

ILF Scotland Board Meeting

Tuesday 30th April 2019

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**Executive Summary
Annual Operational Report (Approved)**

1st April 2018 – 31st March 2019



Independent
Living Fund
Scotland



Executive Summary Annual Operational Report (Draft)

1st April 2018 – 31st March 2019



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1. Introduction

The purpose of this report is to provide a summary of achievement and activities against the 2018/2019 business plan between 1st April 2018 – 31st March 2019.

2. Executive Summary

a. **Overview** – As this report takes us to year end it is worth mentioning that it also takes us near to the end point of our first 3 year strategy, where we have seen strong progress against all of our strategic priorities. As well as achieving 95% of our strategic objectives set in 2016 well ahead of schedule, we have fully established our identity and credibility to support those disabled individuals with the most complex needs and circumstances in Scotland and Northern Ireland whilst delivering the first stage of the Transition Fund. This has been achieved against a backdrop of significant change in the policy and practice of health and social care and an even more austere financial climate. As our numbers grow for the Transition Fund and we look to increase our services to the 2015 Fund recipients, we are excited to start the process of developing our new strategy and strategic partnerships in 2019/20, to make independent living a reality for even more disabled people living in Scotland and Northern Ireland.

In the last quarter, ILF Scotland has continued to deliver against the organisational strategy as shown in the connected report showing progress against the business plan. The main activities have included the successful implementation of key policy changes: the Northern Ireland cost of living uplift; the reduction in available income contributions; the Scottish Living Wage (SLW) uplift; overnight hours adjustments; and the organisation supporting the first joint stakeholder meeting and event held in Northern Ireland. All these developments are making a real positive impact on thousands of disabled people and their families across Scotland and Northern Ireland.

To achieve this, in part, we have endeavoured to develop our technical capabilities through a comprehensive programme of improvement including a new “bulk uplifts” capability and an online functionality, whilst investing in our skills and knowledge to improve outcomes for disabled people. Both online services and bulk uplifts are something ILF UK never attempted due to the highly technical complexity and limited technology, but we are now in a strong position to model the cost of these changes and to technically deliver them routinely. Indeed this represents a real paradigm shift in the way we administer the 2015 Fund, as when we first took over from ILF UK in July 2015 most recipients would get a review once every two years. Now, not only do individuals still get this formal review every two years, alongside this they also get a range of mid-cycle interventions, including: uplifts for pensions; Scottish Living Wage (Scotland only); cost of living increases (NI only); reductions in personal contributions (Scotland only); and other processes through changes in either local authority/partnership/trust practice or in personal circumstances. This means that ILF recipients get timely and high quality support, ensuring that they are at the centre of what ILF Scotland does.

Alongside this, significant organisational effort has gone into increasing the operational tempo around the applications and awareness of the Transition Fund, including our highly successful campaign launch of #trysomethingnew. This has resulted with strong growth in applications received throughout the year, seeing a 45% jump in Q4 alone. We are also delighted to report that we have launched our first online service co-designed by young disabled individuals to make the application process simpler for the Transition Fund which has now seen over 100 requests for online accounts in the last three months of the reporting period.

As a consequence of the aforementioned work, we have had our busiest year operationally with 2015 and Transition Fund visits, reports, applications and offers. Though we have spent considerable time improving internal process and had a small uplift in frontline staff, the numerous efficiencies and limited staffing increases are now being outstripped by the complexity and volume of administration of both funds. To put this into perspective, in our first fully operational year 2016/17 we carried out just over 2,000 key enabling interventions. This year we carried out over 5,000 - an increase of 250%.

Finally In the last year, the organisation has been proudly recognised as a Best Small UK Employer at the Working Families 2018 Special Awards, the Best Finance Team in the 2018 CIPFA UK Finance Awards, Top 10 UK Employer by Working Families and were a finalist alongside our marketing partner in the Edinburgh Chamber of Commerce Business Awards in the Digital Marketing category. This external recognition has been due to the hard work and professionalism of our staff always going the extra mile to make a real positive impact for disabled people in Scotland and Northern Ireland. This is backed up by feedback reporting satisfaction from the 2015 recipients of 98% and in our first year of operations in relation to the Transition Fund, recipients report 97.5% satisfaction. This not only shows we are delivering high quality services despite the pressure felt by the organisation, but they are greatly valued by disabled people.

b. **Key Operational Activities** - Over this period the following key activities have taken place:

i. **Strategic Theme 1** - The Existing Fund has been maximised for effective value:

- Extensive project work to enable the successful Scottish Living Wage uplift for all eligible recipients.
- Being a Cyber Catalyst organisation for the Scottish Government and gaining Cyber Essentials Plus accreditation.
- Further work with the Department for Work and Pensions (DWP) and the Scottish Social Security Agency (SSSA) for the technical solution with ILF Scotland becoming an embedded partner.
- New online recipient survey tool launched to augment the paper based version.
- Numerous policy changes to enhance independent living.
- Completing the end of year financial accounts and strengthening financial procedures, processes and systems.
- Improving systems for the 2015 Fund.
- Carried out planning and development to ensure compliance with legislation around becoming a Non Department Government Body (NDPB).

- Full review of all HR policies, process and systems through the lens of both legislation and accessibility.
- Staff survey carried out for the third year demonstrating further progress against the strategic objectives of being an employer of choice.
- Clean annual external audit with no qualifications.
- Agreed new pension scheme with the Scottish Government and UK Cabinet Office.
- COSLA agreed to revise charging guidance in relation to ILF Scotland recipients.
- Focus on completion within timeframes of all audit recommendations.
- Baseline work and planning carried out to improve organisational resilience and business continuity.

ii. **Strategic Theme 2** - A New ILF scheme is successfully introduced and established in Scotland:

- Passed the Digital First government standard to launch an online application portal for the Transition Fund.
- Continued engagement with professional colleagues, DPOs and key organisations involved in supporting good transitions for the Transition Fund across Scotland.
- The preparation, implementation and delivery of the #TrySomethingNew media campaign (which took around 6 months of the year in total and included social media content, blogs, press releases, feature articles, new website design and written and video case studies) which resulted in growth of 44% of applications received in Q4.
- Attended 116 engagement events (up from 45 in 2017/18) to approximately 2000 individuals
- Through the communications team's efforts we have secured 31 pieces of coverage (up from 3 in 2017/18) across national and local media varying across print, online and radio platforms.
- Further legal and compliance work around the Transition Fund policy suite, including development of the data protection and privacy impact assessment.
- Carried out external evaluation and internal review of the Fund which will lead to further improvements in 2019/20.

iii. **Strategic Theme 3** - The knowledge gained through our work across all of Scotland and Northern Ireland has been shared to develop best practice:

- Online forum developed for recipients and stakeholders.
- Introduction of dashboards to support better analysis and evidenced based decision making (see below and attached business plan for further information).
- Self-assessment completed and projects identified to support the adoption of total quality management approaches with Quality Scotland, including becoming *Committed to Excellence* members.
- Numerous engagement events/meetings held in relation to both the 2015 and Transition Fund with key stakeholders including extensive planning for the inaugural joint stakeholder meeting and sector event in Stormont in early 2019/20.

- Development of content for and promotion of the online application service.
- Worked with the Scottish Government content design team to create copy for the MyGov.Scot website for young people and other external stakeholders to access information and to be signposted to our website to apply for the Transition Fund.
- Attendance on various strategic groups involved in the set-up of the Social Security Agency sharing our knowledge of the journey so far.
- Sharing knowledge and influencing national practice as a member of Social Work Scotland's Adult Social Care Committee.
- Seconding ILF Scotland's Head of Social Work to the Scottish Government's 'Future Pathways' agency, which delivers support and funding to adult survivors of in care abuse, to share our knowledge and expertise to help develop their practice.
- External award submissions completed.
- ILF Assessors have played a key role in highlighting missing Disability premiums which has, via Scottish Government, ultimately resulted in even better restitution for disabled people. By maximising income as part of the assessors work, we have regularly obtained over £10k in backdated benefits for individual recipients and carers. One piece of feedback received from the 2018/19 recipient survey powerfully explains the impact of our person centred practice and the value of visits:

I truly believe that I would not still be here without the support and intervention of ILF. Initially I was under ILF UK and was extremely relieved upon hearing ILF Scotland were opening its doors. They have continued in the same vein, giving a high level of support, showing great sensitivity as well as initiating new ways of supporting individuals with chronic health and/or disabilities. I was facing Nursing or Residential Care in my early 30s when first initially introduced to Direct Payment followed by ILF as my health deteriorated. As well as assisting with so called critical need issues, the ILF funding helps one to participate in interests and hobbies otherwise inaccessible without an understanding companion. So not only does the additional funding look after the critical care needs, it contributes greatly to someone, such as myself, continue to live safely at home and as able, enjoy some independence. Most importantly we are valued and not just seen as the overused Vulnerable Person. The affiliated Social Worker shows compassion, determined always to do their best for you, despite financial limitations. When I first met an ILF Social Worker I was overwhelmed by her true interest and determination in making and maintaining my life at home as comfortable, independent and inclusive as possible, ever mindful of isolation and dependence. I found her approach to be both refreshing and uplifting. This attitude carried forth when ILF Scotland opened and took on board her attitude and approach.

c. **Main Effort** - The main effort has been split between the automatic uplifts, the Transition Fund processing and improving the 2015 Fund.

d. **Call Volumes** – In conjunction with the huge growth in the levels of administration, call and email volumes have increased this year by nearly 19% to 9,903 (7,956 telephone and 1,947 email enquiries) from 8,339 (7,335 telephone and 1,004 email enquiries) in 2017/18. This

increase is due to the previously mentioned increase in applications for the Transition Fund and escalation in supporting interventions on the 2015 Fund. Of the above communications, over 95% of all enquiries relate to Scotland and the main areas of query are as follows:

- Reassessment visits;
- Requests for information from Assessors;
- LA calls for information – payment schedule, threshold sums, etc.;
- Completion of agreement forms and the new process;
- Scottish Living Wage;
- Available Income;
- Payments and payment increase requests;
- Transition fund;
- General (this includes confirmation of information not covered above, new fund enquiries and general information about the organisation).

e. **Quality Journey** – Following the self-assessment against the international “Business Excellence” quality standard in Q3, Q4 saw the development of the programme plan to deliver three improvement projects which collectively will contribute towards the Quality Scotland Committed to Excellence benchmark. The approach to the three projects will embed the principles of identifying a business requirement, identifying the intended outcomes and implementing an approach which aims to deliver the expected outcomes. These projects are now developed and will run during 2019/20.

f. **Complaints** – Across both funds, received 13 complaints over this reporting period compared with 7 in 2017/18 received. We expect this to increase slightly in 2019/20 as we have implemented an enhanced feedback loop, which will help us deliver even better support to recipients.

g. **Future Work** – The focus for the next year is as follows:

- Co-producing a new strategy with key stakeholders
- Delivery of the 2019/20 business plan
- Increasing the volume of applications and take up in the Transition Fund;
- Improving the processes that underpin the organisation to increase the quality and efficiency of the organisation;
- Sharing knowledge and collaborating online with key stakeholders through the introduction of a new forum;

3. 2015 Fund

- a. **2015 Fund Numbers** - 2015 Fund recipient numbers have dropped to 2,813 (Scotland 2,346 & NI 467) from 2,961 over the reporting year (Scotland 2,466 & NI 496). This represents an overall decline in recipient numbers of 5% per annum (Scotland 4.9% & NI 7%) which follows the trends of the previous year:
- b. **2015 Fund Operational Performance – Although numbers have dropped overall by 5%**, operational tempo has increased with new offers increasing 24% from the previous year. Though the volume of processing has increased, through the successful delivery of our continuous improvement and efficiency programme, the average time from referral to offer completion has dropped from 147 days to 129.4 days (12% improvement), although we would like to speed this up even further. There has also been a 33% increase in the number of reports from reviews received from the previous year. This has been a big improvement, but even with this we are still 15% behind the target set for 2018/19 which is due to resourcing limitations, the challenges colleagues are facing in gaining all the relevant documentation from partners to finalise the review and a number of other factors. This is further exacerbated by having to use Assessors on Transition Fund cases, but will hopefully be mitigated slightly with additional staff starting in April 2019. We also plan improvements on the process in the next reporting period working alongside Social Work Scotland and Trust partners in Northern Ireland.
- c. **Policy Revision** - We have completed the following in this reporting period:
- We have finished the review of the 2015 policies to comply with the revised Policy 4 (Available Income) and have published the new policy on our website. As a consequence of this, we have revised Policy 39 (Protection of Children and Adults) and Policy 43 (Treatment of Capital). We have deleted Policy 9 (Changes to Local Authority Charges). The revision to Policy 4 also enabled a bulk change to the Available Income contribution which saw the upper limit (cap) reduced from £103 to £83 per week for those in Scotland at the upper limit and a new “no detriment” adjustment introduced for those on lower levels of contribution. The “no detriment” has enabled a snapshot of the individual’s award to be taken at 30th September 2018 and in effect to ensure no future contribution will exceed this amount (but also allows for future reductions in contributions). Overall some 500 recipients have benefitted from this policy revision putting over £1 million into the packets of ILF recipients. The only issue identified is certain local authorities are putting their own charges up as a consequence of our reduction, which goes against the purpose of this change. We worked with COSLA and the Scottish Government to ensure all recipients are able to benefit from this and COSLA has published updated charging guidance for 19/20, which specifically advises local authorities to take into account our charge when working out theirs, where one is in place.
 - Alongside this, we have produced internal guidance for staff on our new ability to waive available income contributions, in full, for recipients who are terminally ill and in part or in full for recipients who are suffering from exceptional financial hardship.
 - As part of our ongoing improvement, we have submitted proposals to Scottish Government for a further revision to Policy 4 (Available Income), effective from 1 April 2019, to further reduce the personal contribution from recipients by reducing the current cap of £83 to £50.00.

- Lastly, due to the current situation in Northern Ireland and the inability to align policy changes that require ministerial approval, we have agreed a blanket cost of living increase on the basis of public interest, of 3 percent backdated to the 1st April 2018 from the Northern Ireland Department of Health and implemented this in Q4.

d. **Scottish Living Wage (SLW)** – We have implemented the May 2018 SLW increment in Q3, which was slightly more straightforward following the learning from the complications we experienced in 2017 coupled with enhancements through systems development. That said this was still highly complex and generates further work to ensure all Scottish recipients are able to benefit from this. We also took a different approach with provider agencies this year, as the blanket uplift approach used previously caused confusion and anxiety for some fund recipients, because they did not fully understand why additional unrequested funds were being provided. It also generated significant amounts of unspent money in recipients' bank accounts, which are now being returned to ILF Scotland. Therefore, as the annual SLW increase moves to annual business activity, we will not be applying blanket uplifts for providers going forward, but will manage things through ILF Award Managers on a case by case basis. This approach has been agreed with Scottish Government, and we will monitor this to ensure it is working for all. One further variation this year also saw a policy change that enabled us to exceed the maximum award to facilitate the SLW uplift which meant that every Scottish recipient was to benefit from the uplift. The new SLW increased to £9.00 per hour effective from 1 April 2019. We applied this on this date to all of our recipients employing PAs, and are applying it on a case by case basis to those using agencies. For the first time, overnight hours are now paid at the SLW rate, which has added significant additional complexity to the implementation process.

e. **Social Work Update** – We have had a huge success in negotiations with COSLA this year. COSLA agreed to revise guidance on Local Authority charging of ILF recipients to avoid any double charges and protect any increased income ILF recipients receive as a result of ILF charging reductions. http://www.cosla.gov.uk/sites/default/files/documents/non-residential_social_care_charging_guidance_2019_20.pdf at 7.17. Despite the significant pull on resources with the continued development of the Transition Fund on Social work teams, we are working through the second cycle of 2015 Fund bi-annual reviews in Scotland and NI. We are behind schedule with visits by approximately 2-3 months, with some additional delay in the Glasgow and Belfast areas. Additional assessor capacity, starting 1st April 2019, will enable us to target these areas.

During 2018/19, one of our key tasks during review visits, has been rebalancing of support plans to reflect the additionality of ILF Scotland which has progressed well in almost all local authorities during the year. We have visited specific Local Authority partners to redress the last elements of historic imbalances inherited from our antecedent UK wide public body. In particular Glasgow City have agreed full rebalancing of all cases and we are working to agree a joint review schedule with a new dedicated Glasgow review team. Northern Ireland has rolled out Self Directed Support to its 5 Health and Social Care Trust areas and we have met with each Trust to re-enforce the additionality of ILF support and sharing learning from Scotland.

We have seen another increase in the complexity of Assessor reviews over the last year, which has seen an increase in time spent in working through the issues in the most complex cases. These are mainly grouped around: tightened SDS Eligibility Criteria putting pressure on quality of life funding for disabled people; incorrect benefits due to DWP errors; mitigating the negative impact of increased employment costs; the

inconsistent implementation of SDS nationally; and, implementation of ILF Policy changes. We expect these issues to reduce as the effect of Policy change works through this review cycle and a review of 2015 Fund operational efficiency is underway.

f. **Feedback** – Over 98% of recipients reported satisfaction at the service they received from ILF Scotland on the 2015 Fund based on 159 surveys received which equates to around 13% of all offers after review made (we completed more automatic offers which do not get a survey request). This is the same as last year and is based on a higher response rate and although positive, we hope to get an even richer sample when the online survey is fully rolled out in 2019/20.

4. Transition Fund

a. **Transition Operational Performance – Since the launch in December 2017, there has been strong growth in applications received.** Over the past 12 months we have seen the following:

- Qtr 1 – 168 applications (33% growth from Jan – Mar 2017/18)
- Qtr 2 – 173 applications (3% growth)
- Qtr 3 – 195 applications (13% growth)
- Qtr 4 – 280 applications (43% growth)

It should be noted that final figures of applications received, processed and decisions made on funding will take between 3-6 months to finalise, as there is always a difference in those received via all channels and those processed on the system, these may slightly drop if applications are withdrawn. However this shows clearly a direction of travel and all the hard work carried out getting these into the organisations via #trysomethingnew and direct engagement.

Of the 816 applications received in this reporting period, 55 (7% of all applications received) have been withdrawn during the processing by the applicant for numerous reasons. Of those processed 79 (13% of those applications evaluated with all information) have been declined mainly because the applicants requested items that we do not fund / the items are the responsibility of another statutory agency e.g. aids and adaptations. The average grant has dropped from around £4k in 2017/18 based on 107 applications in payment to approx. £2.7k based on 476 in payment. Further improvements have been made on the overall process including launching an online system and allowing staff overtime, which has resulted in a processing improvement from over 60 days in 2017/18 to 56 days in 2018/19. Finally we plan to use the intelligence gained through internal audit/review, recipient/applicant feedback, data, evaluation and a number of other sources to further enhance the fund and grow the reach over 2019/20. Note that at time of writing 996 applications have been logged on our ICI database.

b. **Social Work Update** - All Social Work Managers and Assessors in Scotland contribute to the ongoing development of the Transition Fund to business as normal with significant input to the project team and engagement events. The appointment of a Social Work Manager

(Transition Fund) is helping provide a route map to business as normal with expert advice and support available in office to assist with speedier and consistent grant making. Assessors are part of a bi-weekly evaluation panel on an on-going basis, providing professional advice and support to caseworker colleagues. The complexity of grant applications has required a greater input from the assessor teams than anticipated. A key focus in assessor engagement for 19/20 will be to extend the reach and impact of the TF to “seldom heard” groups of young people in greater depth.

c. **Feedback**– We launched the online survey tool in Q3 and a total 416 surveys were sent which included 40 whose grant had been declined and 376 to recipients whose grant had been awarded. This was the first internal survey feedback we have had and overwhelmingly shows that the service is strong and the fund is making a difference to those that have received it, which is backed up by the formal evaluation being carried out by Glasgow University. We are doing further analysis to look at improvements, but the following information is for note:

- The response rate was better than expected with of 5% for the declined applicants (2 respondents) and 23% for the successful applicants (88 respondents).
- Of the two respondents that was declined, overall 1 was very satisfied and 1 was very dissatisfied.
- Of the successful applicants 97.5% were satisfied and 2% were indifferent to the overall process.

d. **Analysis** – The Transition Fund is in its first full year of operation, so historical comparisons are hard to draw. However what is clear is the work required to get applications in, process them and award funding far exceeds the initial thoughts. This is mainly due to the fragmented nature of transition support for young disabled people, the fact that systems are still in early development, business as normal operations are a long way off and the relatively immature nature of the scheme. That said, strong progress continues across the Transition Fund and we should hit between 1200 - 1500 applications received by the end 2019/20, thus enabling more disabled individuals to access the opportunities afforded through this scheme. However what is abundantly clear from all feedback received and the evaluation carried out, is the high regard of applicants on both the service received and transformative impact the fund has on their lives, their family and the wider community. We can also already conclude without hesitation that this scheme is not only fulfilling the policy intent of the Government, but is cost effective, innovative and transformative for those that it was designed to enable. Indeed, all at ILF Scotland are immensely proud to have co-created a scheme that changes lives for the better.

5. Our People

a. **Overview** – During this quarter and throughout 2018/19 we have continued to focus on health and wellbeing of staff, building on our supportive terms, conditions and benefits.

b. **Organisational Demography** – At the end of this year 2018/19, the organisational make up is 52 : staff (46) and Directors (6): 69:31 female: male, with 15% of staff registered disabled, 8% BME and 4% LGBT.

- c. **Employment status** - To continue to foster and build a people friendly approach, ILF Scotland offers different contractual opportunities to all individuals employed in some capacity with the organisation. To date 1 x Assessor remains with a freelance contract, all others have been offered and accepted part/full-time employment contracts offering stability to the organisation at a time of growth and change.
- d. **Recruitment** – Since April 2018, we have strengthened the staff team with the following internal promotions and appointments:
- 1 x Head of Policy (1 FTE)
 - 1 x Business & Project Administrator changed role to Information and Data Protection Officer (1 FTE)
 - 1 x Specialist Caseworker – moved to role of IT Lead Product Manager (1 FTE)
 - 1 x IT Security and Compliance Manager (1 FTE)
 - 3 x Fixed term internal promotions: 1 x Specialist Caseworker and 2 x Social Work Managers (3 FTE)
 - 4 x Assessors (3 FTE) appointed to start on 1st April 2019
 - 1 x Policy Officer (0.6 FTE) – start date 6th May 2019
 - 1 x Operations Administrator (1 FTE) – Fixed Term 12 mths

The majority of this recruitment has been as a consequence of the increased administrative burden placed on the teams due to implementing policy reform coupled with growth in the Transition Fund and the impact that has on staffing to process applications

- e. **Retention** - Staff retention has remained strong during the last year with no staff leaving. 1 x Director resigned and 1 x Director appointed. 1 x Director appointment expected by Autumn 2019.
- f. **Absence** – Annual Sickness Absence is from the 1st April 2018 to 31st March 2019 - 1.78% (2017/18- 2.85%). Short term absences remain at a very low level with very few absences of 2 days or less. Annual initiatives such as mental health awareness, personal resilience workshops, health and wellbeing and suicide prevention will continue to be offered to all. To identify the appropriate support and enable colleagues to return to work more speedily or remain in work, we have also carried 2 x OH Referrals and 2 Access to Work Assessments in this year. Though higher than we would like, our absence rates are extremely low in comparison with other sectors.
- g. **Disciplinary, Grievance and Performance** – One formal disciplinary investigation completed.
- h. **Staff Survey** – The Staff Survey for 2018/19 has only just been completed (closing date 29th March 2019) with results yet to be analysed and reported back to the Remuneration Committee in 2019/20.

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 :

- 2018 Annual Data Protection eTraining for all staff completed.
- 6 x staff members attended the Social Work Scotland Conference.
- 2 x staff members attended ACAS HR Courses (Conducting Discipline and Grievance Investigations, (ACAS)).
- All staff started relevant GDPR Training via Privacy Engine – introduced at Development Day and completed mandatory online training.
- All staff development day – 29th May 2018 – focussing on Cyber Security, GDPR, Diversity, Inclusion and the Transition Fund.
- 2 x staff members attended ‘Women in Leadership’ conference as speakers in Glasgow in May 2018.
- 1 x Staff member attended and passed – Practitioner Level Data Protection Officer/GDPR.
- 3 x staff attended Disability Equality Training (DET) at LCiL – July 2018.
- Implemented agreed pay policy in line with the Scottish Government.
- All staff given opportunity to attend Empowering Conversations and Mediation workshops – delivered by one of our qualified assessors and supported by one of the Board Directors.
- 1 x staff member attended ‘The New Norm’ event facilitated by Family Friendly Working Scotland on 3rd October – which discussed flexible working and how it is continuing to positively change the working lives of staff from all sectors and how to extend this to other workplaces across Scotland.
- 1 x staff member attended ‘Working Families National Work Life Week Conference 2018’ in London on 2nd October as one of the key speakers at the event.
- All managers attended a further ‘Diversity and Inclusion’ workshop centred around unconscious bias delivered by Talat Yaqoob of Equate Scotland on 26th October.
- Mental Health Awareness and Personal Resilience training/refresher delivered in November 2018.
- 2 x staff members attended Pay Policy briefing with SG in December to discuss 2019/20 Pay Policy.
- Managers Away Day – 15th March 2019 – Strategic and Business Planning / analysing skills base of Management Team/Flexible Working Training session.
- ILF Scotland sponsored a Family Friendly Working Scotland Award in Glasgow in March 2019.
- 1 x Director attended ON Board Training – March 2019.
- 2 x Directors attended Effective Audit & Risk training for Boards – March 2019.
- All assessors and caseworkers attended CPAG Benefits training- March 2019.
- 3 x staff members attended CIPD Scotland Conference – March 2019.
- Pension – Following 3 years of work, ILF Scotland will be offered the chance to join the Civil Service Pension Scheme (CSPS) A consultation/work period will begin from 1st April 2019 to implement as soon as possible.

- Wellbeing ½ hour implemented and journey time to receive 5 extra days a/l cut from 10 years to 5 years.
- New HR Policies - Menopause Policy and Guidance. Long term Sickness & Absence.
- All staff given opportunity to attend Suicide Prevention workshops – delivered by South Lanarkshire Council in June 2019.

j. **Health and Safety** – There have been no reportable incidents over the last year and the following activity has taken place:

- Next Annual Audit planned for July 2019
- 2 x Fire Drills (October and December) successfully completed
- First Aid and H&S training for 4 staff members organised for early in April 2019.
- Review of lone working system has shown it is working well.
- Passive Smoking – actions taken to mitigate risks when visiting properties where smoking is evident.
- WeBs – Health & Well-being group set up following staff survey of 2017/18.

6. Information Governance

- a. The bulk of the information governance this year has focused on GDPR with a whole organisational approach to information and data security. The high point of the year was an internal audit which confirmed that ILF Scotland had met the requirements for GDPR and the DPA 2018 with only one suggestion for improving our approach. The audit identified that ILF Scotland was probably operating in the top 10% of all public bodies in this area and commented on the whole organisational approach to sound data protection practices! Key to the overall success in this area has been the appointments a dedicated Data Protection Officer and IT Security Manager who collectively ensure the integrity of the organisational approaches to information security.
- b. There have been two significant developments in how ILF Scotland manage information governance – making the governance handbook more accessible and the adoption of an integrated approach to staff training and awareness regarding information security. This has been achieved by using a web based management tool called Privacy Engine which is a central point for managing Subject Access Requests, Information Risk Management, Policy Repository and Training Tool. The governance handbook has been broken down into individual guides covering some 28 different areas of governance and, on a monthly basis, staff receive training and awareness materials on good data protection and cyber security practices to ensure we protect our data and do not expose ourselves to malicious attempts to attack us. The development of the Information Governance Dashboard provided below has also raised the profile of the importance and breadth of information governance practices and the almost nil level of reporting activity demonstrates the effectiveness of the controls and training tools.
- c. In October 2018, ILF Scotland became the first public body using the SCOTS IT infrastructure to receive the Cyber Essentials Plus accreditation for effective controls in securing its IT operation from malicious threat. Also, as a “Cyber Catalyst” for Scottish Government, ILF Scotland has been involved not only in the practice of implementing robust security practices but informing the future framework development to enable Scotland to increase its overall cyber resilience and be a stronger place to perform in the digital economy.
- d. Lastly, ILF Scotland as a newly formed Non Departmental Public Body (NDPB) has begun the process of implementing a formal Records Management Plan to the Official Keeper of the Public Record (Scotland). This is a significant piece of work for ILF Scotland and will see a full migration of all of its current records from its current network drive to the Scottish Government Electronic Records & Document Management system later in 2019. The work to year end has seen the development of the ILF Scotland Records Management Plan and the review of the file plan to ensure that we have correctly identified the requirement and retention periods for all the documents we hold.

- e. The following dashboard shows the top level elements of information governance for 2018/19.



Information Governance Dashboard



2019 YTD

ILF's Digital and Information Services colleagues are currently working on protecting the Data we hold to Government standards and legislative requirements whilst introducing new functionality and hardware to assist our staff, new applicants and recipients.



We have had **1 Data Breach** when an email containing recipient data was sent to an incorrect address within a Local Council. This was immediately discovered and communication with the incorrect email recipient resulted in the email being deleted at their end.

Status



We have received **6 phishing emails** and one virus attachment that have either been quarantined by Scots software or spotted by ILF staff when received. Thankfully due to ongoing awareness ILF staff have not clicked on any potential threat links nor given username/password information on a suspect site.

Status



We have had **0 Freedom of Information or Subject Access Requests** since the latter came into force on 25th May 2018. We did receive an email asking for information on ILF from a student for her dissemination, which we were pleased to pass onto her. And one from a Local authority asking for permission to forward emails from us to them onto a recipient's guardian, which we were happy to allow.

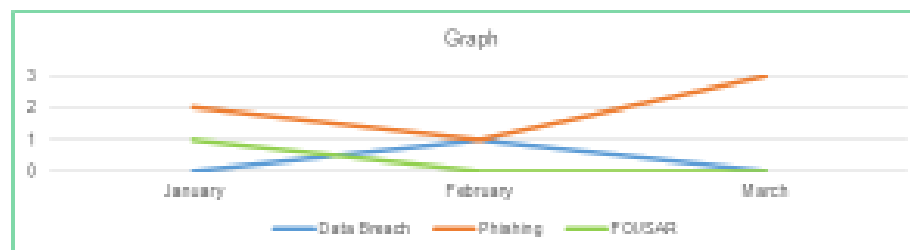
Status



Staff training for **GDPR** has been made available to all on the Scots network and all ILF staff have completed this. This training is a mandatory ongoing training requirement for the new GDPR.

A Monthly security email for all ILF staff is circulated and provides documented, auditable ongoing awareness for staff in all security concerns. This also gives us a chance to thank staff for their ongoing vigilance and answer any security questions they may have.

Status



One of our third parties providing support for our new **transition fund portal** entered test data onto the live site in error. This has since been rectified but leaves us with a blank record that may be highlighted in future audits, but is documented.

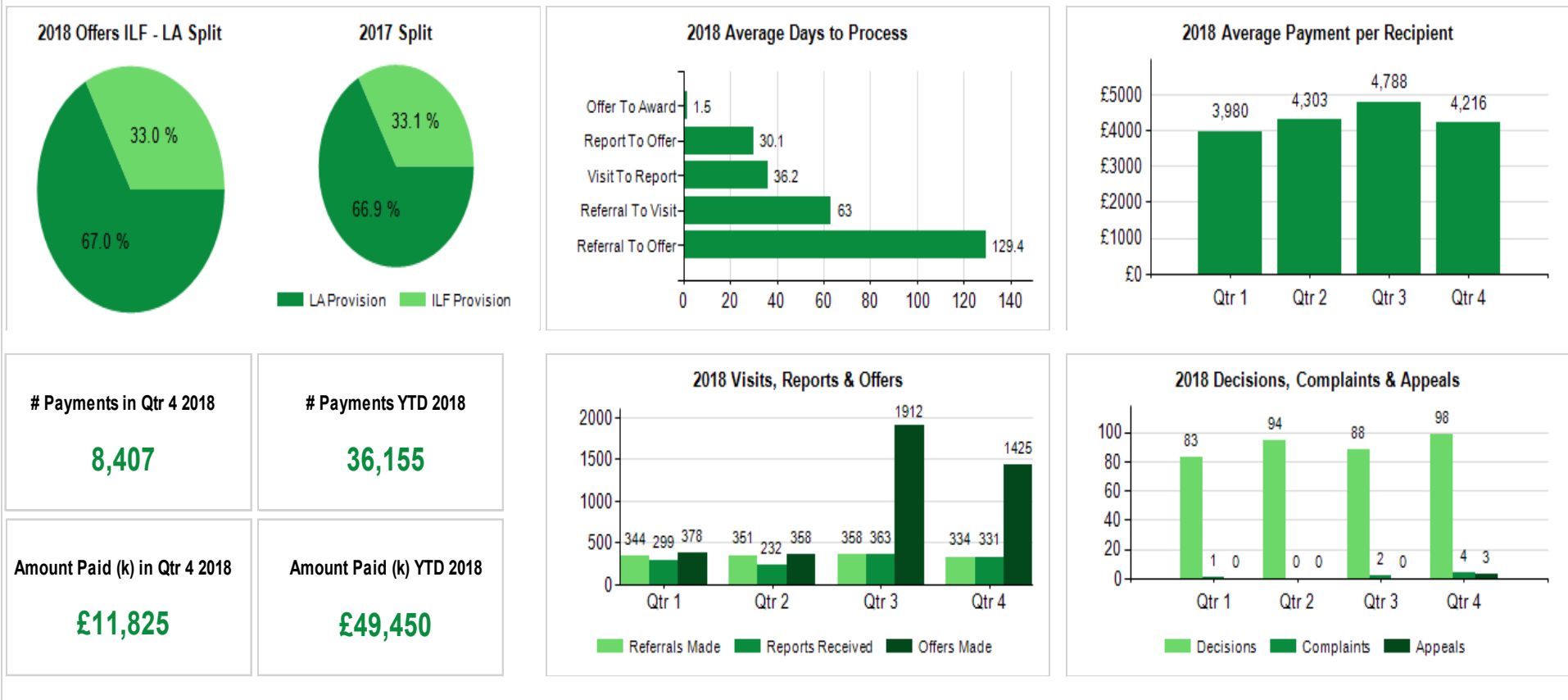
Status

Annex A – Operational Dashboards

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

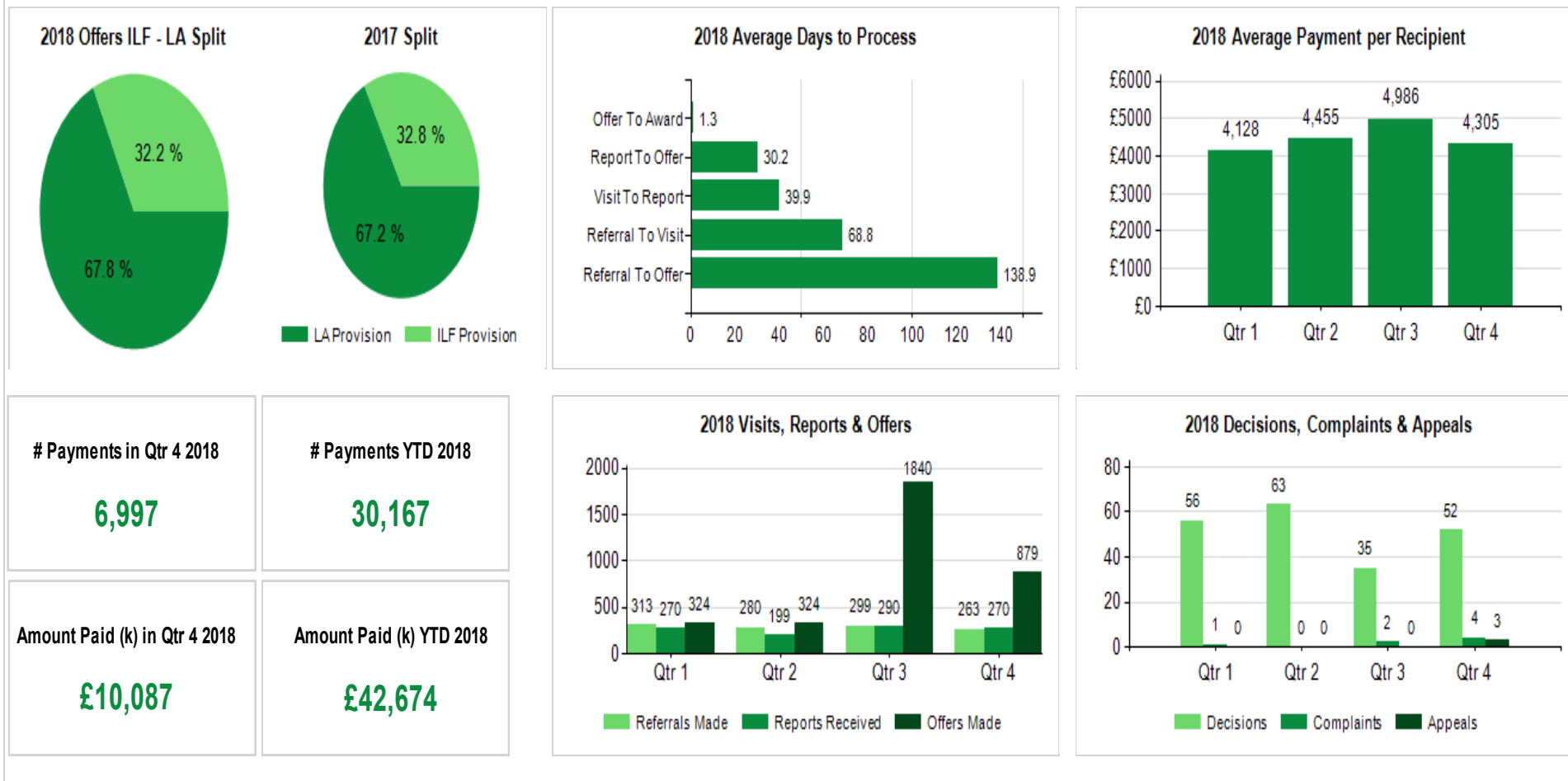
a. The dashboard below provides an overview for both Scotland and Northern Ireland in relation to the 2015 Fund:

Operations Dashboard - 2015 Fund to 31-03-2019



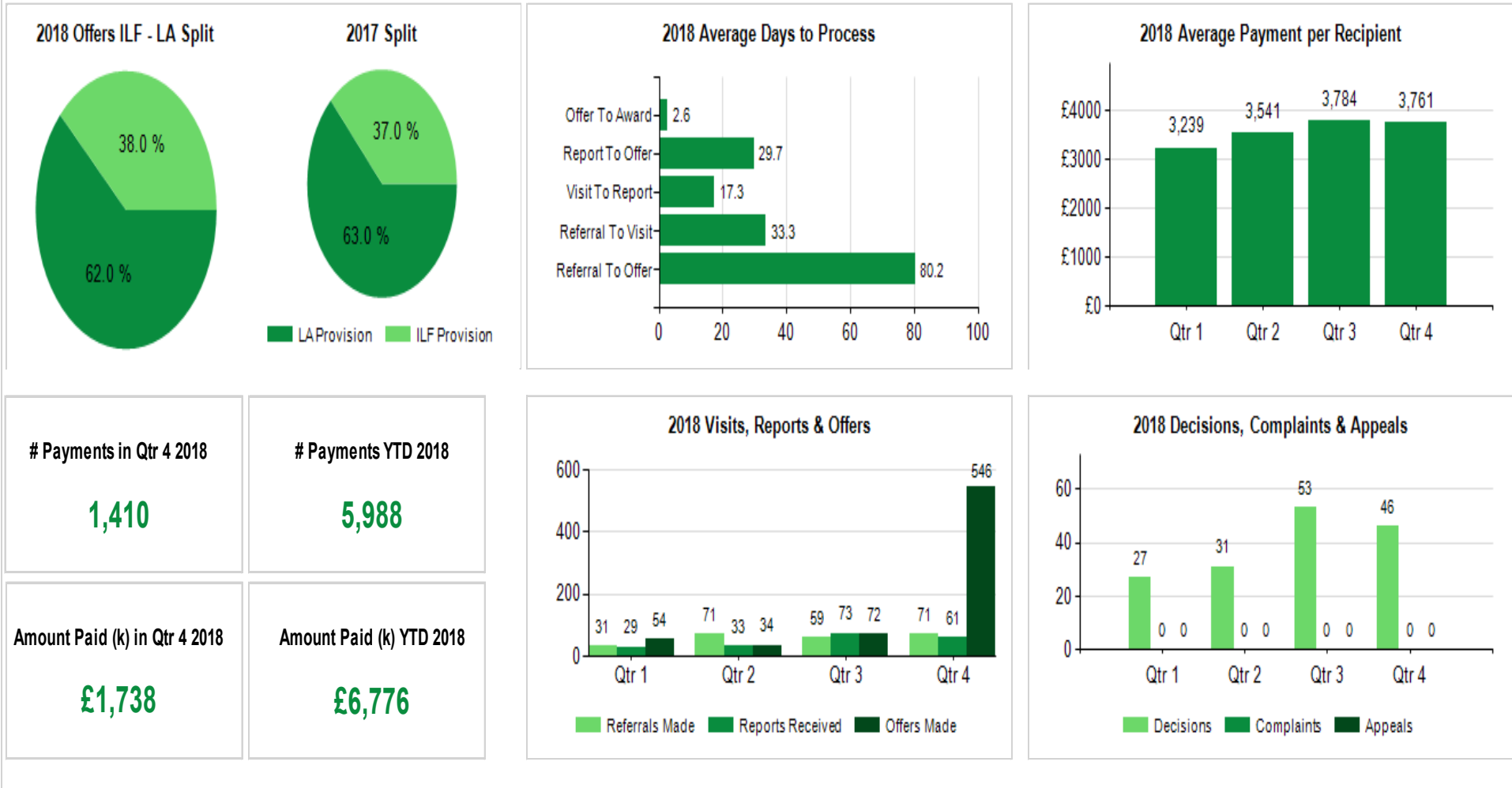
b. The following dashboard provides an overview of operational activity in relation to the 2015 Fund specific to Scotland:

Operations Dashboard - 2015 Fund to 31-03-2019 Scotland



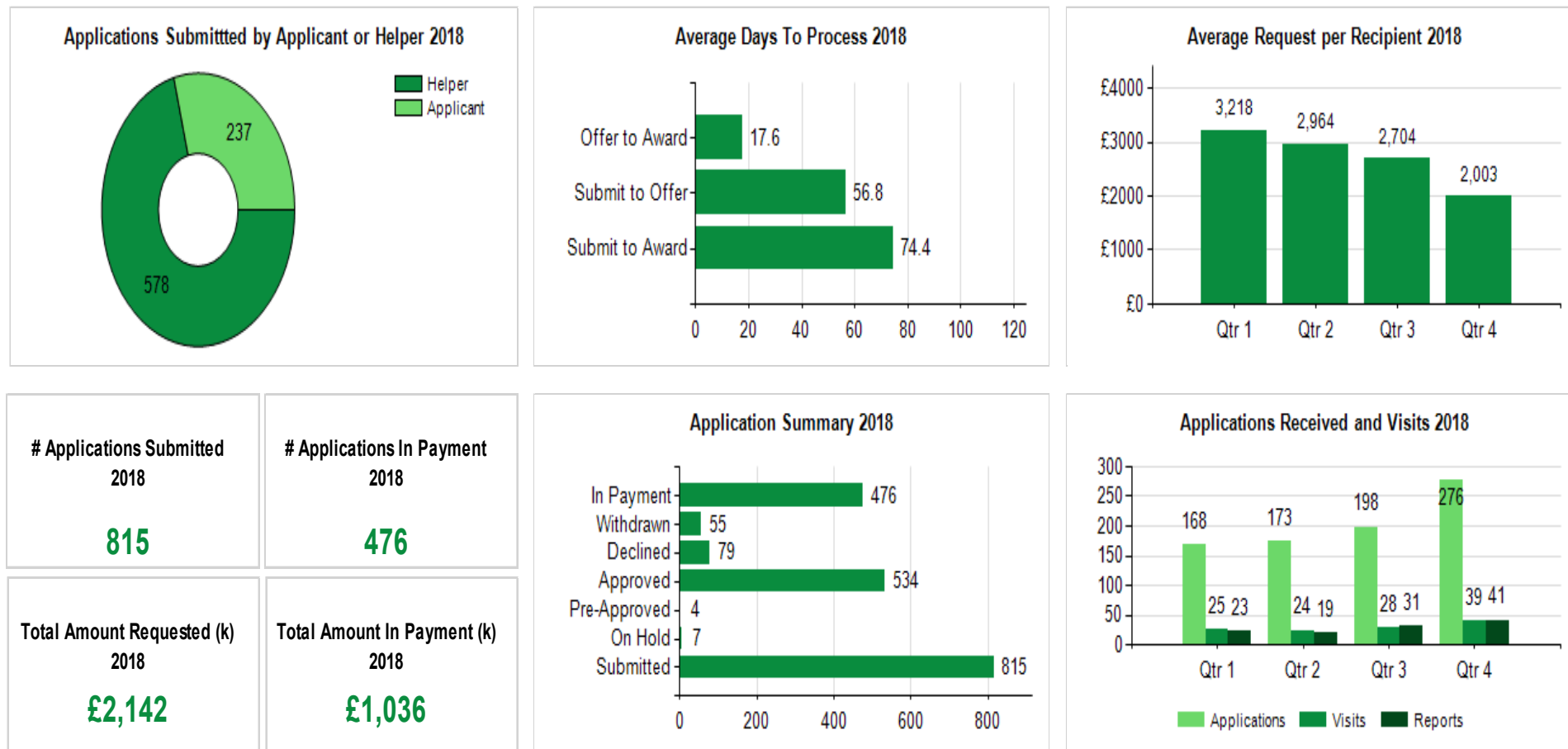
c. The following dashboard provides an overview of operational activity in relation to the 2015 Fund specific to Northern Ireland:

Operations Dashboard - 2015 Fund to 31-03-2019 Northern Ireland



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

Operations Dashboard - Transition Fund to 31-03-2019



Annex B - Statistics

The following table shows the key statistics for the period 1st July 2018 to 30th September 2018 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			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				
Northern Ireland	146		£514,220	373		£1,279,195	519		£1,793,415	1,810,863		16.86%	
Belfast HSCT	16	£330	£69,995	84	£266	£295,752	100	£276	£365,747	348,204	19.27%	3.25%	2.9
Northern HSCT	30	£214	£89,942	55	£210	£163,477	85	£211	£253,420	463,297	16.38%	2.76%	1.8
South Eastern HSCT	8	£336	£36,250	56	£276	£201,868	64	£283	£238,118	346,911	12.33%	2.08%	1.8
Southern HSCT	37	£257	£132,619	85	£246	£281,022	122	£249	£413,641	358,034	23.51%	3.96%	3.4
Western HSCT	55	£232	£185,414	93	£275	£337,076	148	£258	£522,490	294,417	28.52%	4.81%	5.0
Scotland	413		£2,258,366	2,146		£9,762,563	2,559		£12,020,929	5,295,403		83.14%	
Aberdeen	4	£483	£27,049	31	£307	£115,282	35	£329	£142,331	222,793	1.37%	1.14%	1.6
Aberdeenshire	10	£408	£57,132	72	£328	£296,198	82	£338	£353,330	252,973	3.20%	2.66%	3.2
Angus	2	£374	£10,472	43	£360	£195,753	45	£361	£206,225	115,978	1.76%	1.46%	3.9
Argyll & Bute	3	£355	£12,785	68	£351	£322,895	71	£351	£335,680	88,166	2.77%	2.31%	8.1
Clackmannanshire	2	£535	£14,973	7	£296	£29,615	9	£348	£44,588	51,442	0.35%	0.29%	1.7
Dumfries & Galloway	5	£491	£25,523	25	£320	£115,177	30	£342	£140,700	151,324	1.17%	0.97%	2.0
Dundee	2	£472	£11,325	55	£322	£225,569	57	£327	£236,895	147,268	2.23%	1.85%	3.9
East Ayrshire	15	£346	£70,661	50	£338	£217,871	65	£340	£288,532	122,767	2.54%	2.11%	5.3
East Dunbartonshire	6	£362	£31,815	33	£310	£139,983	39	£318	£171,798	105,026	1.52%	1.27%	3.7
East Lothian	7	£437	£40,188	35	£305	£136,489	42	£327	£176,677	99,717	1.64%	1.36%	4.2
East Renfrewshire	4	£365	£21,876	75	£418	£421,625	79	£415	£443,501	90,574	3.09%	2.57%	8.7
Edinburgh	22	£315	£88,299	191	£320	£786,449	213	£320	£874,748	476,626	8.32%	6.92%	4.5
Falkirk	3	£360	£14,398	15	£318	£62,359	18	£325	£76,757	155,990	0.70%	0.58%	1.2
Fife	20	£451	£119,052	117	£359	£545,380	137	£372	£664,432	365,198	5.35%	4.45%	3.8
Glasgow	98	£420	£547,239	433	£354	£1,998,346	531	£366	£2,545,585	593,245	20.75%	17.25%	9.0
Highland	4	£296	£13,008	49	£321	£209,307	53	£319	£222,316	232,132	2.07%	1.72%	2.3
Inverclyde	8	£343	£37,090	36	£439	£210,756	44	£422	£247,846	81,485	1.72%	1.43%	5.4
Midlothian	5	£571	£41,095	29	£351	£126,506	34	£388	£167,601	83,187	1.33%	1.10%	4.1
Moray	3	£165	£7,278	7	£281	£28,053	10	£245	£35,331	93,295	0.39%	0.32%	1.1
North Ayrshire	7	£379	£34,879	67	£374	£324,272	74	£374	£359,151	138,146	2.89%	2.40%	5.4
North Lanarkshire	74	£406	£404,373	182	£333	£797,163	256	£355	£1,201,537	337,727	10.00%	8.32%	7.6
Orkney Islands	2	£267	£6,404	4	£361	£17,305	6	£329	£23,709	21,349	0.23%	0.19%	2.8
Perthshire & Kinross	4	£601	£28,848	35	£414	£182,040	39	£432	£210,887	146,652	1.52%	1.27%	2.7
Renfrewshire	11	£450	£63,041	99	£384	£516,220	110	£390	£579,260	174,908	4.30%	3.57%	6.3
Scottish Borders	3	£387	£17,024	63	£363	£289,345	66	£365	£306,369	113,870	2.58%	2.14%	5.8
Shetlands Islands				1	£472	£5,662	1	£472	£5,662	23,167	0.04%	0.03%	0.4
South Ayrshire	6	£448	£30,481	55	£395	£286,238	61	£400	£316,719	112,799	2.38%	1.98%	5.4
South Lanarkshire	55	£439	£307,336	144	£343	£650,927	199	£369	£958,264	313,830	7.78%	6.47%	6.3
Stirling	7	£540	£51,855	14	£310	£56,981	21	£389	£108,836	90,247	0.82%	0.68%	2.3
West Dunbartonshire	7	£700	£67,238	87	£302	£343,919	94	£333	£411,158	90,720	3.67%	3.05%	10.4
West Lothian	12	£349	£51,720	22	£323	£100,713	34	£331	£152,433	175,118	1.33%	1.10%	1.9
Western Isles	2	£122	£3,913	2	£255	£8,162	4	£189	£12,075	27,684	0.16%	0.13%	1.4
Total	559		£2,772,586	2,519		£11,041,758	3,078		£13,814,344	7,106,266			