
Report To:	Policy and Resources Committee	Date:	6 August 2019
Report By:	Steven McNab Head of Organisational Development, Policy and Communications	Report No:	PR /19/19/KM
Contact Officer:	Louise McVey, Corporate Policy and Partnership Manager	Contact No:	01475 712042
Subject:	Inverclyde Council Corporate Plan Annual Report 2018/19		

1.0 PURPOSE

1.1 The purpose of this report is to present the Committee with the Corporate Plan Annual Report 2018/19.

2.0 SUMMARY

2.1 The Inverclyde Council Corporate Plan 2018/22 was approved by Council on 7 June 2018. As part of the Plan's governance and reporting arrangements it was agreed that an annual review of progress would be carried out. The first Corporate Plan Annual Report 2018/19 is attached as Appendix 1 for the consideration and approval of the Committee.

2.2 The Annual Report includes the latest data for 48 of the 54 Corporate Plan performance measures, along with a red / amber / green (RAG) status. Of the 48 measures for which there is new data available, 25 (52%) have a green status (improved performance), 10 (21%) have an amber status (small decline in performance) and 13 (27%) indicators have a red status (performance has declined by 5% or more). No RAG status is available for 6 performance measures.

2.3 The Report also details some of the Council's achievements in 2018/19, including:

- The development of an Inverclyde Repopulation Strategy and Action Plan
- The ongoing development of the City Deal projects
- The implementation of automated payments to help tackle child poverty
- The establishment of the 'Au-some libraries' project
- The award winning Inverclyde Homes 1st project
- The establishment of the Great Place Scheme
- The achievement of the highest ever level of council tax collection
- The implementation of a new Pay and Grading Model

2.4 The Corporate Plan Annual Report is just one element of the Council's strategic planning and performance management framework. Another element is the annual SPI / KPI report which this Committee will consider in the autumn. A review of the SPIs/ KPI framework took place earlier this year to ensure that the key performance indicators continue to be fit for purpose; are linked to the Corporate Plan organisational priorities and meet Audit Scotland's criteria for public performance reporting. The refreshed indicator set will be presented to this Committee on 19 November 2019.

2.5 As a result of this first annual review, it has been identified that the Corporate Plan priorities could

be further enhanced to reflect the Council's commitment to the provision of high quality education and lifelong learning at every stage of life. It is therefore recommended that, for the remainder of the Corporate Plan term (2019/22), minor amendments be made to the organisational priorities, as noted below:

OP1: to promote Inverclyde to both residents and visitors alike, as a great place to live, work, study and visit

OP3: to grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs and lifelong learning.

The Committee is asked to approve this amendment to the Corporate Plan organisational priorities from 2019/20 onwards.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- a. Approves the Corporate Plan Annual Report 2018/19;
- b. Approves an amendment to the Corporate Plan organisational priorities as set out in paragraph 2.5.

Steven McNab
Head of Organisational Development, Policy and Communications

4.0 BACKGROUND

- 4.1 The Inverclyde Council Corporate Plan 2018/22 was approved by the Inverclyde Council on 7 June 2018. The Corporate Plan established 10 organisational priorities for the Council, 8 of which support the delivery of the Inverclyde Outcomes Improvement Plan, with the remainder being 'enabling' priorities that focus on service delivery and our role as an employer.
- 4.2 As part of the governance and reporting arrangements for the Corporate Plan 2018/22 it was agreed that a review of progress would be carried out annually.

5.0 INVERCLYDE COUNCIL CORPORATE PLAN ANNUAL REPORT 2018/19

- 5.1 The Corporate Plan Annual Report 2018/19 is attached as Appendix 1 for the consideration and approval of the Committee. The Report is structured as follows:
- (i) An overview of some of the projects, initiatives and areas of investment made by the Council in 2018/19;
 - (ii) An update on each of the Corporate Plan performance measures;
 - (iii) The inclusion of 3 case studies for each organisational priority, setting out in more detail areas of good or innovative practice, service achievements, or where the Council is delivering major national projects such as City Deal;
 - (iv) Details of national awards that have been received and inspections that have been carried out during the year.
- 5.2 The Report includes the latest data for 48 of the 54 Corporate Plan performance measures, along with a red / amber / green (RAG) status. Of the 48 measures for which there is new data available, 25 (52%) have a green status (improved performance), 10 (21%) have an amber status (small decline in performance) and 13 (27%) indicators have a red status (performance has declined by 5% or more).
- 5.3 New performance data is not available for 4 measures. This includes 2 measures that were sourced from the 'Our Place Our Future Survey' in 2017 (this survey has not yet been repeated) and measures on SIMD datazones and social isolation, where no new data is available. In addition, data has been established for the first time for 2 performance measures extracted from a Citizens' Panel Survey in 2018. As trend information is not yet available, no RAG status has been allocated to these measures.
- 5.4 Examples of performance measures that improved in 2018/19 include:
- The gross weekly pay for employees living in Inverclyde in 2018 was £3.60 higher than the national average - £566.30 compared to £562.70
 - The percentage of 16-24 year olds that are in employment increased by 5%, from 55% in 2017 to 60% in 2018
 - The percentage of unemployed people assisted into work from Council operated / funded employability programmes increased from 17% in 2016/17 to 21% in 2017/18
 - The average tariff score for pupils in SIMD 1 and 2 has increased by 22 points from 695 to 717 and is better than the Scottish average of 665
 - The percentage of workless households has fallen from 25% in 2016 to 22% in 2017, reducing the gap between Inverclyde and the national average from 7% to 4%.
 - A reduction in the alcohol related mortality rate from 42.5 (per 100,000 population in 2016) to 37.9 (rate per 100,000 population in 2017)
 - CO₂ emissions have decreased by 4.2 tonnes per capita (n.b 3 year data time lag)
 - Waste recycling levels improved further, from 53.4% in 2016/17 to 57.2% in 2017/18, an increase of 3.8%
 - There was a 4.8% increase in the number of mobile / web / other transactions in 2018/19
 - The sickness absence target of 9 days was achieved

5.5 Examples of performance measures where there was no improvement in 2018/19 include:

- Overall negative population change between mid-2017 and mid-2018
- A 7% reduction in the percentage of Citizens' Panel respondents who feel they can influence decisions affecting the local area
- A reduction in the percentage of adults supported at home who agree that it helped to maintain or improve their quality of life, falling from 88% in 2016/17 to 76% in 2017/18
- A widening of the gap in life expectancy for both males and females in Inverclyde when compared to overall life expectancy levels in Scotland
- An increase in the rate of drug related hospital stays per 100,000 population from 279.5 (2013/14 - 2015/16) to 304.4 (2014/15 - 2016/17)
- A fall in the percentage of residents satisfied with their nearest greenspace from 73% in 2016 to 68% in 2017
- A fall in the percentage of adults attending cultural events from 77% in 2016 to 73% in 2017
- A 5% reduction in the percentage of Citizens' Panel respondents who feel that Council services are good value for money

5.6 The Plan also details some of the Council's achievements in 2018/19, including:

- The development of an Inverclyde Repopulation Strategy and Action Plan
- The ongoing development of the City Deal projects
- The implementation of automated payments to help tackle child poverty
- The establishment of the 'Au-some libraries' project
- The award winning Inverclyde Homes 1st project
- The establishment of the Great Place Scheme
- The achievement of the highest ever level of council tax collection
- The implementation of a new Pay and Grading Model

5.7 This Annual Report is just one element of the Council's strategic planning and performance management framework. Another element is the annual SPI / KPI report which this Committee will consider in the autumn. A review of the SPIs/ KPI framework took place earlier this year to ensure that the key performance indicators continue to be fit for purpose; are linked to the Corporate Plan organisational priorities and meet Audit Scotland's criteria for public performance reporting. The refreshed indicator set will be presented to this Committee on 19 November 2019.

5.8 Both performance reports aim to provide a range of information that enables Elected Members and the public to make an informed judgement on the Council's progress in delivering its organisational priorities and in turn, the delivery of improved outcomes for residents.

5.9 As a result of this first annual review, it has been identified that the Corporate Plan priorities could be further enhanced to reflect the Council's commitment to the provision of high quality education and lifelong learning at every stage of life. It is therefore recommended that, for the remainder of the term of the Corporate Plan (2019/22), minor amendments be made to the organisational priorities, as noted below:

OP1: to promote Inverclyde to both residents and visitors alike, as a great place to live, work, study and visit

OP3: to grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs and lifelong learning.

The Committee is asked to approve this amendment to the Corporate Plan organisational priorities for 2019/20 onwards.

6.0 IMPLICATIONS

6.1 Financial Implications - One off Costs

Cost centre	Budget heading	Budget year	Proposed spend this report	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

Financial Implications - Annually Recurring Costs/(Savings)

Cost centre	Budget heading	With effect from	Annual net impact	Virement from (if applicable)	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

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

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

6.4 Equalities: The Corporate Plan Annual Report 2018/19 is strategic document, therefore it is difficult to anticipate any negative impact it might have on protected characteristics.

6.5 Repopulation: The Annual Report sets out the progress made towards the delivery of the strategic objective of repopulation.

7.0 CONSULTATION

7.1 The Extended Corporate Management Team was asked to identify areas of good practice, service innovation and improvement for inclusion in the Annual Report.

8.0 LIST OF BACKGROUND PAPERS

8.1 None.

Inverclyde Council

Corporate Plan 2018/22



Annual Report 2018/19

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Introduction

This is the first Annual Report on Inverclyde Council's Corporate Plan 2018/22. It highlights the activities and achievements that have been made over the first year of the Plan, which was published in June 2018.

2018/19 was a period of further change for Inverclyde Council with the implementation of yet more budget savings and the first phase of a management restructure, whilst at the same time, delivering major national initiatives such as City Deal and progressing new and innovative ways of working, such as a Shared Service for our Transportation and Roads service.

This Annual Report aims to provide an overview of some of the activity that the council has undertaken in the past year to deliver each of its ten organisational priorities. Overall, good progress has been made towards meeting our 2022 targets for the majority of our priorities, but there are significant challenges ahead in delivering our ambitions for the area. This report provides details of these and highlights where particular achievements have been made in the form of case studies, as well as up to date performance information, to help you assess our progress. We have used a red, amber, green status for our performance indicators to highlight where progress towards targets is on track (green); where there has been some slippage (amber), or where there has been significant slippage (red).

We recognise that the complex nature of our organisational priorities means that these can only be delivered in the longer term if we are to achieve the Council's vision of **Getting it right for every child, citizen and community**. Reviewing our progress on an annual basis helps to ensure that our priorities continue to be aligned with what our residents have told us matter to them and that they reflect new opportunities, emerging issues or areas of need. It also helps us to measure whether we are making a positive difference in improving the lives of those living in Inverclyde.

As a result of this first annual review, it has been identified that our organisational priorities could be further enhanced to reflect the Council's commitment to the provision of high quality education at all stages of life. For this reason, from 2019/20 our organisational priorities will be adapted as follows:

OP
01

To promote Inverclyde to both residents and visitors alike, as a great place to live, work, study and visit

OP
03

To grow the local economy in a way that creates opportunities for all our residents, including access to good quality jobs and lifelong learning

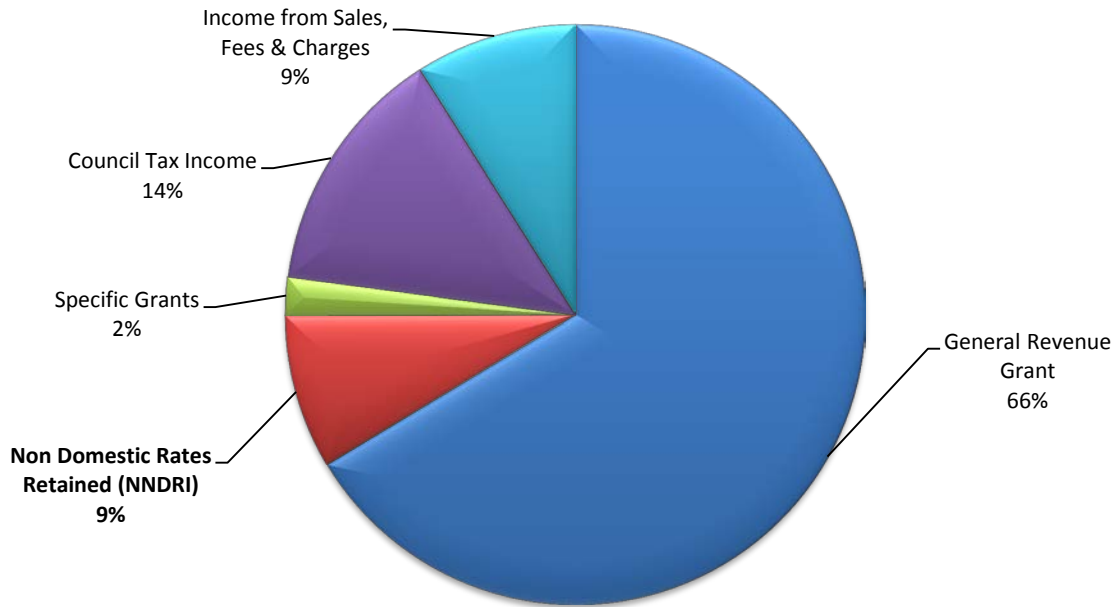
This report is just one way in which the council aims to keep citizens' informed of how it is performing. You can find more information on how the council is performing across a range of areas on our performance pages which you can find by clicking on the link below:

<https://www.inverclyde.gov.uk/council-and-government/performance>

The Council's Finances

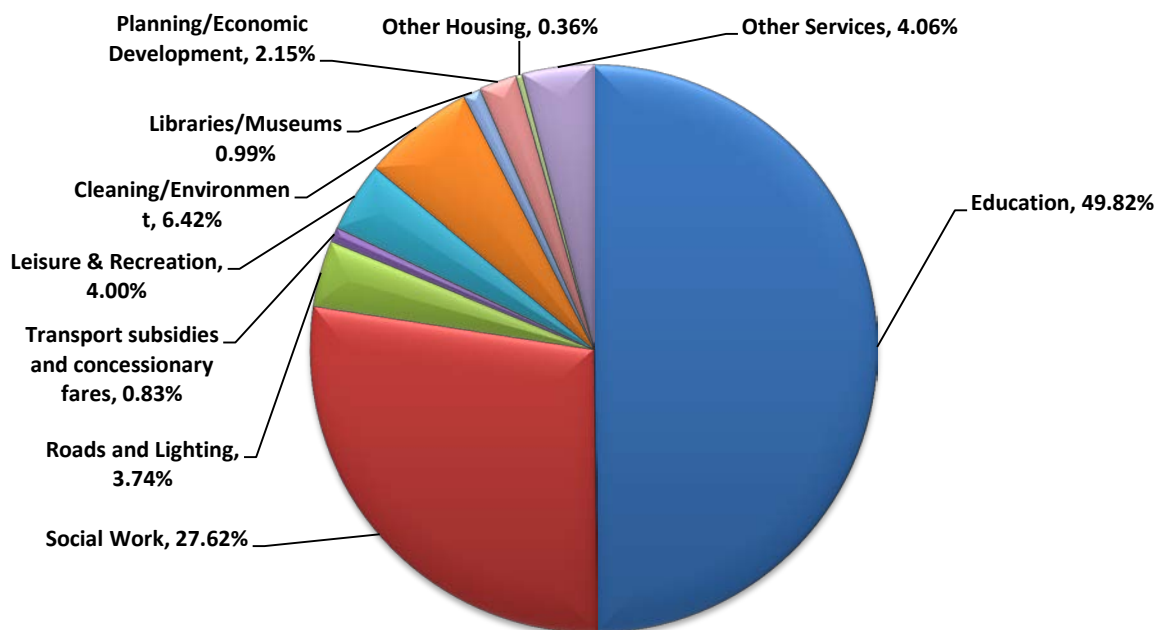
Where our money comes from

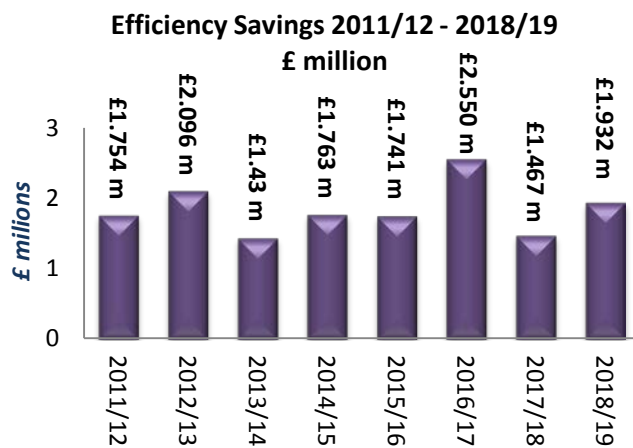
In 2018/19 approximately 86% of our funding came from Government grants / fees and charges with just over 14% from Council Tax.



What the money was spent on (£m)

In 2018/19 the Council had a budget of £190.4million. Around half of this budget was spent on Education Services to ensure that our children and young people have the best start in life. The next largest proportion of our budget is allocated to Social Work Services, which supports the most vulnerable residents.





The Council delivered a further recurring efficiency saving of £1.932 million, bringing the total amount of savings to £21.5 million since 2008/09. There are plans to deliver a further £1.88 million by 31 March 2020.

This helps the Council to protect front line services at a time of ongoing reductions in funding.

2019/20 Budget

The Council has agreed savings of almost £7million in the next two years. As part of this, the Council will lose 58 posts. The budget includes £3.6 million of investment proposals and a four year capital programme for the year of over £71 million.

The budget savings agreed included reduced opening hours to the council's museums, service reductions in community learning and development services and additional charges for seasonal garden waste uplifts.

The budget also included additional areas for investment including:

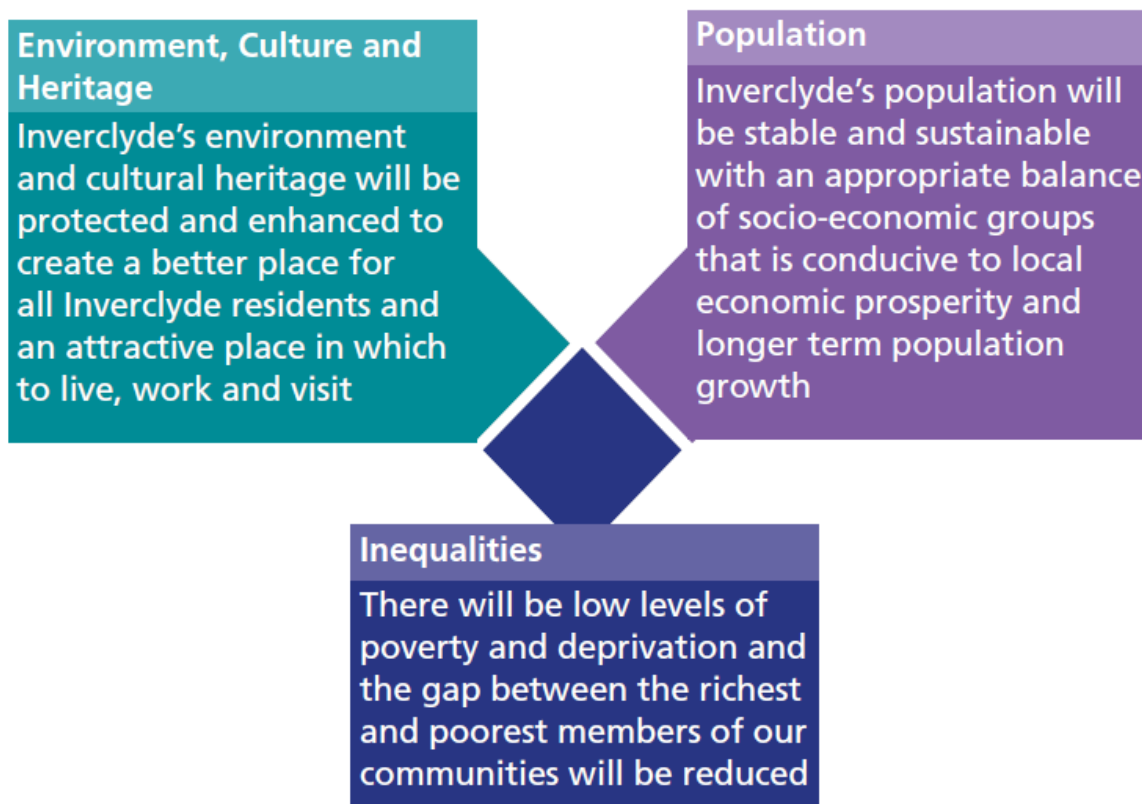
- Franks Law, which provides free personal care for under-65s.
- The expansion of free school meals to all children in Inverclyde in primary four
- Funding for the roll out of the 1,140 free hours of childcare and early learning
- Provision of free sanitary products
- A further allocation of resources towards the Clune Park Regeneration Plan to achieve completion of the acquisitions within the Clune Park area.
- Increased maintenance funding for roads, in addition to the Roads Asset Management Plan
- The allocation of funding towards the play areas strategy
- A Year of the Young People Legacy Fund
- The establishment of a conservation area and listed buildings grant to help houses which are listed in a conservation area become energy efficient
- Seed funding for active travel within Inverclyde

Our organisational priorities

The Council's organisational priorities are aimed at delivering improved outcomes for all residents and are underpinned by the feedback we received from our communities about the things that are most important to them. We also gathered and analysed performance data on a wide range of issues which helped us to identify particular areas of need locally.

Our priorities are ambitious and aspirational and reflect the range of challenges that face our area. We want to improve the lives of all the residents of Inverclyde however, as a Council we have a particular responsibility to our residents to tackle inequality and support those who are living in poverty and those who are vulnerable or disadvantaged.

As a key community planning partner, the Council has a central role to play in supporting the work and aspirations of the Inverclyde Alliance and this is reflected in a number of our organisational priorities. The Inverclyde Alliance has three strategic priorities, which are set out in the Inverclyde Outcomes Improvement Plan (IOIP). The IOIP is a high level, strategic Plan that describes how partners will work together to improve local outcomes and tackle inequalities. The three partnership priorities are shown below.



The diagram below shows how the Inverclyde Alliance strategic priorities and Inverclyde Council organisational priorities, which support the delivery of the Inverclyde Outcomes Improvement Plan link together, and how the Council's service delivery will enable this to happen.



1. To promote Inverclyde to both residents and visitors alike, as a great place to live, work and visit

What do we want to achieve?

Inverclyde is regarded as a great place to invest, live, work and visit by both those who live here and those who live outwith the area

To stabilise the population of Inverclyde

To enhance the image and reputation of the area

To improve residents' satisfaction with living in the area

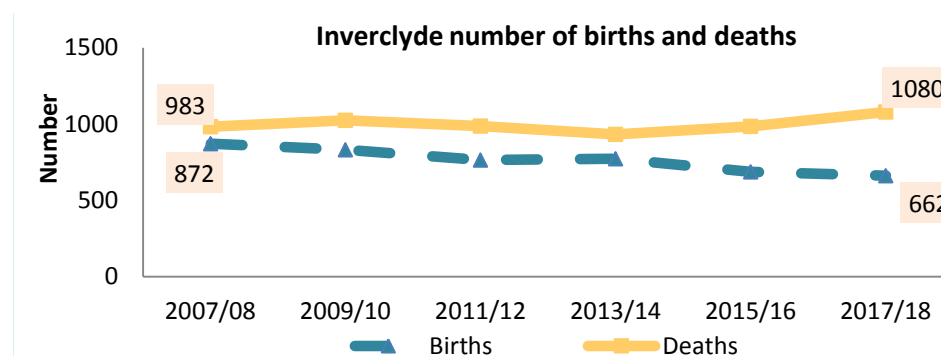
To reduce the number of young people leaving the area by providing more opportunities locally

To increase a sense of civic pride

How are we doing?

The latest mid-year population figures estimate Inverclyde's population to be 78,150 (as at 30 June 2018), which is a 610 (-0.77%) decrease compared to 2017. Inverclyde however is not the only area in Scotland to have experienced depopulation in the past year with 13 other Scottish councils also having an estimated population decline in the year mid-2017 to mid-2018.

In recent years the biggest driver of population decline has been the result of negative natural change due to the number of deaths being significantly higher than the number of births. This also reflects the national trend, where the number of deaths has been higher than births in Scotland for the past 4 years.



A Re-population Strategy and Action Plan has been developed aimed at increasing the population of the area by attracting more people to move in and stabilise, or reduce, the number of people moving out. Tourism also has a vital role to play and Inverclyde is well placed to capitalise on this with a growing number of cruise ship passengers providing a perfect opportunity to positively market the area.

Improving the health of the local population will help to reduce premature mortality rates and we will continue to work closely with the HSCP on this.



Our Performance Measures

<p>In-migration 2018</p> <p>1,470 people moved into Inverclyde between mid 2017/18</p> <p>Down 48 from 2017 amber</p>	<p>Out-migration 2018</p> <p>1,650 residents left the area between mid 2017 – 2018</p> <p>Up 142 from 2017 red</p>	<p>Place to Live (Citizens' Panel)</p> <p>74% of residents are satisfied within Inverclyde as a place to live (2018)</p> <p>No change from 2016 green</p>	<p>Satisfaction levels (Citizens' Panel)</p> <p>36% of residents have considered leaving Inverclyde (2018)</p> <p>First year of data no RAG status</p>	<p>Quality of Life (Citizens' Panel)</p> <p>47% of residents agree that their life is better than 5- 10 year ago (2018)</p> <p>First year of data no RAG status</p>	<p>Gross weekly pay</p> <p>Gross weekly pay for employees living in the area is £566.30, £3.60 above national average</p> <p>Above national average green</p>
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Inverclyde Repopulation Strategy and Action Plan

The drivers of population decline are complex and often linked. Towards the end of 2018, the council and the Inverclyde Alliance, commissioned research to develop a robust evidence base that would support the development of a Re-population Strategy and Action Plan to tackle these challenges.



The overarching objective of the research was to develop a strategy that will halt the decline in population in the short term and seek to promote a population increase in the longer term, to help ensure a prosperous future for the area.

This study highlights a wide range of indicators such as economic activity, skills profile and other local information and assesses the cause and scale of the demographic challenge, recent economic trends and

Greenock Ocean Terminal

As part of the Glasgow City Region City Deal, plans are progressing to create a dedicated cruise berth that will boost the capacity at Greenock Ocean Terminal for cruise ships and enable the Glasgow Metropolitan City Region, and the rest of Scotland, to realise its potential as a marquee cruise destination.

It is estimated that over 150,000 passengers could pass through Greenock Ocean Terminal, delivering £26 million in annual visitor and crew spend to the local economy.

In addition to this, plans have been developed for a new state of the art visitor centre at Greenock Ocean Terminal; a purpose built gallery celebrating the work of Inverclyde resident sculptor, George Wylie and a new restaurant which will have panoramic views across the Clyde.

Tourism Strategy

In August 2018, Inverclyde Council, along with other councils in the Glasgow City Region agreed a Tourism Strategy.

The strategy forms part of the collaborative work being delivered through the joint Glasgow City Region economic strategy which sets out a range of measures to grow the economy, jobs and business and marks a commitment to work together to boost tourism by increasing visitors by 1 million by 2023, for the benefit of all the areas in the Region.

The vision of the Tourism Strategy is to build a strong, inclusive, competitive and outward looking tourism sector, which delivers high quality, value for money and a memorable visitor experience.

the area's assets and connectivity. The Strategy and Action Plan has been approved by the Alliance Board and the Action Plan is being led by the Inverclyde Alliance Population Partnership.

Together, these will provide a year round attraction for visitors to Greenock and Inverclyde.

Inverclyde Council has been appointed as the portfolio lead for tourism and destination marketing.



An artist's impression of the new visitor centre, art gallery and restaurant at Greenock Ocean Terminal

2. To work collaboratively to enable strong, connected, and empowered communities, particularly in areas of deprivation, so that residents have influence and control over the things that matter to them

What do we want to achieve?

With our partners and communities, establish locality partnerships and action plans which focus on giving communities a voice, building capacity and reducing deprivation

Residents feel supported to become involved in local decision making and in shaping local priorities and services

To increase the number of residents, particularly in areas of greatest deprivation, who feel they have a sense of influence and control over their own future

To increase lifelong learning opportunities for residents, helping individuals to develop the knowledge, skills and attributes to achieve their potential

To increase levels of community participation, engagement and volunteering

To increase the number of residents who feel safe

How are we doing?

With our Alliance Board partners, work has been ongoing to establish a robust framework for locality planning in Inverclyde, with a focus on tackling deprivation, ensuring that this closely aligns with the Health and Social Care Partnership's own locality planning arrangements.



To enhance decision making power at a local level, a participatory budgeting (PB) scheme, comprising of £50,000 for each ward was agreed in August 2018. It was for residents in these areas to come up with ideas on how budget can be spent. 36 applications were received and a voting system was put in place to identify the most popular local initiatives.

Our Community Learning and Development Service was formally inspected by Education Scotland in January 2019. The inspection feedback was very positive. Amongst the strengths noted was a strong culture of mutual support amongst organisations and groups and an evolving youth voice in Inverclyde.

Despite financial pressures, funding continues to be earmarked for the Inverclyde Citizens' Panel. The Panel is surveyed twice a year to gather views on a range of issues, including health and wellbeing to satisfaction with Council services and facilities. The feedback is analysed at both Inverclyde level and for respondents living in the 15% most deprived areas to help identify particular issues in those areas. This feedback helps the council to identify areas for improvement.

Our Performance Measures

Influence and Control (Citizens' Panel)

30% of residents feel they can influence decision affecting the local area (2018)

Down 7% from 2016
red

Influence and Control (Citizens' Panel)

40% of residents are satisfied with the way the Council takes their views into account consideration when decision making (2018)

No change from 2016
amber

Identity and Place (Our Place, Our Future)

53% of residents are satisfied that they have an identity of place and feeling of belonging (2017)

No new data
no RAG status

Feeling safe (Citizens' Panel)

68% of residents agree that they feel safe in their neighbourhood after dark (2018)

Down 5% from 2016
red

Increased capacity

85% of community organisations in disadvantaged communities increased their capacity in the last year

Up 5% from 2017/18
green

Volunteering

25% of the population volunteered in 2017, 3% lower than the national average

Below national average
amber

Locality Planning

Work is ongoing with partners in the Inverclyde Alliance to deliver better outcomes for areas in Inverclyde that experience the greatest inequality.

Initially, three areas have been identified where partners will adopt a targeted approach – Port Glasgow, Greenock East and Central and Greenock South and South West.

Work has been ongoing to inform the locality plans for these areas, at the heart of which lies consultation and engagement with the communities living in these areas. Discussions with members of the south / south west locality took place in December 2018 which provided the opportunity to discuss in more detail the issues

Inverclyde's Volunteering Strategy



In Inverclyde it is estimated that 25% of adults volunteer through an organisation or group, just below the national average, 28%.

Volunteering has proven benefits to the beneficiary, the volunteer and society more widely. Whilst it is impossible to quantify the social impact that these volunteers make to society, it is estimated that in Inverclyde in 2016, 3 million volunteer hours were delivered, amounting to an estimated financial contribution of £47 million (*source: Volunteer Scotland*).

In recognition of this, Inverclyde Council and

#ClydeConversations3

The third annual #ClydeConversations conference for young people in Inverclyde took place in February 2018, with a follow up event held in November, to mark the Year of the Young People 2018.

Both events were planned, delivered and evaluated by a steering group of young people representing the secondary schools from across the authority. The February event brought together over 80 pupils from all our secondary schools who took part in a variety of workshops on the day. The themes of the workshop were identified by the young people based on the issues that affect them.

highlighted in the 'Our Place, Our Future' survey.

The next stage is to organise community led locality planning development sessions for all localities, planned for August 2019. These sessions will be designed to bring together community groups and individuals to build capacity and capability to facilitate the development of locality plans.

partners have developed a Volunteer Strategy for Inverclyde, which is currently in draft form. The strategy aims to develop the culture of volunteering in Inverclyde, recognising the importance of people helping each other as a foundation of a compassionate society. The aim of the strategy is to increase levels of volunteering in Inverclyde to match national levels by 2023 and to increase further, so that Inverclyde is in the top quarter of Council areas for volunteering by 2028. A separate action plan is currently being developed to sit alongside the strategy.

During the event young people were able to discuss what changes or improvements they believe could be put in place. It also provided the opportunity for officers from the council and our partners to discuss the concerns of young people directly with them.

An action plan has been created as a direct result of the event and partners will be held accountable for the delivery of these, demonstrating to our young people that they are involved in real and meaningful participation to effect change.



3. To grow our local economy in a way that creates opportunities for all our residents, including access to good quality jobs

What do we want to achieve?

Maximise the opportunities arising from the Glasgow and Clyde Valley City Deal for the benefit of local residents and businesses

Inverclyde's workforce has the required skills and knowledge to adapt to the demands of a changing economy and meet the needs of employers

To increase the number of unemployed people who move into jobs, training or further education

To increase the number of young people participating in education, training or employment

To provide targeted support for those people who are furthest from the labour market

To increase business density and survival rate

To reduce the percentage of the population with no qualifications

How are we doing?



The Glasgow City Region City Deal continued to be a major focus of activity for Inverclyde Council over the past year, with progress being made towards the delivery of our three City Deal projects. It is anticipated that the delivery of these projects will deliver huge benefits for residents, communities and businesses in the area.

The skills level of a workforce is a key factor in economic performance and competitiveness and levels of qualification provide some measure of this. In Inverclyde in 2018, 13.6% of the working age population had low or no qualifications compared to the Scottish average of 10.7%. Whilst performance in this area is poorer than the Scottish average, there has been an improvement since 2016 when 17.2% of Inverclyde's population had low or no qualifications.

Inverclyde has consistently ranked in the top quartile of all councils for the percentage of people assisted into work from council operated / funded employability programmes over the past 6 years, according to the Local Government Benchmarking Framework. In 2018/19 our employability programme supported approximately 1,500 residents. By improving the skills profile of our population, we aim to enhance our economic reputation to prospective employers. We also helped to strengthen the local economy by providing support to 250 small and medium sized local businesses through our Business Development service.

Our schools have improved in their ability to define appropriate pathways for young people in their senior phase. Linked to the work on Developing Inverclyde's Young Workforce, employability skills are increasingly prominent through the Broad General Education and into senior phase and more pupils are now registered for My World of Work.

Our Performance Measures

Employment Rate

60% of 16-24 year olds are in employment (2018)

Up 5.2% from 2017
green

Assisted into work

21% of unemployed people were assisted into work from Council operated / funded employability programmes (2017/18)

Up 4% from 2016/17
green

Satisfaction levels (Our Place Our Future)

36.4% of residents are satisfied with work and local economy (2017)

No new data
no RAG status

Participation measure

91.6% of young people participated in education, training or employment (2018)

Down 0.3% from 2017
amber

Task Force

The announcement that global manufacturer Diodes had taken over the former Texas Instruments plant in Greenock was arrived at after a great deal of work behind the scenes, with Inverclyde Council leading a Task Force that was created after the closure announcement by Texas Instruments. The closure of the company would have resulted in the loss of hundreds of jobs to Inverclyde.

In response to the closure announcement, a Task Force was established by Inverclyde Council and included councillors and Scottish Government ministers amongst others. In February 2019, it was announced that the plant and employees would transfer to new owners, Diodes Incorporated.

This was the second Council led Task Force created

Apprenticeships for school pupils

Despite a proven track record in helping young people gain skills and employment through the Modern Apprenticeship Programme, it was recognised that the entry level requirements for Apprenticeships can be a barrier for some of our young people.

Following discussions with partners as to the most effective way to address this, a pilot has been devised that will provide an opportunity for 12 S4 pupils to take part in a more vocational skills route, linking with West College Scotland, local employers and third sector organisations to provide a varied programme of activity, incorporating Accredited Training, Citizenship and Employability accreditation.

Inchgreen Industrial Hub

Following the development and approval of a strategic business case, plans are progressing to create a £9.4 million deep-water industrial hub at Inchgreen, Port Glasgow, as part of the Glasgow City Region City Deal.

The strategic business case envisages that Inchgreen will become home to a training facility for the fishing industry, a facility for building fishing boats, a fish processing plant and a marine manufacturing facility.

The remainder of the site will be designated for heavy marine operations to unlock its potential for a wider range of users. The main elements of the project involve land purchases, clearing

in recent years, the first being with Ferguson Marine, which helped to ensure that shipbuilding remained in Port Glasgow. Both have been successful in securing jobs that were under threat and encouraging the creation of private sector jobs in the area.

The pilot is due to commence in August 2019 and the anticipated outcomes for our young people include increased confidence and knowledge; citizenship certification; accreditation in core skills as well as next stage vocational skills attainment and work experience.

up the site, upgrading the quay, improving the infrastructure that serves the site including access roads and utilities etc. and constructing a ship fabrication shed.

The project has the potential to create a range of new employment opportunities in the area.



4. To reduce the prevalence of poverty in our communities, with a particular focus on reducing child poverty

What do we want to achieve?

To develop a targeted approach to tackling poverty and inequality, delivered with partners and communities, through the establishment of locality partnerships

To reduce the percentage of children living in poverty

To reduce overall levels of multiple deprivation

To close the poverty related attainment gap for children and young people

To support families to maximise their income

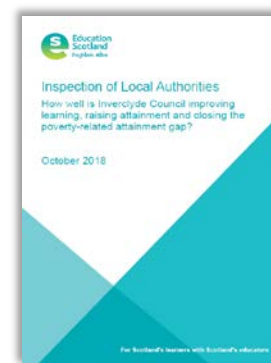
To decrease the proportion of workless households



How are we doing?

Recent figures published by End Child Poverty (2019) estimate that around 1 in 4 children in Inverclyde are living in relative poverty, rising to 1 in 3 in some of our communities. This is a small improvement on the previous year, however we fully recognise that more needs to be done.

An Inverclyde Child Poverty Action Group was established by Inverclyde Council, comprising of a wide range of partners to look at new ways to tackle poverty locally and the sharing of data and resources. This group oversaw the production of an Inverclyde Local Child Poverty Action Report which sets out what all partners in Inverclyde are doing to tackle child poverty and what we plan to do in the coming year. In October 2018 a dedicated event was held, the first of its kind locally, where 103 people from services and organisations came together to discuss the eradication of child poverty locally and the actions that should feature in the Local Child Poverty Action Report.



Closing the attainment gap, raising ambition and reducing inequalities is intrinsically linked with child poverty. An inspection by Education Scotland in 2018 focusing on 'How well is Inverclyde Council improving learning, raising attainment and closing the poverty-related attainment gap?' found that we are making very good progress in improving learning, raising attainment and narrowing the poverty-related attainment gap.

Moreover, Inverclyde's approach was described both as life-changing and sector leading.

Our Performance Measures

Relative Poverty

25% of children and young people are living in relative poverty (2017/18)

Down 2% from 2016/17
green

Tariff Scores

The average tariff score of pupils living in SIMD 1 and 2 was **717**. National average is 665 (2017/18)

Up 22 pts from 2016/17
green

Workless Households

The % of workless households in Inverclyde in 2017 was **22%**. Gap with the national average has reduced from **7%** (2016) to **4%** (2017)

Down by 3% in 2017
green

SIMD 20% datazones

44% of local datazones are in the 20% most deprived in Scotland

No new data
No RAG status

Fuel Poverty

31% of the population are living in fuel poverty (2015/17)

Down 7% from 2014/16
green

Implementation of automated payments

In developing the Local Child Poverty Action report, it was identified that the application process for school clothing grants, free school meals and Education Maintenance Allowance can act as a barrier to some families, with the result that they do not claim the benefit that they are entitled to. This is because the family may not be aware of, or confident in completing the application form.

Discussions across a number of services, including Education, Revenues and Benefits and Corporate Policy have taken place to discuss the most effective way to address this and to explore how information currently held by Council Tax for the purposes of Council Tax reduction, could be used to provide

Digital Debt Chat

In September 2019, a new digital 'chat' facility went live to provide residents in Inverclyde with the chance to get real time help with debt. This is thought to be the first time that such a facility has been used by a Scottish council to provide money advice.

The new service allows anyone that is worried about debt to chat online to a money advisor who can provide help and advice that meets the needs of individual circumstances. The aim of the service is to deliver debt and benefit advice for people living and working in Inverclyde and can be accessed through the 'Advice and Benefits' service on Inverclyde Council's

Cost of the school day

The 'Cost of the School Day' initiative specifically looks at ways in which to minimise costs and support families on low incomes to overcome financial barriers to participation and learning. Awareness raising sessions have been carried out with the Head Teachers of all Inverclyde schools and as a result, new projects have been adopted to reduce the cost of the school day, including:

- The purchase of additional PE kits
- Uniform swaps / banks
- A reduction in the number of non-uniform days with no set donation;
- A reduction in fundraising events; and

automated payments to those eligible families. This would ensure that they receive these benefits without the additional requirement to complete the application forms, with the aim of increasing the uptake of these grants / benefits to eligible families and maximising household income.

website.

The 'live chat' pilot has been funded by the Scottish Legal Aid Board and The Money Advice Service and is delivered by the Inverclyde HSCP Advice Service Team.

- Offers of support for school trips to ensure opportunity for all.

There has also been training for 'Cost of the School Day Champions' who will raise awareness amongst staff, parents and carers within the school community.



Inverclyde 'Every Child, Every Chance' Event

5. To safeguard, support and meet the needs of our most vulnerable families and residents

What do we want to achieve?

To prioritise and invest in early intervention and prevention approaches

To continue to develop inter-agency approaches to improve safety and wellbeing

To protect all our vulnerable children, young people and adults from all forms of abuse, harm and neglect

To improve opportunities and outcomes for our looked after children and young people so that they achieve their full potential

To assist our most vulnerable adults to live as safely and independently as possible in their community and have influence and control over their care and support

To ensure that our carers feel that their needs are supported



How are we doing?

The most important role that we have is to keep our residents safe, to meet the needs of our most vulnerable citizens' and as a Corporate Parent, to ensure we improve the lives of our looked after children.

Despite a very small increase in the percentage of looked after child with more than 1 placement in the past year, our performance was the second best in Scotland, demonstrating our commitment to providing our looked after children with a safe, stable and secure place to live. We also implemented processes to support care leavers and refugees to ensure that exemptions for council tax are automatically in place, working closely with HSCP for both vulnerable groups.

In support of the our aspiration to become an 'Autism Friendly Authority' an Additional Support Needs Forum was piloted in 2018 and two primary schools were supported to achieve 'Communication Friendly' status. The learning from this pilot will be shared across Inverclyde schools in 2019/20. We also re-launched our 'Positive Relationship Positive Behaviour' (PRPB) policy in schools, which is a significant contributory factor in keeping exclusion rates in Inverclyde significantly below the national average.

An Adult Support and Protection Learning and Development Strategy 2018/20 was implemented by the HSCP during the year.

We launched a Deposit Guarantee Scheme in early 2019 to help support people at risk of becoming homeless and on low incomes. Under the scheme, the Council guarantees to pay the deposit on a privately rented home up to a maximum value of £650, with the aim of preventing homelessness and minimising the use of temporary accommodation for individuals and families.

Our Performance Measures

Community Placements

86.4% of looked after children are cared for in a community setting (2017/18)

Down 1.18% from 2016/17
amber

Number of placements

13.57% of looked after children had 1 or more placement in the last year (2017/18)

Up 0.27% from 2016/17
amber

Rating of adult care

83.46% of adults receiving social care or support who rate it as good or excellent (2017/18)

No change from 2015/16
green

Quality of Life

76.6% of supported at home adults agree that it was helped maintain or improve their quality of life (2017/18)

Down 11.8% from 2015/16
red

Carers

40% of carers feel supported to continue their caring role (2018)

Down 3% from 2016
amber

Champions Board

The Inverclyde Proud2Care group, which is a network of vibrant children, young people and care leavers, was a key building block in the establishment of an Inverclyde Champions Board, facilitated by the Inverclyde HSCP successfully securing 3 year funding from the Life Changes Trust to establish the Board. The Champions Board was launched in April 2018 to coincide with Year of the Young People.

The overall aim of the Inverclyde Champions Board is to improve the life chances of care experienced young people within the wider community. The model that has been adopted is aimed at empowering young people to have a real say in all areas of their lives. It provides a forum for care-

Partnership with Carers

Following the implementation of the Carers (Scotland) Act on 1 April 2018, Inverclyde was the first Council in Scotland to waive all charges for respite and short breaks for carers and young carers, which provides direct benefit to over 250 carers and their families.

In addition, to enhance our support for all carers Inverclyde has:

- Commissioned Your Voice to develop a range of carer engagement opportunities
- Supported Inverclyde Carers Centre to develop Carer Awareness Training to promote the rights of carers across the workforce as we move to full implementation of the Act

Au-some libraries

Inverclyde Council set up Scotland's first autism friendly library service as part of its Au-some libraries project.

In 2018, following feedback from young people with autism, a successful bid for £9,000 funding was made to the Public Library Improvement Fund to provide and improve autism friendly access to resources and services within the libraries.

The funding was used to provide training in Makaton sign language to help non-verbal children; stress relievers; sunglasses and ear defenders to prevent sensory overload; books about autism and books specifically for

experienced young people to meet with key decision makers, service leads and elected members to influence the design and delivery of services that directly affect them.

The Board meets formally twice a year and in-between times, young people and their families are heavily involved in effective changes in all areas of their lives; their health and wellbeing, education and their transition into adulthood that includes training, job opportunities and a home.

- Funded a Carer's Passport Card to support increased identification of carers, linking to a 'Carer Friendly Inverclyde' by encouraging local organisations to offer community and commercial discounts for carers
- Support Financial Fitness to provide an outreach advice service for carers engaging with Inverclyde Carers Centre
- Support Inverclyde Carers Centre to provide emotional support to carers

children who are on the autistic spectrum. Colour coded floorplans for all of our six branches have also been introduced as well as dedicated autism friendly sessions, Au-some Afternoons and Autism awareness, Makaton and Social Stories training for staff.

An Au-some Libraries brand was created to increase the visibility of the project and is incorporated within all promotional material. Library staff also wear Autism Awareness wristbands to highlight their knowledge and understanding of autism.

7. To improve the health and wellbeing of our residents so that people live well for longer

What do we want to achieve?

Our residents have improved health outcomes

Health inequalities between our most and least deprived communities are reduced

Our residents are supported to lead active, independent and healthier lives and be more self-reliant for their own health and wellbeing

Our residents have access to the right treatment, care and support services when they need them, in ways that are effective and personalised

To further embed our Dementia Friendly Inverclyde approach

To reduce the percentage of older residents who feel that they are socially isolated



How are we doing?

The overall health profile of the population of Inverclyde continues to be poorer than that of Scotland as a whole, although it is an improving picture e.g. life expectancy for both males and females at the age of 65-69 has improved at a faster rate in recent years than the national average.

The 'Compassionate Inverclyde' project received national recognition, winning a special Judges Award in the 'Excellent People Excellent Outcomes Category' at the COSLA 2018 awards. The project is based on the premise of ordinary people doing ordinary things to enhance the wellbeing of the community as a whole, including tackling social isolation and loneliness. Inverclyde was also the first place in Scotland to be included on the list of Compassionate Cities.

Healthy lifestyles begin with our children and a core aim of Active Schools is to introduce children and young people to physical activity, and minimise the barriers to participation. 4 primary schools were awarded the sportscotland School Sport Gold Award for innovation and achievement in delivering school sport in 2018 and a further 6 primaries achieved Silver.

Our holiday lunch clubs are designed to provide an environment for children and their families to have fun and relax as well as receive a nutritious lunch, promoting improved health and wellbeing. The clubs offer access to family support workers, arts, crafts, library books and cooking courses. In total 9,773 residents attended a holiday lunch club in 2018.

A large proportion of our employees live in Inverclyde and we are committed to their positive health and wellbeing. This commitment was recognised in the Council, jointly with the HSCP, successfully maintaining the Healthy Working Lives Gold Award in 2018.

Our Performance Measures

Life Expectancy

Life expectancy for Inverclyde males is **1.8 years** lower than the national average and **1.4 years** for females (2014/16)

Gap has widened by 0.3 years males & 0.4 years females
red

Alcohol related mortality

The alcohol related mortality rate is **37.9** (rate per 100,000 population) (2017)

Down 4.6 from 2016
green

Drug related hospital stays

304 drug related hospital stays (rate per 100,000 population) (3 year aggregate 2014/17)

Up 24.9 since 2013/16
red

Social Isolation

8% of older residents reported social isolation

No new data available
no RAG status

Self Directed Support

Self directed support spend on adults 18+ accounted for **5.6%** of total social work spend (2017/18)

Up 0.7% from 2016/17
green

Inverclyde Homes 1st



The Inverclyde Homes 1st project is a sector leading approach that has reduced hospital bed days lost through delay. Homes 1st won the Special Judges Award of Excellence at the NHS Greater Glasgow and Clyde awards. This was only the 4th time in the 8 years that the Chairman's Awards have been running that the Special Award of Excellence had been presented.

The project aims to deliver health and social care in the home or community and maintain an individual's independence wherever possible by providing services that are planned and delivered as close to

Active Travel Strategy

The increase in sedentary lifestyles over the last few decades has been detrimental to physical health and mental wellbeing as well as the local environment.

Inverclyde Council's Active Travel Strategy (ATS), was approved in August 2018 and sets out the Council's commitment to promoting and investing in active travel. The strategy vision is "To make active travel a realistic, convenient and attractive choice for everyone to make everyday journeys in Inverclyde".

Through the implementation of the strategy we

Dementia Friendly Inverclyde

Inverclyde has a higher than average ageing population and the numbers of people living with dementia are expected to rise over the next 20 years. The shared vision of Inverclyde Council and the HSCP is of a 'Dementia Friendly Inverclyde' and in support of this, Inverclyde Council invested an additional £100,000 in 2018 to help increase awareness and reduce the stigma of dementia.

The additional investment was aimed at building on the work already carried out, including Gourock being the first town in Inverclyde to be named dementia friendly,

them as possible by a team including occupational therapy, home support, social workers and pharmacy.

By utilising the Home 1st approach, Inverclyde has reduced the number of bed days lost to delayed discharge in 2018/19 by nearly 50% on the previous year, from 1609 in 2017/18 to 835 in 2018/19.

aim to increase levels of walking and cycling which will in turn, lead to improved health, encourage physical activity amongst children, helping to reduce childhood obesity, whilst improved access to greenspace and encouraging citizens' to be more active which will have positive physical and mental health benefits.

through the provision of dementia friendly initiatives such as dementia friendly buildings.

The Inverclyde Dementia Friendly Strategy aims to ensure that people living with the disease; their families and carers receive the best possible support, feel included and remain part of their community for as long as possible.

7. To protect and enhance our natural and built environment

What do we want to achieve?

With partners, continue the transformation of Inverclyde's physical environment through ongoing regeneration

To support the sustainable residential and commercial development of the local area through our Local Development Plan

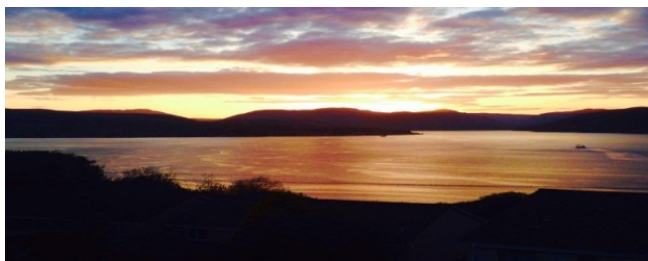
Our public spaces are high quality, attractive and well maintained and meet the needs of our community

Inverclyde's transport and roads network support the needs of our residents

The housing needs and aspirations of our current and future residents are met in a planned manner

To reduce our carbon footprint, maximise recycling and minimise waste

To protect our environment through a range of regulatory and enforcement activities that ensure the health, wellbeing and safety of the residents of Inverclyde



How are we doing?

To improve road safety and promote industrial regeneration, a £3million development to realign Bakers Brae in Greenock was delivered in 2018/19. As well as the demolition of vacant and derelict buildings on Drumfrochar Road to accommodate the road widening, a major programme of tree planting and landscaping was put in place to create a green buffer.

Inverclyde's proposed new Local Development Plan was published in April 2018, with the aim of encouraging investment and new development that is sustainably designed and located and contributes to the creation of successful places. The Plan is due to be adopted in August 2019. We also published a new Strategic Housing Investment Plan which identified priority sites for development of affordable housing in Inverclyde over a five year period.

We invested an additional £2.5million in Inverclyde's town centres and villages, with £1.9million awarded to support regeneration across Greenock town centre and £250,000 allocated to both Port Glasgow and Gourock town centres, with the balance of £100,000 being shared equally amongst the 4 villages. Proposals for the spend of this funding are being developed by the three town centre regeneration forums.

We achieved a further reduction in our CO₂ emissions, which fell by 0.5 tonnes per capita between 2014 and 2016 due to our investment in energy efficient measures and initiatives. In addition, according to the latest LGBF data Inverclyde was the fifth highest performer in Scotland for the recycling of household waste. This is an area where the Council performs consistently well, placing in the top quartile of all Scottish councils for 4 out of the past 5 years.

Our Performance Measures

CO ₂ emissions	Greenspace satisfaction	Street Cleanliness	Waste Recycling	Roads Network	Parks and open spaces
CO ₂ emissions = 4.2 tonnes per capita (2016)	68% of residents are satisfied with their nearest greenspace (2017)	Street cleanliness score 87.1% (2017/18)	57.2% of household waste was recycled (2017/18)	37.5% of the overall road network requires maintenance treatment (2017/19)	88.3% of residents are satisfied with parks and open spaces (2015/18)
Down 0.3t from 2015 green	Down 5% from 2016 red	Down 7.6% from 2016/17 red	Up 3.8% from 2016/17 green	Down 0.4% from 2016/18 green	Up 0.7% on 2014/17 green

School Estate Programme

The final major project in the programme of delivering brand new or fully refurbished school estate got underway in 2018 with the £6million refurbishment and extension of St. Mary's primary school, the opening of the new £9.2million St. Ninian's Primary in Gourrock and the £3.4million Glenpark Early Learning Centre.

The £5million refurbishments of Moorfoot Primary School and £3.8 million Lady Alice Primary School were also completed in last year, bringing the council's investment in its schools to £270 million.

The programme is scheduled to be completed five years ahead of the original timeframe, meaning that every child in Inverclyde will be in a new or fully refurbished school by 2020, helping to ensure that we are getting it right for every child.

Inverkip infrastructure

Plans for the City Deal project at Inverkip, which is a joint infrastructure and development project between Inverclyde Council and Scottish Power, have progressed over the past year.

The Inverkip project will help release investment and secure the development of a major 20 hectare brownfield site identified in the Local Development Plan, particularly around the former Inverkip Power Station, with the provision of around 600 new, high quality residential units and 6000 sqm of commercial space.

The infrastructure project also aims to deliver access and safety improvements in Wemyss Bay and Inverkip by addressing the restricted network junction capacity on the A78 trunk road.

Climate Change Plan

Climate change is one of the greatest challenges facing the world today. Recognising this, the council published its new Climate Change Plan in 2018. The new Plan is wider in scope than the previous Carbon Management Plans, and sets out how the Council can adapt to current and future climate change and help to bring about a transformational change to achieve a low-carbon society.

As part of this, we continuously review our building portfolio to determine opportunities for rationalising and improvement and to ensure that operations are carried out from only the required number of energy efficient buildings. Energy and water consumption in buildings is also monitored.

All new and refurbished schools incorporate energy efficiency improvements and renewable energy technologies in support of reducing the Council carbon footprint.

Agreement has been reached on the preferred junction improvements and Scottish Power is progressing with detailed designs.

The anticipated cost of the public works is £3.25 million, with additional private sector investment expected.

£3.1 million investment has also been made to cut our street lighting carbon footprint by more than half via the installation of more environmentally friendly LED street lighting, which use around half the power consumption of the old lights and require less servicing and maintenance.



8. To preserve, nurture and promote Inverclyde's unique culture and heritage

What do we want to achieve?

Celebrate and promote Inverclyde's unique cultural and creative identity, past, present and future

Develop a strong sense of place and increase civic pride through cultural and heritage activity

Increase the number, and diversity of, local residents engaging with culture and heritage

Promote the positive impact cultural and heritage participation can have on health and wellbeing

Support economic development and regeneration using local culture and heritage activity as a catalyst

Continue to secure ongoing investment from national funders into our cultural and heritage assets

Empower communities to establish sustainable cultural and heritage activities

Contribute to the delivery of Inverclyde Cultural Partnership's Arts and Creativity Strategy and Heritage Strategy

How are we doing?

The Inverclyde Cultural Partnership was established in 2018, led by Inverclyde Council. The Partnership was created to support the delivery of the Inverclyde Arts and Creativity Strategy and has a pivotal role to play in both the delivery of this organisational priority and the strategic priority in the Inverclyde Outcomes Improvement Plan focusing on Environment, Culture and Heritage.



Membership of the Cultural Partnership is drawn from a wide range of organisations, all with an interest in arts, culture and heritage. A detailed Delivery Action Plan has been developed which contains tasks and priorities identified by the group to enhance culture and heritage opportunities for the residents of Inverclyde.

A part-time Arts Co-ordinator has also been appointed for a period of 12 months with responsibility for facilitating arts development in the area.

A number of events were delivered by the Partnership over the course of 2018 and into 2019 including:

- Great Place Scheme
- Galoshans 2018
- First World War Commemorations
- James Watt bi-centenary celebrations

Our Performance Measures

Libraries	Museums	Attendance at events	Attendance at events <i>(most deprived 20%)</i>	Cultural activity	Cultural Activity <i>(most deprived 20%)</i>
79% of adults are satisfied with libraries (2015/18)	73% of adults are satisfied with museums (2015/18)	76% of adults attended cultural events / places of culture (2017)	71% adults in the 20% most deprived areas attended cultural events / places of culture (2017)	73% of adults participated in any cultural activity (2017)	65% of adults in the 20% most deprived areas participated in any cultural activity (2017)
No change from 2014/17 green	Down 7% from 2014/17 red	Down 8% from 2016 red	Down 5% from 2016 red	Down 4% from 2016 amber	Down 3% from 2016 amber

James Watt Bi-centenary

2019 is the 200th anniversary of the death of James Watt. To highlight the work and life of the Greenock born inventor and celebrate his legacy, a year-long series of events have been planned.

The celebrations started in January 2019 with a film projection onto Cowan's Corner and the launch of the virtual 'Watt Walk' with Inverclyde's primary schools. The walk starts in Greenock and ends in Cornwall, taking in key locations in Watt's life.

A number of further events are planned for later this year, including the re-launch of the refurbished McLean Museum and Art Gallery and Watt Library and Inverclyde schools have been taking part in a creative art project to design their own James Watt Commemorative.

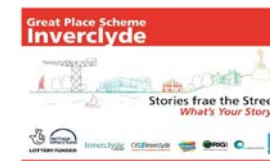
Watt Institution Repair Programme

The area's principal heritage assets, the Watt Institution - comprising the McLean Museum and the Watt Library, was closed to the public during 2018/19 to allow an extensive programme of fabric repairs to the building complex to continue.

The council invested £1.8million towards the refurbishment work alongside a grant of £287,000 from Historic Environment Scotland.

The McLean Museum is widely considered as one of the best municipal museums in Scotland because of its outstanding collections of art, local heritage, technology and culture. The museum itself stores many thousands of artefacts and collections. Whilst the repair work was ongoing, a limited frontline service was provided at the

Great Place Scheme



Inverclyde Council made a successful bid in 2018 to the Heritage Lottery Fund for £200,000 to deliver 'Stories Frae the Street' as part of their Great Place Scheme.

The project will pilot a range of methods to engage communities in the heritage of Greenock town centre. This includes funding the production of a ten year Heritage Strategy for Inverclyde, which aims to support the development of a strong, sustainable heritage infrastructure operating across the public, private and third sectors.

The Council has also designed a James Watt tartan as part of the celebrations, which has been officially added to The Scottish Register Tartans.



Inverclyde Heritage Hub.
The repairs programme is now concluded and museum and library staff are currently re-instating the collections, with a projected re-opening date of Autumn 2019.

It also includes key commemorative events, artists' residencies and the development of an apprenticeship programme to engage young people in heritage activities and encourage them to consider a career in heritage.



9. To deliver services that are responsive to community needs and underpinned by a culture of innovation, continuous improvement and effective management of resources

What do we want to achieve?

The principles of Best Value are applied to everything that we do

Our residents and communities feel actively involved in how services are designed and delivered

We have modernised the way in which we work via the implementation of our 'Delivering Differently' programme

Our services are provided in a variety of ways that meet the needs of our service users and offers flexibility

We use data more effectively for the benefit of residents and to plan for the future of services

We maximise our income stream by working more efficiently and where it is appropriate collaboratively, in the delivery of services

To modernise and rationalise our property estate

To strengthen partnership working to deliver the best possible outcomes for our residents

How are we doing?

Despite another year of very challenging financial circumstances, the council's 2019/20 budget was agreed and unanimously approved. Further efficiency savings were identified bringing the total to almost £22million over the past 10 years, helping to minimise cuts to frontline services.

Service performance continued to be closely scrutinised, with analysis of trend data and benchmarking performance with other councils, including the Local Government Benchmarking Framework. In 2017/18, almost 59% of Inverclyde's performance indicators in the LGBF ranked in the top two quartiles, placing us in joint third position compared with the other 31 councils.

Additional investment was made in the development of online services to provide our customers with greater flexibility in how they interact with the council. Online services are also cheaper to deliver and this means that resources can be diverted into maintaining vital services elsewhere.

We published our first British Sign Language (BSL) Plan in 2018 in consultation and engagement with local D/deaf and Deafblind users. The Plan aims to promote and raise awareness of BSL locally through the delivery of a range of improvement actions, grouped under 7 themes, including Access to Public Services; School Education and Health.

Within the council's own premises, our ICT service delivered a successful Wi-Fi access project throughout the main campus. This has provided secure access in all parts of the campus and allows for greater flexibility in working practices for employees.

How are we doing?

Responsive to need Citizens' Panel

44% of residents agree that the council is responsive to customer needs (2018)

Down 6% from 2015
red

Service Satisfaction Citizens' Panel

69% of residents are satisfied with Council services (2018)

Up 1% from 2016
green

Value for Money Citizens' Panel

55% of residents agree that Council services are good value for money (2018)

Down 5% from 2016
red

Reputation Citizens' Panel

41% of residents feel that the Council's reputation is good (2018)

Down 3% from 2015
amber

Accommodation

92.4% of the Council's operational buildings suitable for current use (2017/18)

Up 2.1% from 2016/17
green

Customer Interactions

2.2% increase in face to face
7% decrease in phone calls
4.8% increase in mobile/web /other (2018/19)

Overall positive trend
green

Shared Services

Financial pressures mean that our previous approaches to service delivery are no longer sufficient, which is why with West Dunbartonshire Council, we took the innovative step in 2018 to appoint a new joint Head Roads and Transportation to work across both areas.

The new structure means greater collaboration between the two authorities in a bid to avoid duplication and improve value for money in roads and transportation. It also provides both councils the opportunity to develop bids for external funding.

Over a period of time, other opportunities for shared services will be explored across the 2 councils, including waste, grounds maintenance, cemeteries and fleet.

Council Tax Collection

Inverclyde Council achieved another record year for Council Tax collection rates in 2018/19.

Achieving high levels of council tax collection is important because it helps to pay for many vital services, from schools to libraries and roads and refuse collection. It is therefore vital that the council collects all that it possibly can from what is billed every year. Maximising income from council tax collection also help to protect jobs within the council.

In 2018/19, the council tax collection rate reached 95.7%. This is 0.2% higher than the previous year and was the fifth consecutive year where an improvement had been achieved.

Digital Technologies

In 2018, the council invested £145,000 in improving and developing its online services. This investment allowed the Council to increase the range of services that are available digitally and also provide a more joined up process, helping to improve the online service that we provide to our customers.

We launched 'My Inverclyde' in September 2018, with the aim of providing a 'one stop shop' for useful information. The new online service means that residents can find out a range of services from bin collections, schools, dentists to the time of the next bus based on their home address.



★ LGBT Youth Scotland Awards

Inverclyde Council was awarded the LGBT Bronze Charter Award by LGBT Youth Scotland in February 2019. The LGBT Charter Mark is awarded to schools, organisations and community groups that can demonstrate a commitment to inclusion and equality. Plans are now in place to work closely with Clyde Pride towards achieving the Silver Charter Award and the Gold Award thereafter.

★ APSE Awards

The APSE performance network awards took place in December 2018 and Inverclyde was awarded the 'Most Improved Performer' in the Building Cleaning Category.

At the same event, Inverclyde Council was short listed in the 'most improved category' for Education Catering.

★ NHS Greater Glasgow and Clyde Awards

Inverclyde Homes 1st won the Special Judges Award of Excellence at the NHS Greater Glasgow and Clyde staff awards in November 2018. The project aims to deliver health and social care in the community and maintain people's independence where possible. The panel of judges were so impressed by the project they agreed, for only the fourth time in eight years that the Chairman's Awards have been running, to make a Special Award of Excellence.



★ COSLA Awards

The Inverclyde project 'Compassionate Inverclyde' won a COSLA Excellence Award 2018 in the 'Excellent People Excellent Outcomes' category. This was a special Judges Award for innovative projects that have made an outstanding impact by transforming workforces and equipping staff to rise to new challenges. Compassionate Inverclyde is the first compassionate community in Scotland which is aimed at changing attitudes and behaviour around death, dying and loneliness.

★ Scottish Education Awards

At the Scottish Education Awards in June 2018, King's Oak Primary and Nursery won the Family and Community Learning Award while Kilmacolm Primary and Nursery were awarded the prize for raising attainment in literacy.



King's Oak Primary & Nursery



Kilmacolm Primary & Nursery

10. To develop motivated, trained and qualified employees who deliver quality services that meet current and anticipated service needs

What do we want to achieve?

Our workforce size and the skills set of our employees meet the needs of the organisation

We have an employee driven culture of high performance, improvement and innovation

Our workforce feels valued and highly motivated

Our employees understand how their role contributes to the Council's vision

Inverclyde Council is viewed as an employer of choice

The health and wellbeing of our employees is supported through a range of health, safety and wellbeing opportunities

Employees are digitally skilled to deliver the best service to meet customer needs



How are we doing?

Inverclyde Council is one of the largest employers in the area, with approximately 4,000 employees providing a range of vital services to the public. It is important that we are aware of what we are doing well and any areas for improvement. An Employee Survey was carried out in 2018 with an overall employee response rate of 32%, which is a significantly greater response than previously received. The employee feedback received was very positive across a range of areas and an action plan has been developed to tackle the areas for improvement that have been identified.

Our Customer Service Centre is the first point of contact for the vast majority of our customers. In 2018/19, it received 33,709 visitors, handled 103,236 telephone calls and dealt with 9,504 e-mails. Investment in training has been made to ensure that the best possible service is provided. To date, 15 Customer Service staff have successfully completed their Customer Service Personal Qualification course at award or certificate level. In addition, all staff have undergone 'soft skills' training to ensure that have skilled in active listening, empathy, good communication and ability to resolve problems.

We record and monitor our customer comments and complaints to determine if a process needs to be reviewed or improved. Compliments are also recorded to ensure that employees receive recognition for their hard work. The number of compliments received by the Customer Services team reached its highest level year in 2018/19, with 96 compliments received, compared to 81 the previous year.

Our Performance Measures

Employee satisfaction

82% of employees are satisfied in their job (2018)

Above 70% target green

Links to Council aims

93% of employees understand how their work contributes to the Council's aims (2018)

Above 70% target green

Employee motivation

78% agree that they feel motivated to do the best job they can (2018)

Above 70% target green

Perception

74% of employees agree that Inverclyde Council is a caring, supportive employer (2018)

Above 70% target green

Sickness absence

9 days was the average number of sickness absence days per employee (2018/19)

9 day target achieved green

Pay and Grading Model

A new Pay and Grading model was developed to address the pay differentials at the bottom end of the council pay structure. The key changes brought in by the new model include:

- The incorporation of the Scottish Local Government Living Wage as the minimum hourly rate;
- A reduction in the overall number of grades in the structure;
- A reduction and rationalisation of the number of Senior Management Grades; and
- To ensure affordability and sustainability

The key groups of staff who had the biggest salary increase are those in the lower paid salary scales. Approximately 1,400, or 45%, of the council's lower paid employees benefitted from the introduction of

Employee development

Professional learning opportunities for primary and secondary school staff to develop their leadership knowledge, skills and practices was provided in-house during 2018. The sessions were so successful that they were identified by Education Scotland as a good practice exemplar and published on its website. As a result of this, it was agreed that a six-session leadership course should be rolled out across the whole Council. The sessions were based on the Uplifting Leadership book by Hargreaves, Boyle and Harris as well as other leadership theories, about how teams raise performance.

The council has also implemented targeted approaches to 'growing its own' workforce. Following a period of difficulty in recruiting qualified staff, the Accountancy Team invested

Carer Positive Award

As our population ages and the number of carers rise, there are implications for the council in relation to losing carers from its workforce.

Inverclyde Council received a 'Carer Positive Award' in 2018, recognising that the Council supports employees who have caring responsibilities.

The award incorporates 3 levels or stages from 'engaged' to 'established' through to 'exemplary'. Inverclyde Council has achieved Level 1 'engaged' which recognises that the council has an awareness of carers amongst its employees and is committed to carer friendly policies and working practices.

the new model. The new model will help to reduce the Gender Pay Gap across the organisation as the majority of employees in the affected grades are female.

significantly in developing its own qualified accountancy staff, using both apprenticeship posts and providing opportunities and financial support to non-qualified staff to gain professional qualifications.

Work is ongoing to review the requirements to apply for the next level of the award – Carer Established (Level 2).

INSPECTION FINDINGS 2018/19 ~ HOW DID WE DO?

✓ How well is Inverclyde Council improving learning, raising attainment and closing the poverty related attainment gap?

Inverclyde was one of the initial seven Attainment Challenge local authorities in 2015. Six Inverclyde primary schools were involved in the first year. In the second year the focus was on nine primary schools and has now been extended to include all six secondary schools and a total of 12 primary schools.

In October 2018, following an intensive inspection, Education Scotland published its report, 'How well is Inverclyde Council improving learning, raising attainment and closing the poverty-related attainment gap?'. The Education Scotland inspectors found that the council is making very good progress in improving learning, raising attainment and narrowing the poverty-related attainment gap. Inverclyde's approach was described both as life-changing and sector leading. The inspectors noted the following strengths:



- ★ The very strong vision and shared values which are 'lived by all' across the authority.
- ★ The influential leadership at all levels, from the Chief Executive, head of education through the central teams, and heads of establishments empowering staff to play their part in improving the life chances of children, young people and their families.
- ★ Sector-leading evidence-based professional learning resulting in a culture of strong reflective and confident practitioners.
- ★ Staff and partners working very effectively together to provide sensitive and well-judged support for children and young people, which is improving literacy, numeracy and health and wellbeing outcomes.
- ★ Robust self-evaluation, supported by strong strategic governance, at the heart of Inverclyde Council's practice.

✓ **HMIE Community Learning and Development Place Based Inspection 2019**

In January 2019, Education Scotland carried out an inspection of Community Learning and Development in Inverclyde Council. The inspection of CLD in Inverclyde Council found the following key strengths:

- ★ Strong partnership working in relation to the Attainment Challenge
- ★ Community planning partners' understanding of the essential role of CLD
- ★ Strong culture of mutual support organisations and groups
- ★ Strong and effective leadership for CLD
- ★ An evolving youth voice

Of the four quality indicators that the service was assessed against, two indicators were rated good and two very good.

Quality Indicator	Rating
Improvements in performance	Good
Impact on the local community	Good
Delivering the learning offer with learners	Very good
Leadership and direction	Very good

✓ **How Good is our Public Library Service 2019**

In February 2019, Inverclyde Libraries undertook a validated self-evaluation of the service using the How Good Is Our Public Library Service (HGIOPLS) framework and received a Level 5 rating (very good) for QI 5 – Vision, Strategy and Continuous Improvement and a Level 4 rating (Good) for QI1 - Access to Information. The review found major strengths in library provision across both quality indicators including:

- ★ Strategic goals are clearly linked to corporate plans, local cultural partnership plans and the national strategy for public libraries
- ★ Meaningful evidence of impact is consistently considered at the earliest stages of planning
- ★ Strategic commitment to ongoing staff training
- ★ The development of the learning offer
- ★ Excellent staff communication
- ★ A good track record of attracting external funding to drive service improvement and innovation

- ★ Au-some libraries demonstrates very good practices
- ★ The Heritage hub bringing together Local, Archives and Museums resources is a very good service for the community and example of the advantages of working together

We would like to hear what you think of this Annual Report and in particular, if we can improve on the information that we provide to you.

Contact us

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We are committed to using our website and a range of social media to communicate with people, communities and businesses across Inverclyde and beyond.



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