> | |

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| | <p>Much of the focus of TF engagement and promotion has centred on the areas of Scotland where we are receiving the least applications - Moray, Western Isles and Orkney. This work has fitted in alongside our commitments under the Corporate Parenting Plan and Equalities Mainstreaming Action Plan. We have seen a 25% increase in applications received year on year and most importantly we are reaching communities and groups previously not represented as we would wish.</p> |
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Strategic Objective 5 - Review and update our policies and practices to reflect current and emerging national HSC delivery plans

| Target Outcome | Activity Update | Status Green |
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| <p>ILF Scotland has the policy suite and embedded practices which transparently demonstrate its commitment to enabling independent living for all those that may use it.</p> | <p>- All policies reviewed and published by the end of Q2 and streamlined to make more readily accessible for a potential reopening of the 2015 Fund. These embed practices to demonstrate our commitment to Independent Living. Currently finalising the revision of policy 26 Managing an ILF Award to clarify Award Manager roles and in recognition of a delay in impending legislative changes.</p> | |
| Key Performance Indicators | | |
| <p>1&2. Published policy suites. 3. Availability of new policies as required to support a re-opened 2015 Fund. 4. Over two full years, implement and measure effectiveness against the Charter for Involvement Action Plan. 5. A published and operable Customer Charter. 6. A published Corporate Parenting Report, based on an implemented Action Plan.</p> | <p>- Good progress made in implementing actions in the Charter for Involvement Plan. Some actions will be carried forward to next year. A separate update report will be prepared for the Board meeting and the Stakeholder and Advisory Group meetings in April 22. We will develop and implement a Customer Charter in 2022/23.</p> <p>- Good progress made in implementing our commitments under our Corporate Parenting Action Plan, which we will formally review and publish our outcomes at the beginning of the new financial year along with a revised Action Plan for 2022/23. Some actions from this year's plan will be carried forward.</p> | |

Strategic Outcome 2 – Be leaders in enabling independent living:

Strategic Objective 6 - Be leaders and champions in sharing our knowledge of enabling independent living with others

| Target Outcome | Activity Update | Status Green |
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| 1. ILF Scotland is recognised as the lead public body for enabling independent living. | - ILF Scotland's profile and reputation continues to grow as evidenced through participation in key strategic forums and the feedback from operational activity. | |
| Key Performance Indicators | | |
| 1. Membership of national boards and committees. 2. Membership of integration working groups. 3. Participation in national social work practice events. 4. Inclusion in reviews of SDS. | - CEO sits on the National Care Service (NCS) Key Stakeholder Reference Group, PA Programme Board (and its training sub-group) and the Fair Work in Social Care Work stream. - Director of SDS sits on NCS Target Operating Model Group, Social Work Scotland Standing Committee for Social Care, and the SG SDS National Collaboration Group. | |

Strategic Objective 7 - Develop and shared understanding and best practice model of enabling sustainable independent living outcomes

| Target Outcome | Activity Update | Status Green |
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| An agreed and integrated approach from health and social care providers in enabling best practice independent living with a clear role for ILF Scotland. | - See Strategic Objective 6 - A new national SDS Collaboration group started in Q4 with ILF Scotland participating. This group replaces the National SDS Steering Group. | |
| Key Performance Indicators | | |
| 1. ILF Scotland is seen as an exemplar body in enabling independent living. 2. ILF Scotland has a clearly defined role and remit in the delivery of an integrated social care model. 3. ILF Scotland becomes part of the governance or operations board of a new National Care Service. | - We continue to work with Social Work Scotland on any integration of Health and Social Care issues and the ongoing review of adult social care implementation. - In Q4, we attended and contributed to a number of key events and attendees cascaded key learning points at team meetings e.g. COSLAs charging committee, the new guidance retains clear guidance | |

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| | <p>for Health and Social Care Partnerships (HSCPs) in Scotland not to take into account any ILF contribution reduction,</p> <p>- We meet twice yearly with Self Directed Support (SDS) Leads in N Ireland Trusts and monthly with the SDS leads in Scotland via Social Work Scotland hosted projects delivering new SDS standards in Scotland. This included supplying information and advice on ILFs model of Assessment to help influence the development of new National statutory guidance for SDS practitioners which is being developed with a planned draft for the start of 2022/23.</p> |
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Strategic Objective 8 - Linking our data and reporting to the National Performance Framework (NPF)

| Target Outcome | Activity Update | Status Green |
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| ILF Scotland is able to evidence its contribution against the National Performance Indicators. | - The mapping completed in Q2 is still valid and shows a strong alignment of ILF Scotland activities with 7 of the National Outcomes and some degree of contribution to the remaining, | |
| Key Performance Indicators | | |
| We have identified where ILF Scotland aligns to the NPF and to have developed draft metrics on how its contribution to them can be measured. | <p>- Discussions with the NPF Team have highlighted that contribution and attribution are hugely complex and difficult to provide a rolled up picture of national performance when there are so many inter-related and inter-dependent circumstances on how one area's performance impacts on another. The mapping has been submitted to the NPF Team and we are one of the first to have approached it this way. They are recommending individual reporting at present until collectively the public sector becomes better at this.</p> <p>- For ILF Scotland, the next logical step will be to obtain better metrics on the impact of our activities on individuals and we will do this via our new satisfaction surveys being delivered in 2022/23.</p> | |

Strategic Objective 9 - Share our knowledge and work with people with lived experience of disability to help improve the delivery of social care and support services

| Target Outcome | Activity Update | Status Green |
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| <p>A fully aligned and integrated cohesive social care delivery service for Scotland with the role and remit of ILF Scotland clearly defined and embedded.</p> | <ul style="list-style-type: none"> - See Strategic Objective 1 and 2. - In Northern Ireland, in the context of re-opening proposals, the voice of lived experience has become increasingly vocal. There were numerous calls from disabled people for the 2015 to re-open at the recent Disabled People's Parliament, and at the Assembly Health Committee. Significant grass roots lobbying has also been taking place. - In relation to Scotland, we are currently working with our Sponsor Team to further develop re-opening proposals, positioning the re-opened 2015 Fund as a pathfinder for the NCS. | |
| <p>Key Performance Indicators</p> <p>1. ILF Scotland has a clearly defined role and remit in the emerging National Care Service</p> | | |

Strategic Objective 10 - Design new services with disabled people at the heart of them

| Target Outcome | Activity Update | Status Green |
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| <p>ILF Scotland delivers innovative new services which disabled people want, in the manner in which they want to use them.</p> | <ul style="list-style-type: none"> - We have made significant progress over the year in further developing our aspirations to deliver innovative services which disabled people want. Over the year we have worked with colleagues | |

Key Performance Indicators

1. Working with the new satisfaction survey and stakeholder groups, identify opportunities and areas for new services or developments. 2. Data metrics identify and prioritise new developments based on greatest need and greatest impact. 3. Feedback is captured from stakeholder groups of new services and reported to the service improvements manager. 4. Where a new service requires a change in design or new functionality (as opposed to fixing a link or practice which is not working well), a co-production group should be created with their thoughts and ideas formally captured and fed into the service design model.

in the Scottish Government to hone and further enhance our digital transformation business case.

- Alongside this, we have prioritised two significant developments with user led input shaping them.
- The first being the Local Authority portal has been developed to allow all Social Workers in partner Trusts and Local Authorities from across Scotland and Northern Ireland to access and approve a Care Schedule in situ. This will have a profound impact in the efficiency and ease of working with partners significantly reducing the time and effort to complete an activity which has been slowing down changes to recipient awards on both sides.
- The second development is in response to the demand for technology increasing in the Transition Fund. As a result of this, a shorter online process has been developed to allow eligible young people to apply directly for a tablet, laptop or data package. This will be much simpler for the applicant and also reduce the pressure on the casework team and allow them more time to spend on full applications.
- Each process is floated then tested with target users and puts them at the heart of each development.
- A new idea for a mobile phone app has also been trialled with Young Ambassadors and based on their feedback, an enhanced proposal will be demonstrated in early 2022/23. In addition, a small working group has been set up to design a new recipient satisfaction survey to be issued bi-annually, which once issued, will then form the basis of feedback and introduction of new services or processes.

Strategic Outcome 3 – Operate a high-quality efficient service:

Strategic Objective 11 Re-establish recipient reviews as soon as possible

| Target Outcome | Activity Update | Status Green |
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| <p>1. Safe review visit model developed. 2. Recipients trained and supported to participate fully in review visits. 3. ILF Scotland seen as leading good practice</p> | <ul style="list-style-type: none"> - Recipient review visits in full from the end of Q2. - Award Manager support: ongoing at reviews and bespoke Award Manager webinars have been designed but delayed to allow for a period of end/post pandemic work with Covid-19 policies which are bespoke for the pandemic. | |
| Key Performance Indicators | <ul style="list-style-type: none"> - In Q4, we have resumed visits using NHS Inform and SSSC best practice to guide our visit protocol. Colleagues in HSCP/Ts are largely out and about completing review visits, some areas were providing emergency visits only. - We have developed training at the end of the reporting period for Award Managers and other key stakeholders to be delivered throughout 2022.23 including but not limited to Advocacy, Employer Support and Person Centred Planning. - Utilising the Charter for Involvement as our framework, we continue to work to simplify our processes and forms and improve the assessment process. | |

Strategic Objective 12 - Prepare the full business case for a fully integrated, digitised, ILF Scotland as part of the wider whole systems approach to health and social care delivery

| Target Outcome | Activity Update | Status Amber |
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| <p>1. Preliminary discovery of Use Cases to inform tender documentation. 2. Successful tender and development of target operating model and costings. 3. Business Case submitted to sponsor team for capital infrastructure investment during 2021.</p> | <p>- Extensive work has been carried out throughout the reporting period with a draft business case developed. In Q4, further work was completed including 10 year cash flow projections and staff modelling around various re-opening scenarios. This has been reviewed and submitted to Health Finance and the Scottish Government Sponsor Team with a view to determining the most appropriate funding route and assurance framework.</p> | |
| <p>Key Performance Indicators</p> | | |
| <p>Business Case for capital investment to support service delivery transformation submitted to sponsor team and health finance by May 21</p> | <p>- The status is set at Amber as there is no guarantee that the case will be seen as an essential spend for 2022-23, and the contingency work on the in year developments continue around the ageing legacy system.</p> | |

Strategic Objective 13 - Develop and implement the workforce operational model to support a re-opened ILF Scotland

| Target Outcome | Activity Update | Status Green |
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| <p>A new service model to support the effective delivery of re-opened 2015 Fund and an increase in TF applications</p> | <ul style="list-style-type: none"> - See Strategic Objective 12 - Considerable workforce planning has been continuing slowly in the background throughout the second half of the financial year, however we await notification of re-opening for Scotland and Northern Ireland before finalising directorate plans and workforce requirement. | |
| <p>Key Performance Indicators</p> | | |
| <p>1. A newly designed service delivery model. A fully resourced workforce plan to support the delivery model. 3. The technology and supporting infrastructure to enable 30% digital delivery by end 2023.</p> | <ul style="list-style-type: none"> - The new service delivery model was completed during 2021 and assumed the development of a new cloud based customer relationship management system offering self-service capability and full administration workflow and automation. The model remains valid but obtaining the capital funding to support the development has proved difficult. There are in year efficiency actions based around the current operating and staffing model but much remains based on our legacy system and processes. - Progress is marked in Green, as we have completed as much work as possible without a decision on the scale and scope of re-opening work. Once this is gained, we have a good foundation to proceed at pace. | |

Strategic Objective 14 - Progress organisational risk and resilience programme

| Target Outcome | Activity Update | Status Green |
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| <p>1. An operationalised Resilience Hub. 2. Through test and exercise, a more robust and resilient ILF Scotland. 3. Revised and improved approach to risk governance.</p> | <ul style="list-style-type: none"> - This has been a highly productive reporting period despite the huge operational pressure the organisation has been under. To that end, | |

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| Key Performance Indicators | <p>the majority of resilience solution's are now complete, however these are live documents and subject to review and fine-tuning over time.</p> <p>- All risk leads took part in a desktop exercise during Q4, which is slightly earlier than initially planned. The exercise was discussion based and meant all risk leads could voice what their actions would be during a weather and cyber disruption. It was a good first session and the plan is to carry out a further desktop exercise with Risk Leads in Q1 2022 and also an initial desktop exercise session with the Senior Management Team.</p> <p>- We are well on track to complete this objective and improve our organisational resilience as a result.</p> |
| <p>1. Operationalised Resilience Hub and associated business impact assessments and resilience plans. 2. A test and exercise plan. 3. Test and exercises confirm appropriateness of resilience plans. 4. Quarterly resilience reports to SMT. 5. Introduction of risk management, governance and compliance software to improve management of risk. 6. Review and implement Audit & Risk recommendations for improvements to risk management structure (as required and based on outcomes from Resilience Hub operations).</p> | |

Strategic Objective 15 - Be a Top Employer for our staff

| Target Outcome | Activity Update | Status Unspecified |
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| Achieve Top Employer status during 2021-22 | 1. ILF Scotland achieved UK Top 10 award and only Scottish organisation in UK Working Families Benchmarking Top 1. We await Staff Survey results before completing and submitting during Q1 2022/23. | |
| Key Performance Indicators | | |
| <p>1. Working Families Benchmarking undertaken.</p> <p>2. Staff working group set up to action survey feedback</p> <p>3. Trickle feedback used to identify real-time satisfaction and engagement levels using themed "Mood Sense" over the year</p> <p>4. New well-being initiatives introduced keeping ILF Scotland at the leading edge of support to staff post-COVID</p> | 2. Staff Working Group have addressed the feedback which stated some staff were not aware of the work of colleagues in other teams and staff also suggested inviting the Board Directors to All Staff Meetings as a 'Get to know you session' : Teams are presenting monthly during the All Staff Meetings outlining their work priorities and how this work links with the rest of the organisation. One Board Director during December 2021(Susan Douglas-Scott) and in February 2022 (Liz Humphreys) attended the all Staff Meeting with another Board Director to be invited to join the 28th April 2022 | |

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| | <p>meeting. Early feedback from staff has been very positive and informative.</p> <p>3. Twice monthly TRICKLE 'moodsenses' are circulated with approximately 1/3 of staff responding. TRICKLE Champions work continues to increase TRICKLE traffic and engagement. 'How was your day' has been introduced , which aims to be a daily self-awareness tool to identify any negative or positive patterns forming over a week (e.g. staff are asked if they have felt supported/ are they hydrated/ have they been active etc) with weekly reports sent to each colleague. This tool was introduced 22 March 2022 so is little early to consider the outcomes and feedback.</p> <p>4. New Well-being resources continue to be sourced and shared. Planning is underway to organise further Mental Health & Resilience workshop for new staff and further sessions for all staff to attend. Employee Passports are also being introduced to support colleagues who may need adjustments or flexibilities to support caring responsibilities, underlying health conditions or disabilities. This scheme is individually led and is voluntary aligning with the Scottish Government Employee Passport which was rolled out in January 2022. All staff will be training in May 2022.</p> |
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Strategic Objective 16 - Reducing our carbon footprint and introducing our sustainability model

| Target Outcome | Activity Update | Status Amber |
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| <p>1. An integrated and proactive sustainability model linking continuous improvement activity to organisational efficiency and reduced environmental impact. 2. Organisational approach to quality links improvement actions to carbon/resource/energy reductions</p> | | |

Key Performance Indicators

1. An efficiency and sustainability model linked to quality and continuous improvement is developed by March 22.

- See Strategic Objective 12.

- Due to other linked work and the decision on the reopening of the 2015 Fund alongside other operational stresses, it has not been possible to progress this objective as much as planned.

- That said significant progress has been made on supporting work streams such as the Charter for Involvement. Equalities Mainstreaming and Digital Transformation to name a few.

- Discussions have commenced regarding the creation of an environmental champions group to follow the Scottish Government's public bodies reporting template.

- Work has commenced on the full draft Corporate Social Responsibility and Sustainability Strategy which seeks to address how we control our own use of fossil fuels and set our own internal reduction targets. Added to this, how we address carbon reduction in our supply chain and review our existing contracts to enforce their reduction of carbon. The aim core objective of this strategy is to embed sustainability within the ILF Scotland culture. A key part of this will be to identify a senior sponsor, ideally from within the SMT or Board personnel.

- The strategy also seeks to develop an action plan as well as reporting template to enable ILF Scotland to monitor our progress and clearly define our ambitions to the Scottish Government and other Stakeholders. This will be progressed during 2022/23 when further guidance and clarity is received. .

Strategic Objective 17 - Develop and enhance communication channels with recipients to reduce reliance on paper based channels

| Target Outcome | Activity Update | Status Green |
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| <p>ILF Scotland is digitally enabled, where possible, to communicate rapidly and sustainably with the majority of its recipients.</p> | <p>- Further to welfare calls, over 1,000 email contacts are now held for 2015 Fund recipients and this is being added to each time an assessor does a physical review visit.</p> | |
| Key Performance Indicators | <p>- We have adopted (and completed a Data Protection Impact Assessment and internal staff training) on using Campaign Monitor for bulk emailing and this is now grouped by "all", "2015 Fund", "Transition Fund" and "staff" so we can target mailings to the appropriate groups.</p> | |
| <p>1. Welfare checks, reviews and recovery calls attempt to obtain current email addresses for all award managers. 2. ICT team investigate pricing and security options for a 3rd party text messaging service (this is not available via SCOTS). 3. ICT Team investigate a VOIP replacement for the 0300 office number, recommending and implementing a solution.</p> | <p>- Text Local is available for us to use on a pay per use basis but so far we have not had an occasion to use it.</p> <p>- The "Softphone" service has been operated successfully but is now likely to be superseded by new functionality available in Microsoft Teams. Softphone will continue until such time as the replacement is available.</p> | |

Strategic Objective 18 - Audit and compliance reporting cycle to continue

| Target Outcome | Activity Update | Status Green |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <p>Audit and compliance cycle confirms quality and control of the operational management of the organisation and supports the continuous improvement of it.</p> | <p>- The audit cycle has continued (virtually) and overall has found ILF Scotland to be at a Good level of assurance with no red gaps or findings identified. Additionally, the tender process for the provision of internal audit was successfully completed.</p> | |
| Key Performance Indicators | <p>- Both internal and external (interim) audits have been successful and we envisage no issues going forward. These clear audits highlight the</p> | |
| <p>1. No red findings or gaps identified. 2. Corporate reporting tool simplifies reporting process and saves significant amount of senior management time to the equivalent of 100 hours per annum.</p> | | |

| | |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>hard work gone into ensuring that adequate internal controls have been developed and that ILF supports continuous improvement.</p> <p>- A brand new corporate reporting tool was introduced in Q3. This has received extremely positive feedback from all staff using it. It has collectively saved hundreds of hours, whilst ensuring consistent, accurate and timely reporting. Alongside this all reporting operational and reporting against the business plan has been streamlined into one system, which has greatly simplified the process saving further time and making more user friendly to access.</p> |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Strategic Objective 19 - Develop and implement a new reporting model to evidence satisfaction with the delivery of our service

| Target Outcome | Activity Update | Status Green |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <p>1. A new satisfaction survey with clear links to the NPF enables ILF Scotland to identify areas of success and areas to improve policy and service delivery.</p> | <p>- Two productive planning meetings have taken place in Q4, regarding plans for the re-launch of the satisfaction surveys. Plans are due to be presented to the Chief Operating Officer and Director of Policy, Improvement & Engagement for approval at the start of 2022/23 ahead of a small working group being set up to manage the survey process and analysis</p> | |
| Key Performance Indicators | <p>- It is planned that all draft surveys will be sent for Stakeholder approval prior to being sent to recipients. This approval process is due to be completed through the course of Q1 of the new financial year 2022/23.</p> | |
| <p>1. Development of the new survey. 2. Creation of the communications and survey delivery plan. 3. Creation of the reporting model. 4. Links from the reporting model to the organisational improvements and change activity (including policy where relevant). 5. Development of the approach and mechanism to inform recipients on how we are acting on their feedback</p> | | |

Strategic Objective 20 - Improve the efficiency and ease of financial reporting for the organisation

| Target Outcome | Activity Update | Status Amber |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| ILF Scotland adopts a new financial accounting system. | - After a brief review, it has been agreed that on present work volumes/complexity our current accounting system is adequate, so no further work has been carried out. However, if the 2015 fund across both NI and Scotland are re-opened, then we will look into if a new accounting system is required as one of the work streams. - We are looking onto a procurement system that will make the purchase ordering more efficient and digital, rather than being a manual process. Alongside this we are also looking at purchasing a new Risk Management software solution, research is still ongoing as to the best value for money solution. | |
| Key Performance Indicators | | |
| 1. Business case and proposed solution approved and authorised through appropriate governance channels. 2. Tender and procurement action. 3. Deployment and integration with existing services and the new SG Payments Platform. | | |

Strategic Objective 21 - Ensure the financial viability of ILF Scotland

| Target Outcome | Activity Update | Status Amber |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <p>1. Funding at the required levels to sustain current and provisional future activities.</p> | <p>- Management Accounts clearly state where we are in terms of spend on both the Programme and Administration side of things. The Management Commentary also states the forecasted position in terms of funds needed/used etc.</p> | |
| Key Performance Indicators | <p>- We continue to meet regularly with the Sponsor Team and keep them abreast of the financials at ILF Scotland. We also send the Medium Term Financial Plans (MTFP) to the Sponsor Team, once these are approved by the board. The MTFP is continually updated by the FD and fed to the Boards and Sponsor Team.</p> <p>- We have received our funding for next year and it is in line with what we requested and part of our 5 year financial planning, though this does not include funding for some major policy reform in both Scotland and Northern Ireland. Until agreement is gained, ILF Scotland is at risk of reputational damage and disabled recipients will endure an even more challenging time. .</p> | |
| <p>1. Financial reports clearly state spend to date and future direction of travel. 2. Funding secured from Scottish Government to deliver current and future operations. 3. Regular meetings with sponsor teams and health finance to review and confirm required levels of funding. 4. Medium Term Financial Plans approved via Board and submitted to Sponsor Team. 5. Evidence base from; stakeholder groups; compliance requirements; infrastructure development plans; and satisfaction surveys are used to inform policy and practice changes and, where necessary, the financial implications of these are modelled and presented to Board and Sponsor Team for approval.</p> | | |

Strategic Objective 22 - Complete and implement the Equalities Duty Action Plan and Gaelic Language Act responsibilities

| Target Outcome | Activity Update | Status Green |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <p>1. Fully compliant with all aspects of the Equalities Duty (as relevant to a small public body). 2. Fully compliant with all aspects of the Gaelic Language Act (as relevant to a small public body).</p> | <p>- Equality Duty Action Plan 2021-22 has been reviewed with work either complete or underway. The Equalities Mainstreaming Outcome Report will be presented to the Board in April 2022.</p> <p>- We continue to work on a voluntary basis on the development of the Gaelic Language Action Plan. This included the delivery of 5 Gaelic Language Awareness Sessions in February 2022 which was presented virtually by Roddy MacLean. Those sessions were very well received by both staff and Board Directors.</p> | |
| Key Performance Indicators | | |
| <p>1. The creation and sign off of an Equalities Duty Action Plan. 2. Implementation of the Action Plan. 3. Development and measurement of the metrics to confirm the successful implementation of the Action Plan. 4. Successful audit in 2022/23. 5. As 1-4 for the Gaelic Language Act Action Plan</p> | | |

Strategic Objective 23 - Complete and implement Equalities Mainstreaming Action Plan

| Target Outcome | Activity Update | Status Green |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| <p>ILF Scotland has embedded equality in all of its policies and practices and by its actions, reduces inequalities and promotes fairness, equality and inclusion at every opportunity and is seen as a leader in this area for the public sector.</p> | <ul style="list-style-type: none"> - Awareness session delivered for all Managers with a further session planned in Q1 2022/23. - Equality and Diversity Committee established and met twice in Q4. Action Plan in place and good progress made at the end of Q4. - Some actions will continue to 2022/23 and work to mainstream equalities across the organisation will be ongoing including further benchmarking and targeting. | |
| <p>Key Performance Indicators</p> | | |
| <p>1. Awareness of EQ Mainstreaming is raised across the organisation and is evidenced by the set up and workings of a standing Equality and Diversity Committee. 2. An action plan is created to address initial baseline assessment improvement issues and implemented during Q2-Q4. 3. Recipient, applicants and staffing diversity profiles are baselined so as to identify positive targeted action for under-represented groups as part of a strategic communications campaign. ILF Scotland engages with and becomes active members of groups and bodies across the public and third sector to learn from, inform and develop best shared practices for mainstreaming equality as evidenced by membership and contribution at events, meetings and conferences.</p> | <ul style="list-style-type: none"> - We will finalise our Communications Strategy in Q1 of 2022/23, which references this. - We have started to make contact with other NDPBs and this work will continue into 22/23. | |

3. Self-Directed Support Summary

a. Social Work Update (2015 Fund) - Over the reporting period we have moved back to physical reviews though due to the infection rates, we have had to constantly adjust our operational posture, To enable reviews to come to a completion, we have temporarily waived a number of

key policies and procedures around Local Authority engagement and service input because Local Authorities advise they can currently only deal with emergency assessments in many areas. Initially we hoped to return to the ordinary balance in awards by the end of March 2022, however the continuation of Covid-19 Policy flexibilities until 30th June 2022 makes that a better fit. This also fits with early intelligence from contact with Health and Social Care Partnerships/Trusts that the lifting of restrictions has coincided with increased staff absence. It is expected when this peak is passed, a widespread re-opening of services is anticipated in the next financial year.

During the past year we had approx. 18,000 calls to operations teams which is an increase of 30% from the previous year. This clearly evidences that our role during the pandemic deepened and widened to provide a range of supports.

However, an ongoing part care management type role whilst vital to recipients during the pandemic is unsustainable. In 2019/20 we completed 1,900 review visits, a typical year. In 2020/21 during the height of the pandemic, we completed 172 visits, Though it should be noted we carried out over 5,000 in depth welfare calls during this period instead. Through 2021/22 when pandemic restrictions were largely in place we completed 400 review visits. We need to renew and clarify our role for the next year to stakeholders if we wish to get back to the necessary rate of visits to offer a visit every 2 years. This is despite a reduction in overall recipients in the fund of 5.5% this year to 2,432 2015 Fund recipients. Analysis of the reviews illustrates some key changes from previous review cycles:

- Reviews are taking longer, a combination of legacy issues from reviews being COVID delayed, complex issues including carer support due to lack of LA involvement and COVID safety protocols.
- People welcome our visits. It is really positive that people want and trust us to visit safely, very few people have declined a visit and requested a video review.

This year we continued to engage with N Ireland Trust Leads and Scottish HSCP Leads. In Scotland this has also meant working closely with Social Work Scotland on various SDS projects and joining the new SDS National Collaboration and a new cross party group on Social Work hosted by the Scottish government.

b. Summary – The operational environment remains challenging for staff supporting very stretched and stressed carers (Who very much welcome a visit) and anxious and isolated young people to apply to the Transition Fund. Many ordinary policies and procedures are suspended for good reason yet it adds layers of complexity to decision making and delays in processing reviews. We intent to assert our role and policies in the next financial year to bring better inputs from HSCP/Ts and complete review visits at a rate that sees a return to the 2 year cycle with the important benefits that a visit brings to recipients.

4. Policy, Improvements and Engagement Summary

- a. Policy and Improvement – We comprehensively reviewed all of our 2015 and TF policies in 21/22. Carrying out a further review currently of Policy 26 Managing an ILF Award.
- b. Covid-19 Flexibility – Covid-19 policy flexibility continued throughout the year with both the Scottish and Northern Ireland Government's extending this to the end of June 22. We continue to pay additional sums for replacement awards to a small number of recipients.
- c. Reporting – Alongside this we have made good progress in implementing actions in our published Equalities Mainstreaming and Outcomes and Corporate Parenting reports Charter for Involvement Standards. We will provide summary reports to the Board and the Stakeholder and Advisory groups in April 22.
- d. Transition Fund (TF) – By the end of Q4 we received 2,275 TF applications, an increase of 24.5% on last year. Application numbers have fluctuated throughout the year, linked in part to service and activity restrictions because of Covid-19, although we have seen a significant upturn in Q4 when compared with Q2 and Q3 and we received 642 applications in total, a new record for a single quarter. Challenges around processing applications remain high due to the poor quality of submissions and the lack of necessary supporting documentation but staff are working hard to reduce the backlog. An additional 2.6 FTE was added to the TF team in Q3/4 and the benefit of this is already being felt. Focus on ongoing improvement and efficiency efforts remains.
- e. Communications and Engagement – The Communications team delivered external communication (direct and digital) to all our stakeholders on the following::
- The Special Recognition Payment for PAs in Northern Ireland.
 - The Adult Social Care Wage increase for PAs.
 - The Golden Jubilee Day's Holiday for PAs.

The build and development of the new website is on track and we remain on schedule for the planned June 22 launch date. This improvement will make a significant difference in how our key external stakeholders are able to access and engage with vital information on our website.

In celebration of International Women's Day, we launched a fantastic blog from one of our Scottish Recipient Advisory Group members and recipients, Nic Reid, on why more disabled women are needed in leadership positions.

In conjunction with this, we completed extensive online events throughout the year with a number of in person events in Q4 (19 with around 235 attendees). We also focused this engagement working with key stakeholders and partners in areas where the organisation is receiving the least applications to the Transition Fund – Moray, Western Isles and Orkney. This will continue into Q1 and Q2 of 2022/23 in line with the aims of our Corporate Parenting Plan and Equalities Mainstreaming Action Plan.

To also compliment this and to encompass an all-round strategic communications approach, we also delivered a successful paid social media and PR campaign, which achieved a combined total reach of 97,172.

f. Complaints – For the full 21/22 year we received 34 complaints compared to 14 in 20/21. The majority of these complaints related to the Transition Fund. Complaints in 2020-21 saw a significant drop compared to the previous year. We think this was because people were pre-occupied dealing with the pandemic. In 2021-22, complaints picked up again and were similar in number to that of 2019/20. We received 9 complaints about the 2015 Fund and 25 about the Transition Fund, 5 of which were from the same person. We capture each learning point from this valuable feedback about our service and act to address any issues raised through revised procedures, staff training, etc. in the spirit of continuous organisational improvement.

5. People Summary

a. Overview - 2021-22 has again been a most challenging and extremely busy year since ILF Scotland was created in 2015. Alongside additional projects, COVID-19 and volume of work we have seen increasing year on year work pressures. We have continued to offer innovative support to our workforce, introducing new measures and initiatives to help our staff get through the year. This year has again seen a comparatively low attrition rate with one original staff member retiring and 2 others leaving to promoted posts. Our absence rate, understandably has increased this year as we work our way through the pandemic predominantly with several long term absences. We are very proud to have again been awarded a Top 10 Employer in the annual Working Families benchmark in September.

We have, as always tried to remain an optimistic, open and supportive employer. The Health and Wellbeing programme has remained front and centre of our decision making as we made our way through the year offering several workshops including 'Reconnecting and dealing with anxiety as we exit Covid-19'. We continued through the year to meet all staff monthly through ZOOM and this will continue into 2022-23 as we emerge from the pandemic. 'Keeping in Touch' with smaller staff groups remains important to reconnect. Our Trickle App has been used twice monthly to gauge staff mood through our 'mood-sense pulse surveys', reacting appropriately to comments and feedback. The Trickle App has built momentum over the last year and is now embedded as a great tool to connect, discuss with staff enabled to openly discuss issues wither anonymously or recognised.

As with Q1-3, Q4 has continued with continuing pressures on staff as a result of new projects, increased workload and Covid-19. Staff have recently found it challenging to remain upbeat despite the pandemic restrictions improving. We remain vigilant and not complacent that the impact continues to challenge us all. Current planning is underway to continue further Mental Health & Resilience workshops from the Strong Minded Resilience Team and promote our own Mental Health First Aiders to all staff. The NHS Wellbeing Hub has been heavily promoted throughout the year and feedback has been positive. Our staff also accessed 8 health & wellbeing workshops offered by Scottish Government which was well attended over the months between December 2021 to February 2022.

During this year we supported another student Social Worker from Stirling University who completed her placement at the end of November 2021. We look forward to welcoming more students through 2022-23.

During Q4, planning started to introduce an 'Employee Passport' which is a voluntary scheme to encourage all staff to discuss adjustments they may require for underlying health conditions, disabilities, caring responsibilities and personal needs with their line manager – recording it only once. This passport can be taken from team to team or across Scottish Government and other public bodies who have introduced the scheme. This passport ensure employees only have to share their individual needs and adjustments once as it is recorded in the passport. The passport is led by the employee and should be reviewed regularly.

b. Organisational Demography – Organisational Demography – By the end of Q4 2021-22 the organisational make up remains at 73: staff (66) and Directors (7): 74%:26% female.

c. Employment status – During 2021-22 we have continued to be a supportive work friendly employer offering a suite of life friendly policies. We have listened and reacted to feedback from colleagues through our Staff Survey and TRICKLE which has informed positive change.

ILF Scotland offers different contractual opportunities to all individuals employed in some capacity within the organisation. Currently 66 staff have employed status, with one colleague on a freelance contract. This continues to provide stability and continuity for both the organisation and individuals at this time of uncertainty. During 2021-22 all staff have worked 100% flexibly and we will continue to ensure staff can have a work/life harmony which suits their individual circumstances. Our social work student started in September 2021 and reported a positive experience. The student has been supported well by 2 of our experienced Assessors. Detailed planning work is underway looking at our Workforce Plan considering new duties ILF Scotland may be formally requested to discharge in due course.

d. Recruitment – In Q4, due to increasing workloads across the organisation and in part due to the Covid-19, unintended consequences of changing policies, staff leaving and wellbeing calls, we have continued to build and strengthen our workforce. During Q4 2021-22 the following roles have been appointed:

Q1:

- 2 x Specialist Caseworker (Fixed Term -12 month)
- 1 x Senior Communications Officer - internal promotion (was Communications Officer)
- 1 x SDS Manager - internal promotion (was Assessor)
- 1 x Operations Administrator
- 1 x Social Work Student (Jan-April 2021)

Q2:

- 4 x Assessors (2.5 FTE) (permanent)
- 1 x Specialist Caseworker (12 Month FTC)
- (Both the Assessors and Specialist Caseworker started towards the end of May 2021)

Q3:

- 1 x Business Improvement Support Officer (1.0 FTE) (new post)
- 1 x Freelance Contractor

Q4:

- 2 x TEMP Specialist Caseworker (Fixed Term -12 month)
- 1 x TEMP Senior Communications Officer (Fixed Term - 6 months)
- 2 x TEMP Finance Officer (0.6FTE End of Grant-TF and 0.6FTE NI Special Recognition Payment) (both FTC - 6 months)
- 1 x Senior Policy Officer (0.6FTE)

e. Retention – During 2021-22 staff retention remains high with 3 staff leaving in the financial year:

- 1 x Assessor – retired
- 1 x Senior Communications Officer – promoted post with Scottish Government
- 1 x Policy Officer – promoted post

f. Absence

| Sickness Absence | 2021-22 | 2020-21 |
|-----------------------------------------------|----------------|----------------|
| Long Term | 2.74% | 3.01% |
| Short Term | 2.28% | 2.01% |
| COVID-19 Sickness (included in Short term) | 0.47% | 0.11% |
| Total | 5.02% | 5.02% |

Sickness Absence : Q4: 01 January 2022 - 31 March 2022

- Long term – 2.95%
- Short term – 2.70%
- Total – 5.65%

Absences have continued to be higher than previous years mainly due to long term illness and Covid-19.

We do believe we are now seeing the consequences of continued high tempo of work coupled with the isolating impact of Covid-19, with colleagues reporting exhaustion and increased anxiety. Indeed we strongly believe our absence rates would have been much higher had we not taken such positive action in the area of wellbeing and supporting colleagues through this unprecedented time. Some staff have been working with our Occupational Health partners and we hope to see a reduction in our sickness absences as we move into 2022-23. We continue to offer mental health support through our 4 Mental Health First Aiders. The Mental Health First Aiders have met quarterly to discuss any concerns and how to promote the organisations Mental Health First Aid work.

g. Disciplinary, Grievance and Performance – Nil to report.

h. Staff Survey – The 2021 staff survey took place for 6 weeks during April and May. Data analysis from the staff survey evidenced a workforce which remained positive and upbeat. Staff acknowledged positively the supportive offerings from ILF Scotland at the start of the pandemic. The report was presented to the Remuneration Committee in September 2021. Overall the survey was very positive despite the 15 month period prior to the survey. A working group reviewed the report and introduced the following – introducing team presentations at the monthly All Staff Meetings to understand how we all work towards the same purpose and the ‘Get to Know Your Board Directors’ presentations which started in December 2021 All Staff Meeting. They will continue every 2 months for the next year. Staff Survey 2022 will be circulated again during April 2022.

i. Supporting Activity – to enable the organisation to successfully deliver the strategy and be an employer of choice, and as a small sample, the following activity has taken place:

- Monthly 'All Staff' Zoom meetings, including attendance by Board Directors
- Staff Development Days
- 2 x Health and Wellbeing webinars attended.
- ‘Reconnecting and dealing with anxiety as we exit Covid-19’ webinar attended by 26 staff.
- Leadership Development Workshops commenced for 16 staff members which will progress over future months

- Interim Pay Award implemented May 2021
- HR Policy and Procedure – Review cycle started through 2022
- 1 x Staff member invited to speak at Flexibility Works workshop
- Interviewed by both Flexibility Works and Manchester University /Working Families research on Flexible Working
- Welfare Benefits Training
- Risk & Resilience workshops
- Adult Support and Protection Training (all staff)
- Child Protection Training (all staff)
- Disability Equality Training (induction and refresher)
- 4 x Cyber Security and Password workshops (Board Directors and all staff)
- Policy & Practice Sharing workshops
- Promoted National Work Life Week campaign in October through YAMMER and TRICKLE
- Interviewed by both Flexibility Works as part of their future offering research
- Promoted World Mental Health Day through TRICKLE and YAMMER
- Disability Equality Training for Line Managers – 3 sessions provided by SG across full SG estate – all line managers invited to attend
- Navigator Law – Autumn /Winter series Update
- Finance Pay Policy - Practitioners Intelligence Sharing
- ACAS Webinars – Hybrid Working/COVID-19/Flexible Working
- Self-Employed PA Training for Ops and SDS teams – presented by Forth Valley SDS
- Employee Passport Training – HR Team

6. Information Governance and IT Summary

a. Records Management - throughout the reporting period has seen significant progress towards the implementation of the new corporate file plan and G Drive reconfiguration. The future state move for ILF Scotland is to be away from the Scottish Government IT infrastructure and to have its own instance of a single data repository for its own records. The first step in this is having a fully cleansed and properly structured records management system which at a future state can be "lifted and shifted" into any new cloud based operating platform. There have been some capacity issues with Scottish Government not being able to support us through this so additional resource was approved by SMT to use

Leidos (who are the main SG contractors). Work progresses well and once our permissions levels are set, all staff will be able to migrate their records into the new structure with the completion date planned in early 2022/23.

b. Digital and System Developments – The in year developments have progressed well and are in final testing stage ready for a go live during Q1 of 2022/23. We have slowed the work down to allow for the implementation of the second Social Care Living Wage uplift and the Special Recognition Payments project in Northern Ireland, alongside the end of year activities of the Transition Fund and Communications Team. So far the demonstrations of the Local Authority portal and the Technology Grants have been well received and once year end activities are over, these will be the priority projects. Still in the digital space, much additional work was completed on the business case for transformation funding and has been submitted to colleagues in the sponsor team and health finance for review and consideration. This piece of work, whilst having a strong technical driver, sits in the context of re-opening ILF Scotland and what the new operational model might look like and the staffing structure to deliver its services. Whereas the current efficiencies reported equate to the saving of 1 FTE annually, the digital transformation project has the ability to automate or digitise 50% of the current line of business activities and so represents a significant potential change to how ILF Scotland operates in the future.

c. Risk and Resilience – Finally this period, the work on the resilience project has almost reached the end of Phase 1 which is the creation of the individual resilience solutions for the different work areas. An initial disaster scenario walk through exercise was completed to "test" these new solutions and once refined, will be taken forward to run a full desktop exercise for senior managers early in the new financial year. This will also be the time period in which the Resilience Hub will become operational and will bring together all critical processes, resilience solutions, crisis communications and crisis response teams. The team has been incredibly busy and alongside all the change activity, have kept us safe from cyber-attacks and protected our data.



There have been 5 data incidents this period with 4 being email address related and one mistaken saving of a personal file in a public area. Overall, staff vigilance in this area remains high and given the continued hybrid and working from home arrangements this number of incidents is seen as acceptable. There have been no externally generated attacks or incidents and our security and patching cycle continues.

Status █



This period the focus has been on the Russo-Ukraine conflict and the behind the scenes cyber war being waged. Training for all staff in cyber awareness and an exercise in spear phishing has been well received and briefings made to all around the threat to governments and in particular financial institutions. There is no specific threat to ILF Scotland but we are being extra vigilant around emails, account security and not opening “urgent” invoices.

Status █



The Records Management project continues at pace and all teams are being updated on the new file plan. We are working with internal experts in SG (Leidos) to create the new permission levels and once this is done the process of full migration can begin. This quarter, work has begun on housekeeping with data cleansing, deletion and document renaming taking place.

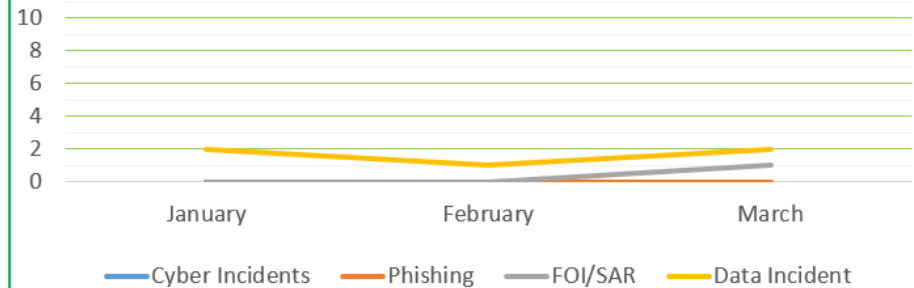
Status █



There has been one FOI this period and no SARs – the FOI was from a solicitor attempting to gain personal details on a recipient and their award managers and, after legal advice, the request was politely declined. Our practice is strong and confident in this area.

Status █

By month Q4 2022



Further to the collaboration and effectiveness of the centralised co-ordination of information and support for Log4j response at Christmas, a new Scottish Cyber Co-ordination Centre is being created with ILF Scotland one of many public body members onboarding.

Status █

7. Finance Summary

a. All financial reporting happens via the Audit and Risk Committee and Management Accounts, however the some additional points for Finance are as follows:

External Audit

- The interim audit was completed back in January, remotely by Deloitte. There were no issues and the auditors were happy to close of the interim audit.
- The final audit, which audits our annual accounts via substantive testing, will start on W/C 26th April and will last a week. Although this requires the Finance team to share quite a number of documents for the auditors to test, we do not anticipate any real issues going forward.
- As our accounting policies have not changed, we don't anticipate any issues, however it is worth noting that IFRS 16 on leases comes into effect for all Public Bodies and Government Agencies, this applies to ILF Scotland.

Internal Auditors

- In total we have had 3 audits this financial year, these were:
 1. Systems development
 2. Appeals & Complaints
 3. Corporate Planning/KPI's
- We have a further two audits which have had to be carried into this new financial year, simply down to a lack of resource as we continue to be extremely busy.
- All three audits received good ratings, which is the highest rating available and with very few recommendations.
- We have also successfully tendered for Internal Audit Services and the successful supplier was Henderson Loggie. This is good news as it will ensure consistency going forward.

Process Review

- As a result of this review, we will be able to ensure any best practice and any procedural efficiencies are implemented. These updated processed will be incorporated into our Accounting Procedures & Policies Manual.

- Finance have also been working with the Risk & Resilience Project, helping implement the Resilience Hub and looking at possible risk management digital solutions

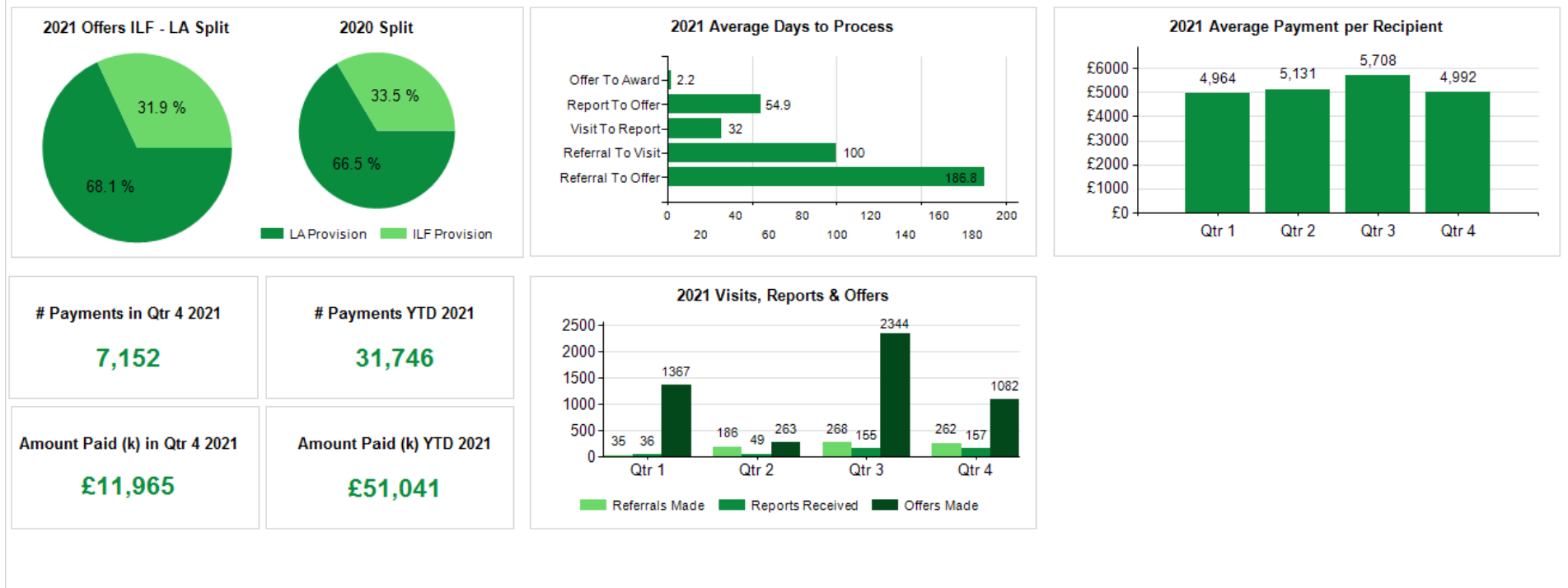
Annex A – Operational Dashboards

As part of the corporate reporting project, the following dashboards show our performance in both the 2015 and Transition Funds:

(NOTE – ALL THESE WILL BE UPDATED WITH THE END OF QTR. FIGURES AND ARE INCLUDED FOR INDICATIVE PURPOSES AT PRESENT)

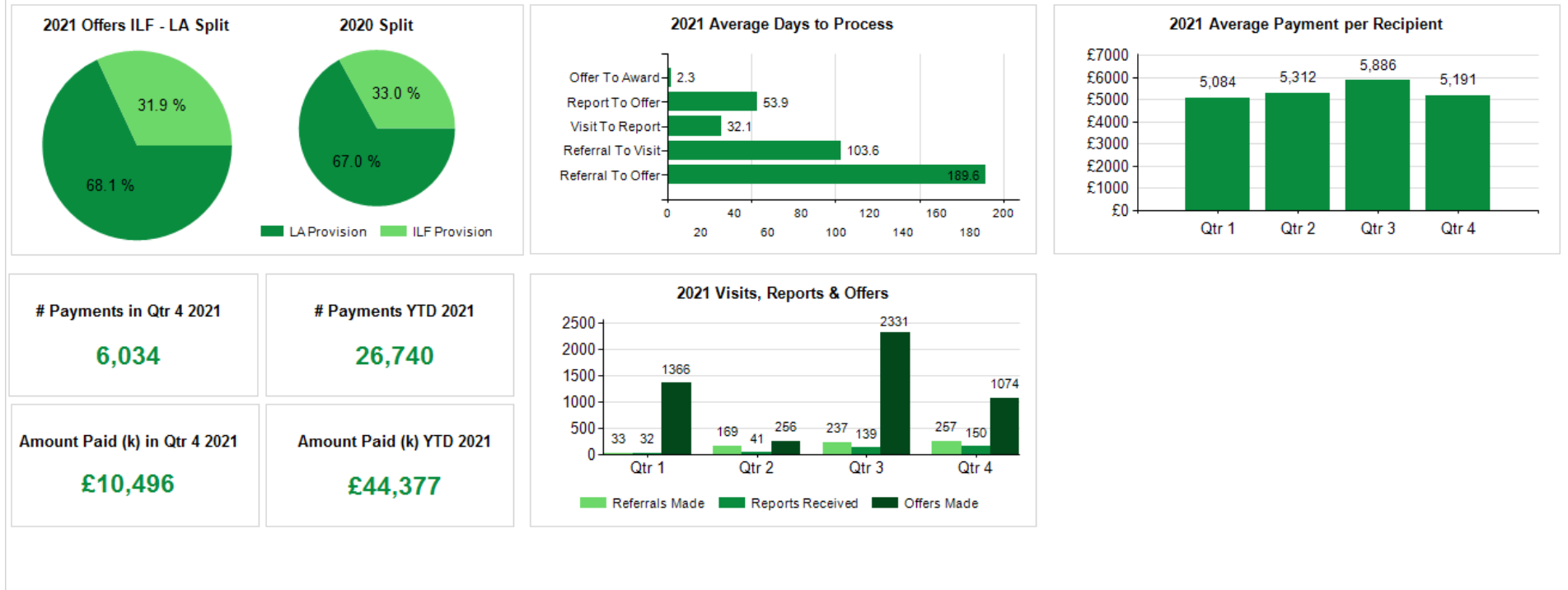
a. The dashboard below provides an overview for both Scotland and Northern Ireland in relation to the 2015 Fund:

Operations Dashboard - 2015 Fund to 31-03-2022



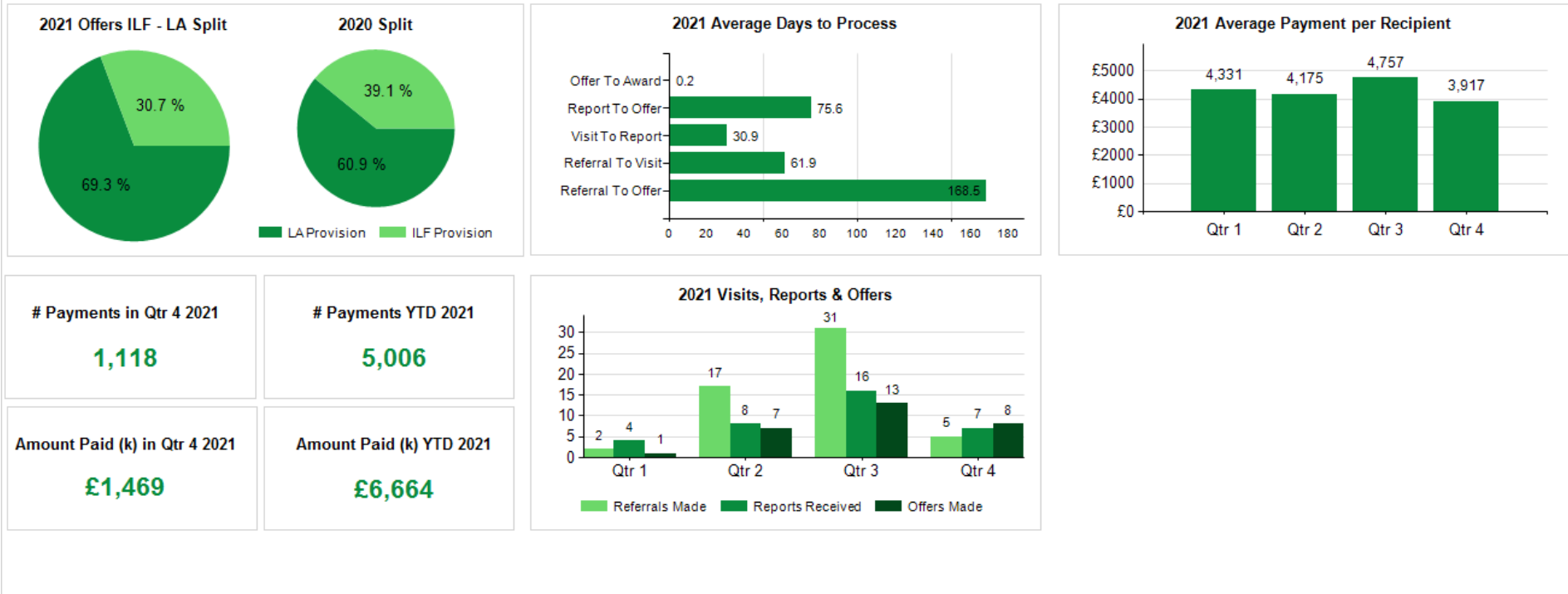
b. The following dashboard provides an overview of operational activity in relation to the 2015 Fund specific to Scotland:

Operations Dashboard - 2015 Fund to 31-03-2022 Scotland



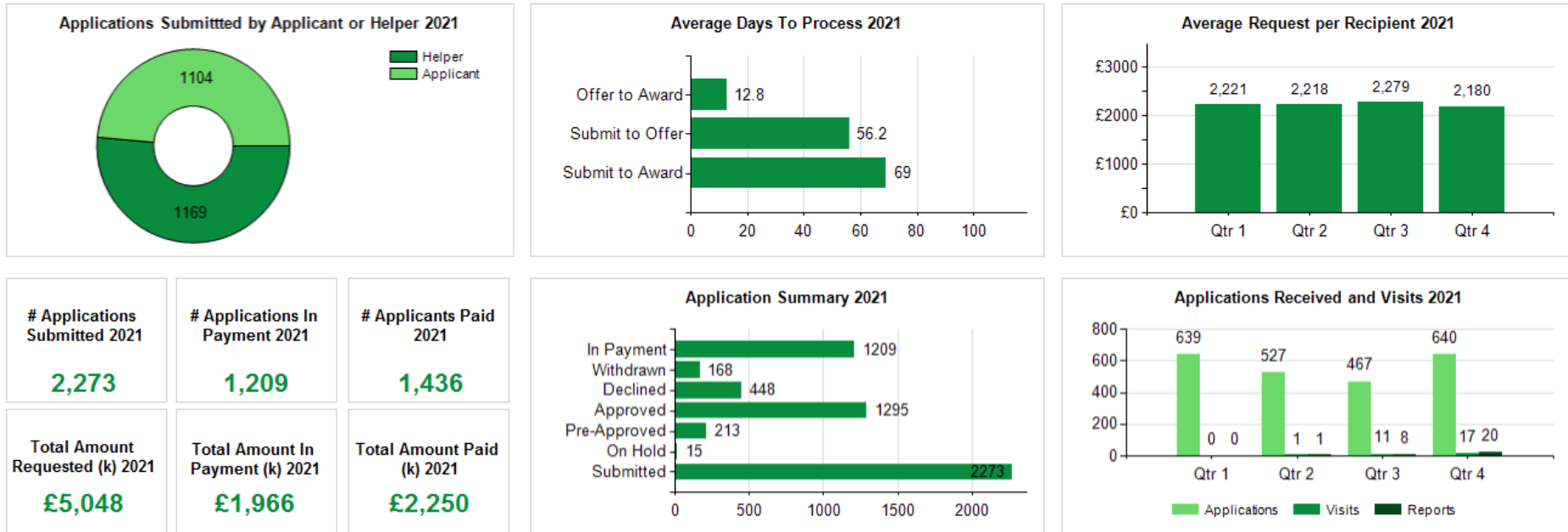
c. The following dashboard provides an overview of operational activity in relation to the 2015 Fund specific to Northern Ireland:

Operations Dashboard - 2015 Fund to 31-03-2022 Northern Ireland



d. The following dashboard provides an overview of operational activity in relation to the Transition Fund:

Operations Dashboard - Transition Fund to 31-03-2022



e. The following dashboard provides an overview of operational activity in relation to Complaints: **To be added when technical issue corrected**

Annex B - Statistics

The following table shows the key statistics for the period 1st January 2022 - 31st March 2022 and are aligned to standard annual financial reporting cycles as ILF Scotland is now in steady state operations. It does include Transition Fund which is articulated as Group 3.

| LA HSCT | Group 1 | | | Group 2 | | | Group 3 | | | Total | | | 2011 Census | % ILF Country | % ILF Total | Recipients / 10,000 |
|-------------------------|--------------------|-----------------|-------------------|--------------------|-----------------|-------------------|--------------------|-----------------|-----------------|--------------------|-----------------|--------------------|------------------|---------------|---------------|---------------------|
| | Current Recipients | Average Payment | Total Payment | Current Recipients | Average Payment | Total Payment | Current Recipients | Average Payment | Total Payment | Current Recipients | Average Payment | Total Payment | | | | |
| Northern Ireland | 97 | | £393,490 | 278 | | £1,075,569 | | | | 375 | | £1,469,060 | 1,810,863 | | 13.26% | |
| Belfast HSCT | 12 | £427 | £61,428 | 71 | £339 | £284,385 | | | | 83 | £351 | £345,814 | 348,204 | 22.13% | 2.94% | 2.4 |
| Northern HSCT | 20 | £269 | £62,512 | 41 | £275 | £136,287 | | | | 61 | £273 | £198,799 | 463,297 | 16.27% | 2.16% | 1.3 |
| South Eastern HSCT | 7 | £346 | £29,078 | 45 | £325 | £175,356 | | | | 52 | £328 | £204,434 | 346,911 | 13.87% | 1.84% | 1.5 |
| Southern HSCT | 20 | £333 | £79,882 | 62 | £311 | £231,331 | | | | 82 | £316 | £311,213 | 358,034 | 21.87% | 2.90% | 2.3 |
| Western HSCT | 38 | £352 | £160,590 | 59 | £357 | £248,210 | | | | 97 | £355 | £408,801 | 294,417 | 25.87% | 3.43% | 3.3 |
| Scotland | 284 | | £1,766,398 | 1,738 | | £8,729,951 | 430 | | £701,642 | 2,452 | | £11,197,992 | 5,295,403 | | 86.74% | |
| Aberdeen | 1 | £1,204 | £14,452 | 22 | £329 | £86,796 | 9 | £274 | £13,141 | 32 | £353 | £114,390 | 222,793 | 1.31% | 1.13% | 1.4 |
| Aberdeenshire | 7 | £535 | £44,904 | 63 | £410 | £311,738 | 15 | £406 | £24,356 | 85 | £421 | £380,998 | 252,973 | 3.47% | 3.01% | 3.4 |
| Angus | 2 | £474 | £11,384 | 34 | £397 | £160,486 | 5 | £343 | £6,865 | 41 | £399 | £178,735 | 115,978 | 1.67% | 1.45% | 3.5 |
| Argyll & Bute | 3 | £719 | £25,883 | 52 | £476 | £299,024 | 3 | £311 | £3,733 | 58 | £486 | £328,640 | 88,166 | 2.37% | 2.05% | 6.6 |
| Clackmannanshire | 2 | £749 | £17,979 | 4 | £280 | £12,302 | 1 | £417 | £1,667 | 7 | £444 | £31,948 | 51,442 | 0.29% | 0.25% | 1.4 |
| Dumfries & Galloway | 3 | £623 | £22,415 | 22 | £421 | £111,189 | 10 | £341 | £13,647 | 35 | £433 | £147,251 | 151,324 | 1.43% | 1.24% | 2.3 |
| Dundee | 1 | £146 | £1,750 | 41 | £385 | £189,666 | 12 | £498 | £25,914 | 54 | £391 | £217,330 | 147,268 | 2.20% | 1.91% | 3.7 |
| East Ayrshire | 10 | £458 | £54,981 | 43 | £411 | £211,846 | 12 | £367 | £17,609 | 65 | £416 | £284,437 | 122,767 | 2.65% | 2.30% | 5.3 |
| East Dunbartonshire | 3 | £549 | £19,768 | 30 | £380 | £138,494 | 2 | £276 | £2,210 | 35 | £393 | £160,472 | 105,026 | 1.43% | 1.24% | 3.3 |
| East Lothian | 6 | £605 | £43,541 | 28 | £395 | £132,787 | 8 | £343 | £10,979 | 42 | £426 | £187,306 | 99,717 | 1.71% | 1.49% | 4.2 |
| East Renfrewshire | 3 | £485 | £17,461 | 60 | £467 | £332,413 | 9 | £539 | £19,387 | 72 | £471 | £369,261 | 90,574 | 2.94% | 2.55% | 7.9 |
| Edinburgh | 18 | £427 | £92,252 | 156 | £385 | £715,467 | 32 | £405 | £53,455 | 206 | £391 | £861,174 | 476,626 | 8.40% | 7.29% | 4.3 |
| Falkirk | 2 | £540 | £10,806 | 11 | £372 | £49,113 | 23 | £463 | £42,610 | 36 | £420 | £102,529 | 155,990 | 1.47% | 1.27% | 2.3 |
| Fife | 11 | £523 | £64,810 | 94 | £429 | £476,988 | 25 | £441 | £47,583 | 130 | £439 | £589,380 | 365,198 | 5.30% | 4.60% | 3.6 |
| Glasgow | 71 | £519 | £437,930 | 359 | £445 | £1,899,316 | 57 | £363 | £85,662 | 487 | £453 | £2,422,907 | 593,245 | 19.86% | 17.23% | 8.2 |
| Highland | 2 | £316 | £7,574 | 37 | £368 | £163,240 | 34 | £471 | £63,996 | 73 | £389 | £234,810 | 232,132 | 2.98% | 2.58% | 3.1 |
| Inverclyde | 5 | £496 | £29,760 | 29 | £507 | £174,494 | 8 | £367 | £11,737 | 42 | £495 | £215,991 | 81,485 | 1.71% | 1.49% | 5.2 |
| Midlothian | 4 | £652 | £31,314 | 24 | £396 | £115,584 | 10 | £468 | £20,581 | 38 | £436 | £167,479 | 83,187 | 1.55% | 1.34% | 4.6 |
| Moray | 3 | £202 | £7,277 | 5 | £297 | £17,844 | 11 | £331 | £15,892 | 19 | £285 | £41,013 | 93,295 | 0.77% | 0.67% | 2.0 |
| North Ayrshire | 4 | £530 | £25,449 | 55 | £429 | £281,435 | 3 | £211 | £2,534 | 62 | £432 | £309,418 | 138,146 | 2.53% | 2.19% | 4.5 |
| North Lanarkshire | 45 | £493 | £260,078 | 146 | £389 | £680,737 | 46 | £410 | £75,355 | 237 | £412 | £1,016,170 | 337,727 | 9.67% | 8.38% | 7.0 |
| Orkney Islands | 2 | £294 | £7,047 | 1 | £310 | £3,722 | | | | 3 | £299 | £10,769 | 21,349 | 0.12% | 0.11% | 1.4 |
| Perthshire & Kinross | 2 | £687 | £16,497 | 27 | £471 | £152,556 | 23 | £314 | £28,932 | 52 | £450 | £197,984 | 146,652 | 2.12% | 1.84% | 3.5 |
| Renfrewshire | 9 | £611 | £65,946 | 79 | £493 | £469,407 | 12 | £435 | £20,894 | 100 | £502 | £556,247 | 174,908 | 4.08% | 3.54% | 5.7 |
| Scottish Borders | 2 | £288 | £6,920 | 45 | £458 | £248,918 | 14 | £325 | £19,471 | 61 | £438 | £275,309 | 113,870 | 2.49% | 2.16% | 5.4 |
| Shetlands Islands | | | | 1 | £498 | £5,973 | 2 | £414 | £3,312 | 3 | £464 | £9,286 | 23,167 | 0.12% | 0.11% | 1.3 |
| South Ayrshire | 3 | £627 | £22,567 | 45 | £498 | £260,977 | 8 | £507 | £16,209 | 56 | £506 | £299,753 | 112,799 | 2.28% | 1.98% | 5.0 |
| South Lanarkshire | 42 | £554 | £274,750 | 124 | £385 | £578,431 | 14 | £360 | £20,134 | 180 | £425 | £873,315 | 313,830 | 7.34% | 6.37% | 5.7 |
| Stirling | 4 | £651 | £31,239 | 10 | £386 | £46,302 | 4 | £270 | £4,326 | 18 | £445 | £81,867 | 90,247 | 0.73% | 0.64% | 2.0 |
| West Dunbartonshire | 6 | £913 | £65,734 | 71 | £376 | £317,121 | 6 | £384 | £9,208 | 83 | £417 | £392,063 | 90,720 | 3.38% | 2.94% | 9.1 |
| West Lothian | 7 | £430 | £32,703 | 19 | £357 | £81,289 | 11 | £391 | £18,758 | 37 | £377 | £132,751 | 175,118 | 1.51% | 1.31% | 2.1 |
| Western Isles | 1 | £102 | £1,227 | 1 | £358 | £4,296 | 1 | £371 | £1,485 | 3 | £250 | £7,008 | 27,684 | 0.12% | 0.11% | 1.1 |
| Total | 381 | | £2,159,888 | 2,016 | | £9,805,520 | 430 | | £701,642 | 2,827 | | £12,667,051 | 7,106,266 | | | |

