
Report To:	Policy and Resources Committee	Date:	11 August 2020
Report By:	Steven McNab Head of Organisational Development, Policy and Communications	Report No:	PR/34/20/KM
Contact Officer:	Louise McVey, Corporate Policy and Partnership Manager	Contact No:	01475 712042
Subject:	Inverclyde Council Corporate Plan Annual Report 2019/20		

1.0 PURPOSE

- 1.1 The purpose of this report is to present the Corporate Plan Annual Report 2019/20 to the Policy and Resources Committee for approval.

2.0 SUMMARY

- 2.1 The Inverclyde Council Corporate Plan 2018/22 was approved by Inverclyde Council on 7 June 2018. As part of the Plan's governance arrangements it was agreed that there would be an annual review of progress. The Annual Report 2019/20 is attached as Appendix 1 for the consideration and approval of the Policy and Resources Committee.
- 2.2 The Annual Report includes the latest performance data, where this is available, for each of the Corporate Plan performance measures, along with a red / amber / green (RAG) status. The data for a number of the performance measures is obtained from the Citizens' Panel however, due to Covid-19, the Spring 2020 survey did not take place and therefore new performance information is not currently available. For the purposes of this report, the 2018 Citizens' Panel data continues to be reported (questions are repeated every 2 years). The Annual Report will be updated with the new data once the survey has been carried out. In addition, there are 3 indicators where the national data is no longer available and 4 qualitative (survey) indicators where only baseline data is available and therefore no RAG status has been allocated.
- 2.3 Of the 47 measures which have a RAG status, 26 (55%) have a green status (improved performance), 11 (23%) have an amber status (a decline in performance of less than 5%) and 10 (21%) indicators have a red status (performance has declined by 5% or more). No RAG status is available for the 7 performance measures mentioned in paragraph 2.2.
- 2.4 The Annual Report follows the same format as last year and aims to provide a rounded picture of performance through a mixture of performance information and examples of good practice, areas of investment and innovative work undertaken during 2019/20 that contribute to the delivery of the Council's organisational priorities. It also provides details of Awards won and external inspections carried out throughout the year.
- 2.5 The Corporate Plan 2018/22 supports the work and aspirations of the Inverclyde Alliance and the Inverclyde Outcomes Improvement Plan (IOIP). The Alliance Board recently approved the Inverclyde Outcomes Improvement Plan Annual Report 2019/20 which set out progress in the delivery of the IOIP and locality planning. The IOIP Annual Report 2019/20 can be found on the Community Planning Partnership section of the Council's website or by following the web link provided:

3.0 RECOMMENDATIONS

3.1 It is recommended that the Policy and Resources Committee:

- a. Approves the Corporate Plan Annual Report 2019/20.
- b. Notes that the Inverclyde Outcomes Improvement Plan Annual Report 2019/20 has been approved by the Alliance Board and is available on the Community Planning Partnership section of the Inverclyde Council website.

Steven McNab

Head of Organisational Development, Policy and Communications

4.0 BACKGROUND

- 4.1 The Inverclyde Council Corporate Plan 2018/22 was approved by 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. This is the second Annual Report to be produced and covers the financial year 2019/20.

5.0 INVERCLYDE COUNCIL CORPORATE PLAN ANNUAL REPORT 2019/20

- 5.1 The Corporate Plan Annual Report 2019/20 is attached as Appendix 1 for the consideration and approval of the Committee. The Report is structured as follows:
- (i) A brief overview of some of the projects, initiatives and areas of investment made by the Council in 2019/20 under the heading of 'How Are We Doing?';
 - (ii) New data for each of the Corporate Plan performance measures where this is available;
 - (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 in support of its organisational priorities;
 - (iv) Details of national awards that have been received and inspections that have been carried over the course of 2019/20.
- 5.2 The Annual Report includes the latest performance data for each of the Corporate Plan performance measures where this is available, along with a red / amber / green (RAG) status. The data for a number of the performance measures is sourced from the Citizens' Panel, however, due to Covid-19, the Spring 2020 Panel Survey did not take place and therefore new performance information is not currently available. For the purposes of this report, the 2018 Citizens' Panel data continues to be reported (questions are repeated every 2 years). Once this survey has been carried out the Annual Report will be updated with the latest performance data.
- 5.3 In addition, there are 3 indicators where the national data is no longer available:
- The percentage of adults receiving social care or support who rate it as good or excellent (removed from LGBF)
 - The percentage of older residents that are reporting social isolation (Health indicator from NHS Greater Glasgow and Clyde, no new data since 2015)
 - The percentage of residents that are satisfied with their nearest greenspace (removed from the Scottish Household Survey)
- There are also 4 qualitative (survey) indicators where only baseline data is available and as a result, these indicators have no RAG status.
- 5.4 Of the 47 measures for which there is new data available, 26 (55%) have a green status (improved performance), 11 (23%) have an amber status (decline in performance of less than 5%) and 10 (21%) indicators have a red status (performance has declined by 5% or more). No RAG status is available for the 7 performance measures mentioned in paragraph 5.3.
- 5.5 Examples of performance measures that improved in 2019/20 include:
- An increase in the number of people moving into Inverclyde and a decrease in the number of people leaving
 - An increase in the percentage of young people participating in education, training or employment
 - The percentage of people in Inverclyde that were assisted into work was the 8th highest in Scotland

- An increase in the average tariff score of pupils living in SIMD 1 and 2 areas
- An annual reduction in the alcohol related mortality rate per 100,000 population
- A reduction in the gap between Inverclyde and the Scottish average in relation to the percentage of workless households
- An improvement in the street cleanliness score
- A reduction in the percentage of the roads network requiring maintenance treatment
- An increase in the number of customer interactions that take place via the web / mobile.

5.6 Examples of where there was no improvement in performance in 2019/20 includes:

- The gross weekly pay for employees living in the area has fallen below the Scottish average for the first time in 3 years
- The percentage of 16-24 year olds that are in employment has fallen by 10% to 50% in 2019 according to the latest Annual Population Survey data
- There has been a small increase in the percentage of data zones that are in the 20% most deprived in Scotland compared to SIMD 2016
- There has been a decrease in attendance at cultural events from those living in the 20% most deprived areas (as measured by the Scottish Household Survey)
- There has been no improvement in the gap in life expectancy between males and females in Inverclyde and the Scottish average
- There has been a small increase (0.2 days) in the number of sickness absence days

5.7 The Plan also details some of the Council's achievements in 2019/20, including:

- The development of a 'Discover Inverclyde' website to promote the area
- The development of Locality Actions Plans for all six Inverclyde localities
- Inverclyde Council being only the second council in the UK where every school has achieved Rights Respecting School Status
- The completion of the Ocean Terminal Pontoon
- The work of the Proud2Care group and the Inverclyde Champions Board
- Developments in service provision for alcohol and drug recovery
- The conservation of the built environment
- The refurbishment and reopening of the Watt Institution
- The implementation of a new service, 'Council Tax online' to offer an enhanced service to residents
- The establishment of a Disabled Staff Forum

5.8 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. The SPI report will be brought to this Committee in the autumn.

5.9 Both performance reports aim to provide a range of information that enables the CMT, 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.

5.10 In addition, the Corporate Plan 2018/22 supports the work and aspirations of the Inverclyde Alliance and the Inverclyde Outcomes Improvement Plan (IOIP). The Alliance Board recently approved the IOIP Annual Report 2019/20 which set out progress in the delivery of the IOIP and locality planning. The Annual Report can be found on the Community Planning Partnership section of the Council's website or by following the web link below:

www.inverclyde.gov.uk/council-and-government/community-planning-partnership/inverclyde-outcome-improvement-plan

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.

(a) Has an Equality Impact Assessment been carried out?

	YES
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

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

7.0 CONSULTATION

7.1 The Corporate Plan Annual Report 2019/20 has been approved by the CMT.

8.0 LIST OF BACKGROUND PAPERS

8.1 None.

Inverclyde Council

Corporate Plan

ANNUAL REPORT 2019/20



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Foreword

Welcome to Inverclyde Council's Corporate Plan Annual Report for 2019/20. This is our second Annual Report and aims to highlight some of the council's activities and achievements that have been made during the second year of our Corporate Plan, which was published in June 2018.

First and foremost however, it is important to acknowledge the unprecedented challenge that was faced by Inverclyde Council and the Inverclyde HSPC as a result of the Covid-19 pandemic, which began to escalate towards the end of 2019/20. The role of local government has never been more crucial than during this time, particularly at the frontline in shielding our vulnerable residents and families with the HSCP and in ensuring that no child in Inverclyde goes hungry.

We help to ensure the maintenance of good public health through the continued provision of regular cleansing and waste collection services. We are also at the forefront of supporting the community in the delivery of Scottish Government business grants. Children and their families have been supported throughout the school closures by ensuring that childcare arrangements were put in place to support frontline services and to help keep local and national infrastructure going. These are just some of the ways in which the council has helped to maintain vital services to support the safety and health and wellbeing of our residents during this very difficult time.

While Covid-19 undoubtedly dominated the agenda towards the end of 2019/20 and will continue to do so for the foreseeable future, it is important not to lose sight of the innovative work and achievements made by the council in the past year. We have huge ambition for Inverclyde and our Corporate Plan sets out our focused priorities that will deliver our vision of 'Getting it Right for Every Child, Citizen and Community'. This Annual Report aims to provide you with a snapshot of some of the activity that the council has undertaken in the past year to deliver our organisational priorities.

2019/20 continued to be a period of change with the implementation of further budget savings and the next phase of our management restructure, whilst at the same time, progressing major national initiatives such as City Deal, as well as shaping new and innovative ways of working, such as the extension of Shared Services with West Dunbartonshire Council.

This report provides details of these and highlights where particular achievements have been made in the form of case studies, as well as a range of performance information to help you assess our progress. Unfortunately, a range of performance information that we obtain from the Inverclyde Citizens' Panel is not yet available as all survey and consultation work has been postponed due to Covid-19, however this performance information will be published as soon as it becomes available. For the remaining performance indicators we have used a red, amber, green status 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. 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.

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

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

As always, your feedback is very important to us and there are contact details at the back of this report if you would like to provide your views on any aspect of our performance or on this report.

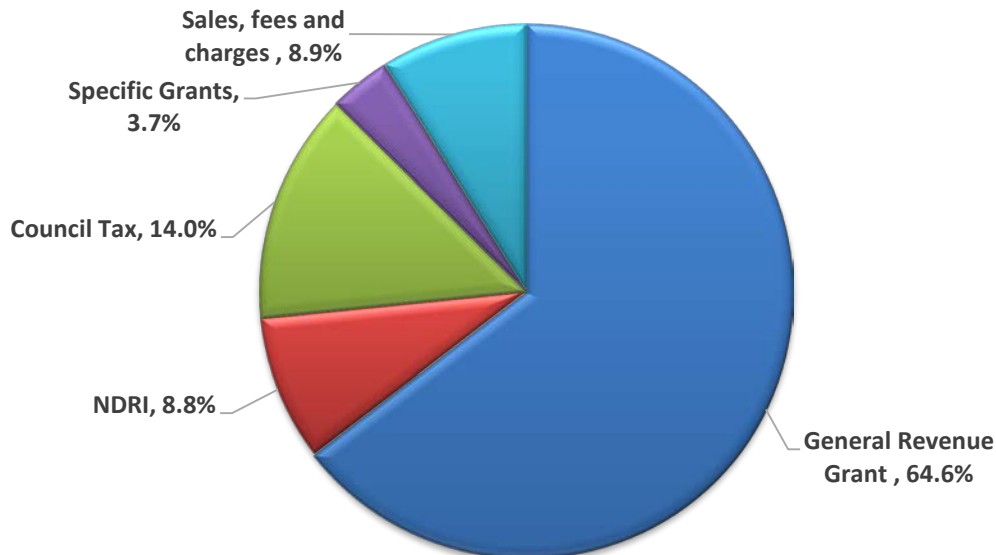
Aubrey Fawcett
Chief Executive
Inverclyde Council

Councillor Stephen McCabe
Leader
Inverclyde Council

The Council's Finances

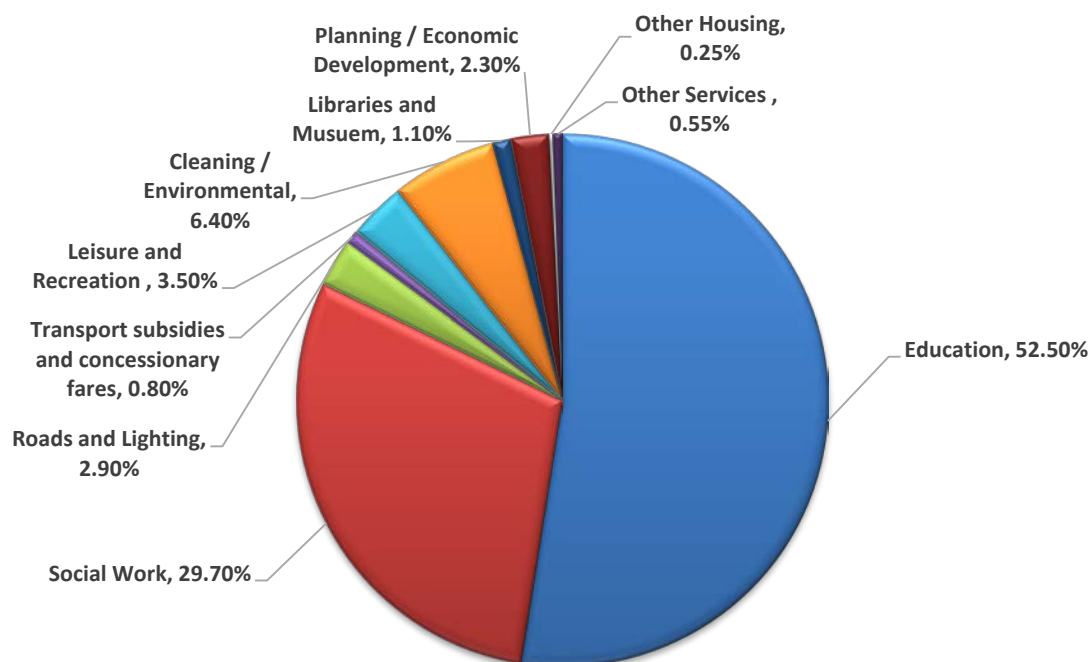
Where our money comes from

In 2019/20, approximately 86% of our funding came from Government grants / fees and charges with 14% from Council Tax.

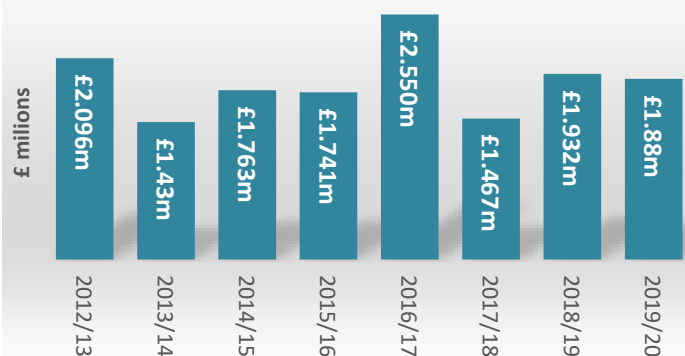


What the money was spent on (£m)

In 2019/20 the Council had a budget of £192.75million. Just over 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.



Efficiency Savings 2012/13 - 2019/20
£ million



The Council delivered a further recurring efficiency saving of £1.88 million, bringing the total amount of savings to more than £23million since 2008/09.

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

2020/21 budget

Inverclyde Council agreed its 2020/21 budget in March 2020. Whilst many of the budget savings that were consulted on towards the end of 2019 were not taken, some savings were approved and some of this money is being reinvested to tackle poverty. Inverclyde Council funding of £750,000 has been supplemented by £250,000 funding from the Integration Joint Board. (IJB), providing a total budget of £1million to reinvest in our communities.

The budget also includes £52 million for the Integration Joint Board which is responsible for Inverclyde's health and social care services in partnership with the NHS Greater Glasgow and Clyde Health Board.

Further investment in our capital programme was also agreed including:

- £14.8 million on our schools and pre-five centres
- £3.3 million for town and village centres, on top of £700,000 previously allocated
- £7.4 million for a new state of the art hub for adults with learning disabilities

The budget also included funding for:

- £600,000 to boost local businesses and support those furthest from the labour market
- £500,000 for measures to reduce Inverclyde's carbon footprint to help address the climate emergency
- £380,000 for a range of environmental improvements

Covid-19

Responding to Covid-19

Inverclyde Council's ongoing response to Covid-19 is co-ordinated by the council's Corporate Management Team, which has responsibility for all strategic matters with tactical arrangements discussed and proposed via the Council Resilience Management Team (CRMT).

All Council, Committee and Sub-Committee meetings were suspended from 24th March and power transferred to the Policy & Resources Executive Sub Committee which at present, meets fortnightly to consider and approve the decisions taken by the CMT. To ensure that essential services continued to be delivered where possible and that the core business of the council was maintained, while at the same time ensuring the safety of both employees and the public, significant changes were quickly implemented:

- All HSCP services continued to operate throughout the pandemic, although at a reduced level, with the exception of day and respite services which were suspended.
- All schools were closed to pupils in line with national guidance with nine hub schools introduced to provide child care for key workers and vulnerable children. Planning is now underway for return of pupils in August on a full time basis.
- To ensure the safety of both employees and public as well as reflecting staffing availability, the Customer Service Centre was closed to public visitors as were libraries, public conveniences and some car parks. Collection of garden, food and other recycling initially ceased but were re-introduced when it became safe to do so.
- Roads and Property repairs are being carried out on an emergency basis with all other works suspended. Ground maintenance also ceased but resumed on a prioritised basis from mid-May.
- The council's ICT Service rapidly increased home working capacity which allowed a significant number of employees that are not delivering an essential service to work from home, helping to ensure business continuity as far as possible.

Arrangements to support our more vulnerable residents and their families were rapidly established. The Council and partners established a Humanitarian Assistance Centre which runs a helpline and is in contact with over 2,800 residents who fall into the "Shielding" category. A wide range of support is provided either directly by the council or partner organisations.

Initially free school meals continued to be provided through community hubs or delivered directly, however this was not sustainable in the longer term and was replaced with direct fortnightly payments of £25 for all / each child entitled to a free school meal / clothing grant with meals available to other families at the community hubs.

There has been a significant increase in the number of Scottish Welfare Fund applications and additionally the Council has increased awards by 20%. Extra funding from the Scottish Government has been provided to meet this increased cost.

Businesses in the Retail, Hospitality and Leisure sector have been given a 1 year Non Domestic Rate holiday with all other properties receiving a 1.6% NDR reduction. The Scottish

Government has removed £6.8m of the Council's NDR target and replaced that with Revenue Grant.

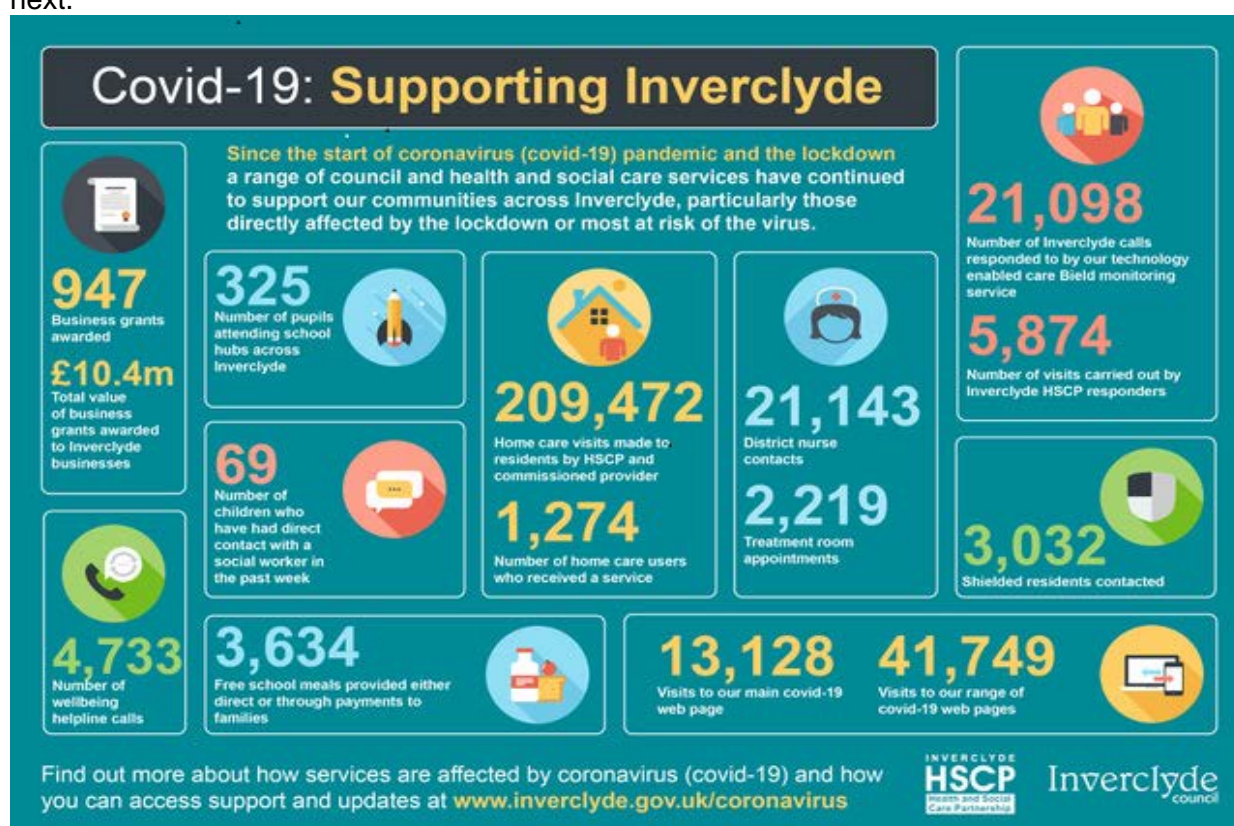
The Council and its partners are the conduit for other Scottish Government Grant / Support schemes such as support to the newly self-employed and community group grants. Responsibility for administering a scheme to provide grant payments to all small businesses, including charities, within Inverclyde also sits with the council. Businesses are entitled to grants of £10,000 from the small business grant fund or £25,000 for certain Retail, Hospitality and Leisure businesses, funded from £10.6million awarded from Scottish Government.

Recovery

The Policy & Resources Sub Committee has approved a recovery framework which will operate at an Alliance and Council level, including the HSCP. Detailed plans are being prepared with close attention being taken of emerging medical and Government advice.

While the impact on the wider economy and on key suppliers is not yet fully known, future increase in costs from suppliers may be a factor as indeed may their ability to continue to provide services and this has been identified as a key risk to the council. Depending on future funding levels the financial impact on the council is likely to be significant.

Work is ongoing to reintroduce services that stopped or were reduced as a result of the pandemic. The implementation of the office and depot recovery plan to prepare the Route Map for a phased return of employees is underway and at the present time, the expectation is that all pupils will return to school in August. The response to Covid-19 is however constantly evolving and every stage of the council's recovery strategy will be tried and tested before moving to the next.



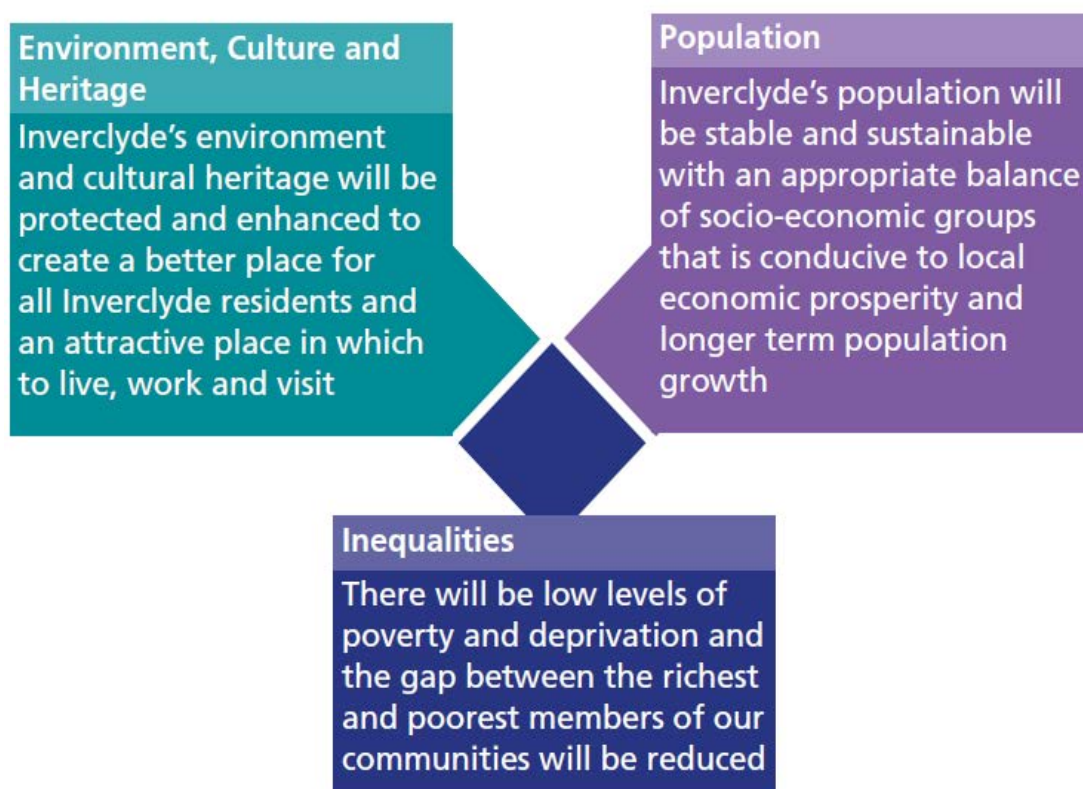
This infographic highlights some of the support provided by the council and the HSCP to support the community since the start of Covid-19

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 fit together, and how the Council's service delivery acts as an 'enabler' to help deliver these priorities.



The Inverclyde Alliance has produced an Annual Report 2019/20 setting out progress in the delivery of the Inverclyde Outcomes Improvement Plan and locality planning. The report can be found on the Community Planning Partnership section of the council's website or by following the link below:

<https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/inverclyde-outcome-improvement-plan>

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

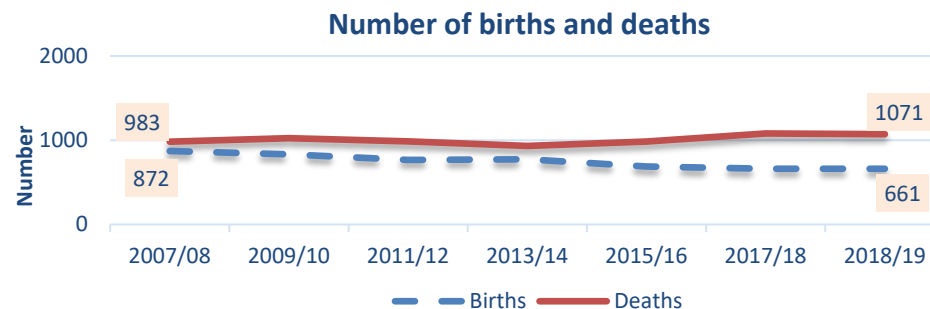
To increase a sense of civic pride



How are we doing?

The latest mid-year population figures estimate that Inverclyde's population on 30 June 2019 was 77,800, which is a 350 (-0.4%) decrease compared to 2018. Inverclyde is one of 8 Scottish council areas estimated to have a decline in population during the period mid-2018 to mid-2019.

The population decrease in Inverclyde is almost solely attributable to negative natural change due to 1,071 deaths compared to 661 births. Since 2007/08, the number of births in Inverclyde has fallen by 24% whilst deaths have increased by 9%. Scotland has also suffered from negative natural change over the past five years. An improvement in 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.



The Repopulation Strategy and Action Plan has completed its first year, supported by a £500,000 contribution from Inverclyde Council. There are encouraging signs of success, between 2018 and 2019 Inverclyde has had more people moving into the area than leaving (+80). The number of people moving in is at its highest level in recent years and we will continue to encourage more people to consider relocating to the area through our 'Discover Inverclyde' campaign.

Our Performance Measures

In-migration

(2019)

1,610 people moved into the area between mid 2018-2019

**Improved
green**

Out-migration

(2019)

1,520 residents left the area between mid 2018 – 2019

**Improved
green**

Place to Live

(Citizens' Panel 2018)

74% of residents are satisfied within Inverclyde as a place to live

**No change from 2016
green**

Satisfaction levels

(Citizens' Panel 2018)

36% of residents have considered leaving Inverclyde

**First year of data
no RAG status**

Quality of Life

(Citizens' Panel 2018)

47% of residents agree that their life is better than 5- 10 year ago

**First year of data
no RAG status**

Gross weekly pay

(2019)

Gross weekly pay for employees living in the area is **£543.80**, £33.90 below national average

**Declined
red**

Discover Inverclyde

In partnership with the local area tourism partnership group, 'Tourism Inverclyde', place promotion branding under the 'Discover Inverclyde' banner has been developed through a new 'Discover Inverclyde' website and Facebook page. This co-ordinated approach addresses concerns about the fragmented nature of marketing and the mixed messages from different sources to expand the focus of Inverclyde as a place to visit, live, do business and support events.

Both the website and Facebook page provide a forum for tourism, leisure, retail and arts, to help secure the future success of the area as a tourist destination for both day and short stay visitors by marketing and promoting all that is on offer. As part of this, school pupils were asked to put forward their ideas for a

Eastern Gateway

The Repopulation Partnership identified a need to have a more detailed look at housing condition, need and land use to the east of Newark in Port Glasgow. As part of this, a study of the 'Eastern Gateway' has been funded by the Partnership.

The study will look at potential future land use in the area, with a particular emphasis on housing. This includes social and private housing and will contribute to the regeneration of this part of Inverclyde. A brief has been drawn up by Inverclyde Council and partners, and is currently out to tender.

Strategic Investment Framework and Action Plan

An Inverclyde Repopulation Strategic Investment Framework and Action Plan has been developed with a particular focus on:

- ❖ Promotion of the area's many strengths and opportunities
- ❖ Attracting and retaining young people and families to live in Inverclyde
- ❖ Increase the number and quality of jobs and locally based employers
- ❖ Increase the contribution which the cultural and leisure assets in Inverclyde make to economic growth
- ❖ Maximise the potential of the workforce though engagement with young people, older workers and disadvantaged groups

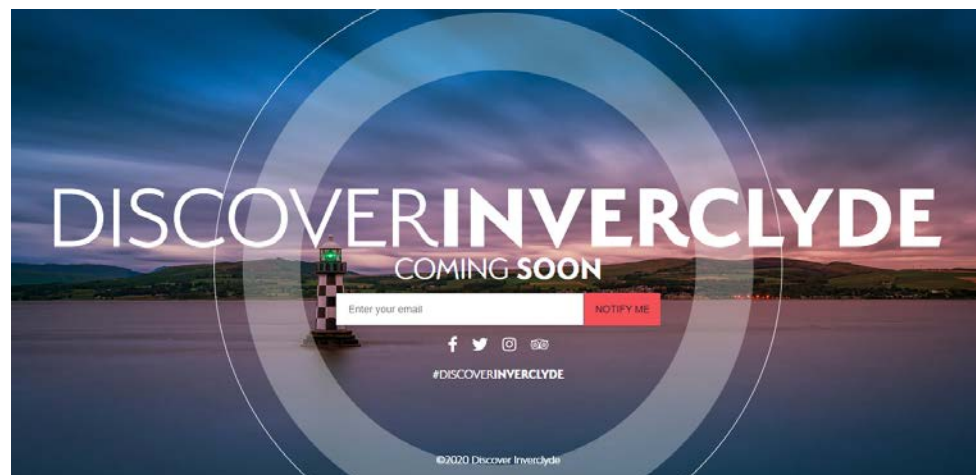
strapline for the branding which would be used in the promotion of the area.

The website was ready and due to be launched on 27 March 2020 but this had to be postponed due to the Covid-19 crisis.

The approach that will be adopted will also benefit other areas of Inverclyde and it is anticipated that it will open up access to additional funding streams not yet currently available to the council, thereby contributing to the overall regeneration of Inverclyde.

❖ Increase private house building levels

The overarching goal is that through improving the employment, housing and infrastructure offer, there will be a growth in Inverclyde's population by 2025.



The Discover Inverclyde website which is due to launch www.discoverinverclyde.com

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?



As part of our work to embed locality planning, a series of community engagement events were held during the year with partners to encourage residents to take part in conversations about how public services should be delivered in the future.

The feedback received from the public at these events has provided a better understanding of local needs, which will be used to shape priorities for the years to come and has informed the development of Locality Actions Plans for each of Inverclyde's six localities. These plans can be viewed on the council's website.

Communication and Engagement Groups have been established across all six localities in Inverclyde. These are community led groups set up to ensure that by giving people a voice, they can contribute to the planning, design and delivery of local services.

We also carried out an evaluation of the Participatory Budgeting (PB) scheme, looking at its successes as well as lessons learned and as a result we will implement a revised approach in 2020/21.

Despite severe financial pressures, we have continued to earmark funding for the Inverclyde Citizens' Panel, which is surveyed twice a year to gather views on a wide range of issues and provides valuable feedback that helps to inform service improvement as well as a range of performance information.

Our Performance Measures

Influence and Control

(Citizens' Panel 2018)

30% of residents feel they can influence decision affecting the local area, down 7% from 2016

Declined
red

Influence and Control

(Citizens' Panel 2018)

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

No change from 2016
amber

Identity and Place

(Our Place, Our Future 2017)

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

No new data
no RAG status

Feeling safe

(Citizens' Panel 2018)

68% of residents agree that they feel safe in their neighbourhood after dark, down 5% from 2016

Declined
red

Increased capacity

(2019/20)

85.6% of community organisations in disadvantaged communities increased their capacity in the last year, up 1.3% 2018/19

Improved
green

Volunteering

(SHS 2018)

35% of the population are involved in volunteering, 10% higher than in 2017

Improved
green

Locality Action Plans

Locality Action Plans have been developed and published on the council's website for all six Inverclyde localities.

Each plan contains information on the key issues within that locality and the actions that will be taken by both Inverclyde Alliance and the local community working together to address these issues.

The Locality Action Plans reflect both the needs and aspirations of our communities and the improvement actions within them have the overall aim of reducing inequalities.

UNICEF Rights Respecting School

Inverclyde Council is only the second local authority in the UK where every school has achieved Rights Respecting School (RRS) status. The award recognises a school's achievement in putting the United Nations Convention on the Rights of the Child into practice within the school and beyond.

The UNCRC sets out what every child needs to survive, grow and thrive in order to live with dignity and achieve their potential. Teaching children about their rights encourages them to respect the rights of others, and helps children to be better informed about important issues and supports them in becoming 'active' and engaged citizens' later in life.

"Hard Edges"

An Inverclyde 'Hard Edges' event was held in October 2019 to consider in detail the Hard Edges Scotland report, which highlighted the extent of severe and multiple disadvantage (SMD) in Scotland associated with mental health, domestic abuse, homelessness, substance dependency and offending. Approximately 80 people attended the event.

As a result of the discussions and the feedback received, a Resilience Network was launched in February 2020, adopting a whole community response, which will help to improve pathways and support for people to move out of severe and multiple disadvantage.

You can find more information on locality planning in Inverclyde here: <https://www.inverclyde.gov.uk/council-and-government/community-planning-partnership/localities>

Additionally, In an approach that is unique to Inverclyde, all of our children's units are also involved in the RRS scheme and local private nurseries are also working towards achieving RRS status.

Funding has also been allocated for two 'Care Navigator' positions to advocate, mentor and support those experiencing such disadvantage, helping to build stronger communities in Inverclyde in the longer term.



An artist captured the discussions at the community engagement events

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

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. Whilst the proportion of Inverclyde's population with no qualifications remains slightly higher than the national average - 10.1% compared to 9.8% in Scotland in 2019, it is an improving trend locally and the gap between the two has reduced from 4.3% in 2016 to 0.3%.

For the seventh year in a row, Inverclyde ranked in the top quartile of all Scottish councils for the percentage of people assisted into work from council operated / funded employability programmes, according to the Local Government Benchmarking Framework.

A company restructure of Riverside Inverclyde was implemented during the year, with RI now managed by the council in terms of a Service Level Agreement. The re-structure better reflects the new direction and specific responsibilities of Riverside Inverclyde in relation to economic development priorities.

A positive transition for young people leaving school is a key priority and in 2019 Inverclyde achieved its highest ever proportion of school leavers moving into employment, training or education in 2019, 95.8%, which is 0.8% higher than the Scottish average.

Our Performance Measures

Employment Rate

(2019)

50% of 16-24 year olds are in employment . This is a 10% decrease from 2018 level.

Declined
red

Assisted into work

(2018/19)

20% of unemployed people were assisted into work from Council operated / funded employability programmes, 8th highest performance in Scotland

No change
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

(2019)

91.8% of young people participated in education, training or employment (2019), up 0.2% from 2018 and above national average

Improved
green

Small and Medium Enterprises

Small and medium enterprises can help to achieve sustainable growth and local prosperity. Recognising this, Inverclyde Council has sought to increase the level of spend with local suppliers by putting in place policies and practices to assist local suppliers in bidding for council contracts.

Figures for the previous financial year show that the council's spend with SMEs increased by 7% to 66%, while local suppliers spend increased by 2.5% to 31.5%.

Our spend with local supplier compares well with other local authorities and the area also benefits

Ocean Terminal Pontoon

Work on a giant 200 metre floating cruise berth pontoon, capable of accommodating super ships up to 340 metres long, has been completed.

The pontoon is part of a £19.2 million investment, led by Inverclyde Council. It is made up of four, 1,000 tonne, concrete caissons - each the size of a small ship and will allow cruise ship visitors to Inverclyde to step from the pontoon into a new state of the art cruise ship terminal.

The new berthing facilities will help to support the growth in cruise ship visitors to Inverclyde and the wider city region, helping to support jobs and local

Positive Destinations

Data published by the Scottish Government in February 2020 shows that Inverclyde achieved its highest ever number of school leavers moving into employment, education or training. This placed Inverclyde as the 8th best performing council relative to all 32 councils in Scotland.

694 young people left school in Inverclyde in the academic year 2018/19. Of this number, 95.8% of pupils moved into a positive destination, which includes securing a job, training or a place at university or college.

from spending money with social care providers who may have a business base outwith Inverclyde, but who employ many of their staff locally and make use of local premises.

businesses, through tourism. It is expected that this new facility will result in an increase in visitor numbers to 150,000 passengers a year, providing a £26m boost to the Scottish economy.

Additionally, Inverclyde also achieved no 'unknowns', i.e. students whose destinations are unaccounted for when they leave school, for the tenth consecutive year.



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?

Inverclyde continues to suffer from significant levels of poverty and multiple disadvantage. Child poverty in Inverclyde is estimated to be around 1 in 4 children, rising to 1 in 3 in some areas.

Figures relating to levels of multiple deprivation in Scotland published in January 2020 show that there has been a significant increase in the number of Inverclyde data zones that are in the 5% most deprived in Scotland rising from 9% to 18%. To tackle this, the council earmarked £750,000 from its 2020/21 budget, supplemented by a £250,000 contribution from the Integration Joint Board, to invest in initiatives to tackle poverty in our communities.

The first Inverclyde Local Child Poverty Action Report was published in June 2019. This report focuses on a small number of set themes and sets out what action Inverclyde Council and NHS Greater Glasgow and Clyde will take to reduce child poverty in Inverclyde. The report was launched at a second dedicated Inverclyde Child Poverty Event which was attended by all partners. Work on the second Child Poverty Action Report is underway, which will set out progress in the first year of the report and the action plan for year two.

Poverty is not only associated with income and a wider approach is in place to help reduce intergenerational poverty. One example of this is teenage pregnancy which is often a cause and a consequence of social disadvantage. Reducing levels of teenage pregnancy helps to reduce the likelihood of poverty and the recurrence of poverty from one generation to the next. To take this work forward locally, an improvement plan to support the Pregnancy and Parenthood in Young People Strategy has been implemented.

Our Performance Measures

Relative Poverty

(2017/18)

25% of children and young people are living in relative poverty, down 2% from 2016/17

**Improved
green**

Tariff Scores

(2018/19)

The average tariff score of pupils living in SIMD 1 and 2 was **700**. In 2017/18 it was 683. The national average is 632.

**Improved
green**

Workless Households

(2018)

The % of workless households in Inverclyde was **19.1%**. Gap with the national average has reduced from **7%** in 2016 to

2.1%

**Improved
green**

SIMD 20% datazones

(2020)

45% of local datazones are in the 20% most deprived in Scotland, up 1% since 2016

**Slight decline
amber**

Fuel Poverty

(2016/18)

31% of the population are living in fuel poverty (2016/18), no change since 2015/17

**No change
amber**

Closing the poverty related attainment gap

The Attainment Challenge is focused on improving outcomes in literacy, numeracy and health and wellbeing with a particular focus on those children living in SIMD 1 and 2 and looked after pupils. The data gathered to date across a range of learning outcomes shows that there has been a broad increase in the attainment of pupils who reside in SIMD 1 and 2.

Improved educational outcomes have also been delivered for looked after children through the Care Experienced Young People Attainment Fund, which has funded the purchase of equipment, school holidays and tutoring. Health and Wellbeing has also been enhanced by increasing access to

Free school meals and clothing grants

Making sure that children in Inverclyde are properly fed, clothed and keeping down the cost of the school day is a key strand of the council's approach to tackling poverty. From August 2019, Inverclyde Council extended the eligibility for universal free school meal entitlement from P3 to P4, benefitting an extra 230 families across Inverclyde. The statutory requirement is to provide free school meals up to P3.

At the same time, the council also raised the earnings cap for free school meals and clothing grants from £610 a month to £915 a month, which meant that many more families in Inverclyde were able to apply for the grant. The

'Deep dive' into data

Child poverty is a complex issue, requiring input from a wide range of services all with a role to play in preventing poverty; supporting those affected and mitigating against its effects. To be effective, there needs to be an understanding of what the factors driving child poverty look like and identification of who needs to be involved to support effective planning.

Inverclyde is working closely with colleagues in NHS Health Scotland on a 'deep dive' into local and national data to identify that the right services are meeting the needs of the people living in poverty at the most appropriate times of their lives. Two partnership workshops have taken

activities such as swimming, football and music lessons.

This focused approach has delivered a number of tangible improvements across a range of areas including school inclusion, home work support, community activities, family activities and transitions.

clothing grant paid by the council, £145, is also one of the highest in Scotland and well above the minimum allowance of £100 which councils are required to pay. As a result of the enhanced policy by 30 September 2019 and additional 464 pupils received a school clothing grant and an additional 333 children in Primary 5 and above now have free school meals.

place to date, the first involved process mapping the services that are available within Inverclyde to help families living in poverty and the impact has. The second workshop looked at local data and what could be sourced to help prioritise need. Work in this area has had to be temporarily put on hold due to Covid-19 but will resume once it is safe to do so.

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.

During 2019 the Care Inspectorate carried out an inspection of our Justice Social Work Services and also our children's residential homes, The View and Kylesmore. The findings from all three inspections were very positive, with a range of strengths identified. Kylesmore in particular, was found to be sector leading in its approach to caring for its children.

As the Inverclyde Autism Strategy reached its mid-point in 2019, a full review of its impact on the local community was carried out. As part of this, an evaluation of progress was carried out at an event held with those representing people with Autism, parents / carers and relevant agencies. The review helped to refocus our priorities to ensure we achieve the goal of making Inverclyde a more accessible and inclusive place for people with autism to live and work.

To support children with emotional wellbeing and mental health needs, the HSCP and Education Services have commissioned a sustainable community based tier 2 service. The model focuses on early help and prevention, as well as providing a quality assured single point of access and a needs-led Tier 2 Mental Health Service for 5-18 year olds in Inverclyde.

We also reinforced our commitment to carers by becoming the first local authority in Scotland to waive charges for all residential respite in 2019/20, to ensure that Inverclyde carers are not disadvantaged by their caring role.

Our Performance Measures

Community Placements (2017/18)

86.4% of looked after children are cared for in a community setting, down 1.18% from 2016/17

**Slight decline
amber**

Number of placements (2017/18)

13.57% of looked after children had 1 or more placement in the last year, up 0.27% from 2016/17

**Slight decline
amber**

Rating of adult care

Percentage of adults receiving social care or support who rate it as good or excellent

This indicator was removed from the LGBF framework in 2018/19

Quality of Life (2017/18)

76.6% of supported at home adults agree that it was helped maintain or improve their quality of life, down 11.8% from 2015/16

**Decline
red**

Carers (2017/18)

40% of carers feel supported to continue their caring role, down 3% from 2015/16 **(biennial survey)**

**Slight decline
amber**

Adult Support and Protection

During the year we embarked on a development programme with officers who have responsibilities for undertaking statutory functions under the auspices of the Adult Support and Protection (Scotland) Act 2007.

The purpose of the development programme was to further develop and improve skills in relation to adult support and protection. Two events have been held to date in relation to chronologies and learning from audit.

A Policy and Quality Group has been established to strengthen and improve partnership working across a number of key areas, which will ultimately help to

Proud 2 Care

The Proud2Care group, which began life as a participation group in 2017 has grown in strength and influence to effect positive change for Care Experienced Young People, helping young people to recognise that they have a valuable voice and are able to influence service delivery.

The group has played a pivotal role in the establishment of an Inverclyde Champions Board. The Champions Board empowers young people to use their life experience in a positive way, providing a platform, voice and helping instil confidence to make a difference.

Developing Literacy Opportunities

The Community Learning and Development Team has developed a partnership with Parklea Branching Out to offer vulnerable adults a holistic approach to education, training and employment opportunities, while at the same time, working towards a John Muir Award.

The project involved participants being supported to achieve their personal literacy and numeracy goals through their community gardening activities at Parklea. It included a range of varied and fun activities such as multi-sensory walks; planning a pollinator garden; art and creative writing activities and developing IT

ensure that vulnerable adults are safer as a result of this activity. The 4 key areas that the group is focusing on are:

- ❖ policies and procedures
- ❖ self-evaluation
- ❖ staff learning and development
- ❖ communication engagement with vulnerable adults

The extension of 'Community Connectors' and 'Active Lives for All ' has further expanded our contact with vulnerable adults to provide clearer pathways to raise welfare and protection concerns.

In the past year:

- ❖ 224 sessions to support Champions Board involvement have been held
- ❖ There have been changes to 14 policies or practices as a result of Champions Boards
- ❖ Inverclyde Champs were involved in every stage of the Independent Care Review
- ❖ Over 40 young people have become involved with Inverclyde Champs Board so far
- ❖ The network has been expanded to include adopted young people
- ❖ The profile of Proud2Care has been raised significantly

skills through undertaking research, sharing activities, poems and thoughts via the John Muir Award eBook. As a result, nine participants from Parklea Branching Out received a John Muir Discovery Award. For some participants, this was the first time that they had ever undertaken any writing tasks and this has encouraged and motivated participants to develop their skills within ongoing CLD literacies sessions.

Additionally, the learning and skills tasks completed contributed to SQA Personal Achievement Awards being undertaken by eight individuals.



To celebrate Care Experience Week 2019 a 'Kick about with your corporate kid' event was held

6. 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 emergence of the Covid-19 pandemic early in 2020 dominated the health agenda worldwide and its impact on the health of Inverclyde's communities has been massive. Inverclyde, sadly, has suffered particularly badly with a higher number of deaths than other areas also suffering from high levels of deprivation. The reasons for this and the impact of Covid-19 on the health of Inverclyde's population will be examined in detail in the coming year.

Inverclyde may have been so badly affected by Covid-19 due to the overall health profile of the population being poorer than that of Scotland as a whole, although improvements in health have been achieved e.g. the rate of improvement in life expectancy for males is the third highest in Scotland.

Alcohol and drugs misuse continue to be significant issues locally with prevalence rates for both far exceeding the national average, which in turn has a massive impact on morbidity and mortality and this area continues to be a priority for the council and the HSCP.

Inverclyde HSCP in partnership with acute colleagues at Inverclyde Royal Hospital achieved the best performance in mainland Scotland relating to delayed discharge in 2019. This performance was underpinned by a joint commitment to our Home1st approach that ensures older people return home or to homely setting when they are fit to leave hospital. HSCP staff work alongside Acute staff to assess and plan with patients and their families for a successful return home. This joint work has been developed during the past 5 years and we will continue to identify new ways of improving our partnership approach and performance.

Our Performance Measures

Life Expectancy

(2016/18)

Life expectancy for Inverclyde males is **1.9 years** lower than the national average and **1.5 years** for females (2015/17)

**No change
amber**

Alcohol related mortality

(2018)

The alcohol related mortality rate in 2018 was **28.15** (per 100,000 population), down from 34.11 in 2016

**Improved
green**

Drug related hospital stays

(2017/18)

298.5 drug related hospital stays (rate per 100,000 population) in 2018/19, down from 341.9 in 2016/17

**Improved
green**

Social Isolation

8% of older residents reported social isolation

No new date available
No RAG status

Self Directed Support

(2017/18)

Self directed support spend on adults 18+ accounted for **5.5%** of total social work spend, down 0.9% from 2017/18

**Slight decline
amber**

Alcohol and Drug Recovery

The prevalence of alcohol and drug misuse within Inverclyde has a significant impact on morbidity and mortality. A review of alcohol and drug service provision has been carried out with the aim of developing a cohesive and fully integrated whole system approach for service users affected by alcohol and drug issues. A key outcome of the review was that a system wide approach to support, including a focus on recovery communities, is required in Inverclyde.

Funding from the CORRA Foundation is helping test new ways of working to support service users more effectively including better liaison with acute/ primary care services and out of hours with the aim of

Smarter Choices Smarter Places

Inverclyde Council has invested £0.2 million in improvement works in the cycle network with the aim of improving physical health through cycling.

The Smarter Choices Smarter Places (SCSP) programme encourages people to undertake short local journeys by active and sustainable travel modes, such as walking and cycling. In doing so, it seeks to improve health and well-being through physical activity and improving air quality through reduced car congestion / emissions.

In 2019/20, the council worked closely with two local active travel projects; The Bothy and

Focus on Dementia

In May 2019 Inverclyde HSCP submitted a successful bid to iHUB to secure Inverclyde as a national test site for developing better dementia care co-ordination across the dementia pathway. iHUB is part of Healthcare Improvement Scotland, which supports those delivering health and social care to redesign and continuously improve services to ensure they meet the changing needs of their communities.

The HSCP is working collaboratively with the Focus on Dementia team over a 2 year period to support the redesign of our dementia pathways from diagnosis to end of life and this learning will be shared across Scotland.

diverting them from emergency department presentations.

Work has commenced on building recovery communities for people affected by alcohol and drug related harm. An Inverclyde Recovery Development Group has been established and has identified the key elements of a Recovery Strategy for Inverclyde with key areas of work including commissioning to provide effective family support, meaningful activity and a volunteer peer mentor programme.

To embed recovery communities within Inverclyde in the longer term, it has been agreed to commission a large scale 3rd sector Recovery Hub for alcohol and drugs, focusing on recovery orientated system of care with the aim of promoting recovery and reducing drug related deaths.

Community Tracks, to deliver activities to local people, community groups, schools and workplaces.

- ❖ The Bothy was the first of its kind in Scotland, bringing expertise and knowledge of local walking and cycling community organisations together in one cohesive project, with the aim of encouraging more people to walk and cycle for more of their everyday journeys.
- ❖ Community Tracks offers a wide range of advice and support, including active travel maps, cycle maintenance classes, fix your own bike workshops, cycle training and riding confidence sessions and led bike rides.

In addition to the numerous health benefits, both projects also help to promote social inclusion.

The anticipated outcomes are:

- Improved services and support for people with dementia
- Timely interventions to support complex physical and health needs, reduced unscheduled hospital admission days, reduced delayed discharges and
- improve palliative and end of life care

In addition to this, Inverclyde Council has also committed £100,000 to support the continuing implementation of the Dementia Strategy in Inverclyde.

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?

The natural and built environment both play an important role in making people feel safe, happy and healthier.

Assisted by the Scottish Government to reduce the carbon footprint and support the use of electric cars, 6 additional electric charging points have been installed in car parks across Inverclyde. Further reduction in energy consumption have also been achieved through the street lighting replacement programme with LEDs which is now 95% complete.

Investment of £3.3 million in the roads infrastructure was made during the year to improve the condition of the road network and reduce the proportion of the network that requires maintenance.

Recycling rates in Inverclyde continue to be amongst the best in Scotland. According to the LGBF data, Inverclyde is the sixth highest performing council in Scotland for household waste recycling. This is an area where performance is consistently high, with Inverclyde placing in the top ten performing councils for the past 7 years.

Investment in Greenock Town Centre, which is one of the most deprived areas in Scotland, is a priority for the council. In 2019, the council secured a Town Centre Capital Fund Award of £660,000 which has been used to finance a range of initiatives associated with the regeneration of the town.

In promoting and supporting our natural environment, the council works closely with a number of community groups that work to protect and enhance Inverclyde's natural environment and we are continually looking at ways in which we can support groups, build community capacity and strengthen our partnership working.

Our Performance Measures

CO₂ emissions (2017) CO ₂ emissions = 4.2 tonnes per capita down 0.1t from 2016 Improved green	Greenspace satisfaction Percentage of residents are satisfied with their nearest greenspace <small>The question was not asked in the Scottish Household Survey 2018</small>	Street Cleanliness (2018/19) Street cleanliness score 89.6% up 2.5% from 2017/18 Improved green	Waste Recycling (2018/19) 56% of household waste was recycled, 6 th highest recycling rate in Scotland Performance maintained green	Roads Network (2018/20) 37.3% of the overall road network requires maintenance treatment, 0.2% lower than 2017/19 Improved green	Parks and open spaces (2016/19) 88.4% of residents are satisfied with parks and open spaces, 8 th highest level in Scotland Improved green
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Public Realm Improvement

Improving the street scape of West Blackhall Street was identified as a priority project in the masterplan that emerged from an earlier Greenock town centre charrette. To progress this work, a design team was appointed to prepare a plans for public realm improvement to the street.

The final plans for the overhaul of the street were approved by the council in August 2019. The improvement project focuses on making the street as attractive as possible to shoppers, visitors and diners, to increase footfall and entice people to stay in the area for longer.

Conserving our built environment

The conservation of Inverclyde's historic buildings is a key factor in the image of the urban realm. As part of the council's budget setting process in 2019/20, £80,000 was set aside for a conservation area and listed buildings grant, aimed at helping houses that are listed on, or in, conservation areas become more energy efficient.

Additionally, in 2019 the council commissioned the production of a Quarrier's Homes Conservation Area Appraisal and a Conservation Area Management Plan for the historic village of Quarriers to help manage and protect its historic

Inverclyde Green Connections

The Green Connections project brings together the strategic priorities in the Inverclyde Alliance Local Outcomes Improvement Plan in a single project with potential to provide economic, social, and environmental benefits.

Although at an early stage, a significant funding opportunity has been identified through Sustrans 'Places for Everyone' fund to improve walking and cycling at the following six priority areas:

The project is also designed to 'future proof' the area so that it will be compatible with more sustainable forms of transport and zero-carbon targets. Other enhancements to the street include:

- ❖ Widening the pavements to create space for pedestrians and outdoor seating
- ❖ Reducing the number of car parking spaces
- ❖ Installing a 2m wide segregated cycle lane
- ❖ Planting trees to improve the street's appearance and improve air quality.

The project is funded by Inverclyde Council and Sustrans, the walking and cycling charity, who are each contributing £1.5million.

built environment. The Appraisal is the second to be completed in a programme of eight being prepared to cover all of the conservation areas in Inverclyde. It identifies the key features of the Quarrier's Homes conservation area that create its special character and appearance and assists in determining what is worthy of preservation. It also outlines the actions that are required for the continued management of the conservation area.

This brings numerous benefits, firstly it helps to inform planning policy and assist in the consideration of planning applications and appeals; it helps inform residents of the special needs and character of their area; and it will also assist developers in identifying development opportunities and formulating appropriate proposals.

- ❖ Improvements to the National Cycle Route 75,
- ❖ Greenock Central,
- ❖ Cartsburn to the riverside link,
- ❖ Port Glasgow to the riverside link,
- ❖ Improvements around Coves reservoir
- ❖ Lady Octavia Park to Greenock

The project will work with local people living next to these proposed areas to encourage participation and discussion on the best way to improve connectivity between the neighbourhoods, the town centres and the natural, cultural and historic assets of the area, with the aim of making use of available greenspace, creating safer, attractive and healthier places which in turn helps to deliver improvements in quality of life.



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?

In 2019/20, through our involvement in the Inverclyde Cultural Partnership, the council continued to progress various cultural endeavours. The Cultural Partnership consists of a wide range of partners with an interest in arts, culture and heritage from across the Inverclyde area. This year, in order to increase the group's capacity to work jointly on projects, two sub-groups were formed, one focusing on arts and the other on heritage.

As 2019 was the 200th anniversary of the death of James Watt, the life of the son of Greenock was celebrated with a wide range of events, activities and exhibitions over the course of the year.

The inaugural Inverclyde Film Festival took place in March 2020, funded by Regional Screen Scotland and led by the Waterfront Cinema with support from various local partners including Inverclyde Council. Over the course of 3 days 19 programmed events took place, attended by around 800 people.

Inverclyde's libraries were one of only 10 public library councils to win a share of a £200,000 Public Library Improvement Fund, which helped to transform our libraries into cultural hubs through the 'Making Waves' project.

The project provided the public with a series of free, artist-led classes and workshops in libraries across the area, covering art, creative writing, song writing, comic writing, and digital storytelling, using culture and creativity as tools to get the whole community involved with the council and with each other in a way that promotes overall wellbeing.

Our Performance Measures

Libraries (2016/19) 79% of adults are satisfied with libraries, same as in 2015/18 and 9 th highest in Scotland No change from 2015/18 green	Museums (2016/19) 67% of adults are satisfied with museums, 5% lower than in 2015/18 Decline red	Attendance at events (SHS 2018) 77% of adults attended cultural events / places of culture, up 1% from 2017 Improved green	Attendance at events <i>most deprived 20% (2018)</i> 70% adults in the 20% MD areas attended cultural events / places of culture, down 1% from 2017 Slight decline amber	Cultural activity (SHS 2018) 72% of adults participated in any cultural activity, down 1% from 2017 Slight decline amber	Cultural Activity <i>most deprived 20% (2018)</i> 63% of adults in the 20% MD areas participated in any cultural activity, down 2% from 2017 Slight decline amber
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Galoshans Festival

Now in its fifth year, the *Galoshans* festival, which celebrates a unique piece of Inverclyde's intangible cultural heritage, took place again in 2019, run by RIG Arts, a local socially engaged arts charity.

The programme ran from 25 October to 1 November 2019 and consisted of over 30 listings. To commemorate the bicentenary of James Watt's death and the 250th anniversary of Watt's patent, the festival incorporated the twin themes of innovation and light.

Financial support for the festival was secured from Creative Scotland, the Natural Lottery Heritage Fund and Event Scotland.

Watt Institution



The Watt Institution, comprising the McLean Museum and the Watt Library, re-opened on 22 November 2019 after an extensive repair programme.

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

Following re-opening, the Watt Institution quickly resumed its place as one of Inverclyde's best regarded heritage assets, welcoming around 8,000 visitors in its first 4 months of operation. The impressive quality of the refurbishment has resulted in the Watt Institution being shortlisted for

Inverclyde Heritage Strategy

The Inverclyde Heritage Strategy was commissioned by Inverclyde Council after securing funding from The Great Place Scheme, with responsibility for the production and delivery of the strategy lying with the Inverclyde Cultural Partnership.

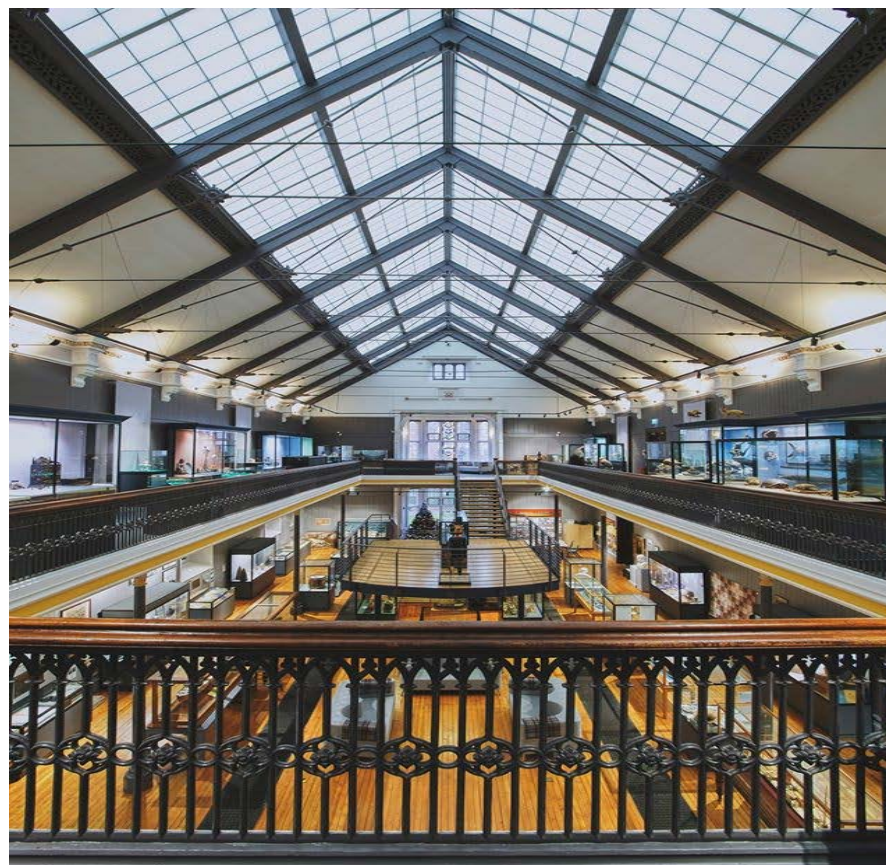
This ten year strategy aims to grow the heritage sector by supporting the development of a strong, sustainable heritage infrastructure across the public, private and third sectors.

It was formally launched alongside the refurbished Watt Institution in early 2020. Work has commenced this year on a major funding bid to the National Lottery Heritage

It was estimated that around 8,700 people participated in the festival, representing a 20% increase on the number of festival attendees in 2018.

a national architectural award from the Royal Incorporation of Architects in Scotland. The judging process however has been delayed due to the Covid -19 pandemic.

Fund to support the delivery of the Strategy Action Plan.



The refurbished Watt Institution, Greenock. Photo courtesy of © John Sinclair www.thebigsink.com

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?

The need across the council to do things differently, to always be looking at increasing efficiency and delivering our services as well as we can has never been more important, both in view of previous reductions in funding and now with the financial impact of Covid-19 expected to be significant.

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

We continued to progress our innovative approach to Shared Services with West Dunbartonshire Council, extending it to a shared management model for Internal Audit in January 2020, increasing the potential to share best practice and improve service delivery, as well as deliver efficiencies.

Community engagement and consultation is embedded in our service delivery and a new consultation hub, Citizens' Space, was launched to help manage and co-ordinate public consultations across the council.

Service performance continued to be closely scrutinised. Of the 71 indicators in the Local Government Benchmarking Framework 2018/19, Inverclyde's performance ranked in the top half of councils for two thirds of all indicators, an improvement of 7% from 2017/18 and placing Inverclyde in joint first position relative to all 32 Scottish councils. You can view all our performance information here: <https://www.inverclyde.gov.uk/council-and-government/performance/>

How are we doing?

Responsive to need Citizens' Panel (2018) 44% of residents agree that the council is responsive to customer needs, down 6% from 2015 Decline red	Service Satisfaction Citizens' Panel (2018) 69% of residents are satisfied with Council services, up 1% from 2016 Improved green	Value for Money Citizens' Panel (2018) 55% of residents agree that Council services are good value for money, down 5% from 2016 Decline red	Reputation Citizens' Panel (2018) 41% of residents feel that the Council's reputation is good, down 3% from 2015 Slight decline amber	Accommodation (2018/19) 92.4% of the Council's operational buildings suitable for current use, up 0.54% from 2017/18 Improved green	Customer Interactions (2019) 8.3% decrease in face to face 0.18% decrease in phone calls 7.45% increase increase in mobile/web /other Improved green
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Access 1st



Access 1st was introduced in 2019 to provide a single point of contact for handling requests for adult health and social care services from members of the public, stakeholders and partners.

The service is available to a wide range of people including those that feel that they need support to enable them to live a safe, healthy life; those that need support with a disability; those that need help to feel included, or those with caring responsibilities who feel that they would benefit from support.

The provision of one single point of contact has helped to make the system smoother and more

Council Tax Online

A new service 'Council Tax Online' designed to give residents more control over their Council Tax account was launched in January 2020. The new service, which is part of the council's Digital Access Strategy, sets out to improve customers' access to everyday services and improve overall business efficiency.

Council Tax Online allows local Council Tax payers to carry out a wide range of functions which they would otherwise require to contact the Customer Service Centre to deal with. It is designed to make it easier to manage money and see balance and payment history at a glance.

Technology Enabled Care

Inverclyde has an ageing population, and so the demand for technology enabled care (TEC) has increased by 5% year on year.

There are approximately 2,200 service users within Inverclyde with a community alarm service. Of this number, over 400 also have enhanced telecare packages and 60% of this number are aged over 70 years.

It is estimated that the use of mobile health monitoring using FLO, a text messaging system that also allows people to monitor their conditions at home through their mobile phone, has resulted in a saving of 1,800 face to face clinical appointments with GPs/

efficient, meaning that those with critical or substantial needs receive better up front information, signposting or providing appropriate advice.

Residents can also get a copy of their recent bill; tell the council about a house move; apply for discounts and exemptions; view property details, set up a direct debit; change an existing direct debit and make a payment.

practice nurse and pharmacy. Just as importantly, it also supports people to have greater choice, confidence and control in their own care and wellbeing, as well as promoting independence.



Awards 2019/20



★ Bookbug Hero Award



Scottish Book Trust, the national charity that aims to change lives through reading and writing, awarded its inaugural Bookbug Hero Award to Inverclyde's Senior Library Assistant for Young People's Services, Myra Mains. This Award seeks to honour someone working with Bookbug who has used the programme to make a real difference to the lives of the young children, families and communities they work with. There were over 60 nominations in the category. In her role as Senior Library assistant, Myra has helped 6,053 Bookbug Sessions to take place in Inverclyde, helping local children and parents discover the benefits of sharing songs, stories and rhymes.

★ Scottish Public Service Awards

The Scottish Public Service Awards showcase some of the most innovative and thought-provoking work being done in Scotland. At the Awards ceremony in 2019 Inverclyde was shortlisted as finalists in three categories: Leadership, the Colin Mair Award for Policy in Practice and the Campbell Christie Public Service Reform Award.

Derek Flood, HSCP Team Leader for Advice Services won Public Sector Leader of the Year award for his leadership, motivation and dedication to improve people's lives. This award is in recognition of how Derek brought together separate teams under a single vision of improving the lives of our most vulnerable citizens. The team continues to provide Social Security advice and information, Welfare Rights representation and Specialist Money Advice but this is now done in a joined-up way that minimises duplication and ensures local citizens see a long-lasting, sustainable increase in their income.

Secondly, the HSCP and Ardgowan Hospice won the Colin Mair Award for Policy for joint work with Inverclyde communities to create Compassionate Inverclyde, a social movement that helps people to cope with death, dying and loneliness.



Thirdly, Home1st, the Inverclyde HSCP team that works with adults and older people, was shortlisted for the Campbell Christie Public Service Reform Award for its work in relation to delayed discharge. Inverclyde HSCP in partnership with acute colleagues at Inverclyde Royal Hospital achieved the best performance in mainland Scotland relating to delayed discharge in 2019.

★ **NHS Greater Glasgow and Clyde Celebrating Success**

Inverclyde HSCP Advice Services were the winners of a Local Staff Award at the NHS Greater Glasgow and Clyde Celebrating Success Awards 2019 for 'Outstanding provision of money advice, benefits advice and welfare rights representation'.

★ **Education Buildings Scotland Award**

The Glenpark Early Learning Centre won the Education Scotland Buildings Scotland Award for Best Early Years Centre. The centre was also awarded two excellent grades by the Care Inspectorate.

★ **Sportscotland Gold Flag Award**

Healthy, active lifestyles begin with our children and a further three schools achieved sportscotland 'gold flags' in 2019/20. The sportscotland School Sport Award (gold, silver and bronze) is a national, Lottery funded initiative which is designed to encourage schools to constantly improve the physical education and sporting opportunities available to pupils. Eight Inverclyde schools have now achieved 'gold flag' status.

★ Food for Life Served Here

Inverclyde Council was awarded a bronze 'Food for Life Served Here' Award, in recognition of the fact our school meals are made from fresh and healthy ingredients. 3,527 children in Inverclyde are benefitting from fresh, local, sustainable produce. The programme is funded by the Scottish Government. Inverclyde Council is the 13th local authority in Scotland to achieve the Soil Association's prestigious Food for Life Served Here award.

★ APSE

Inverclyde Council won the 'Most Improved Performer' Award in the Street Lighting category at the APSE awards in December 2019, beating ten other councils from across Great Britain to win the award.

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. Our Employee Survey, which we carry out approximately every three years, provides us with robust information on employee satisfaction and how we are performing as an employer.

Our Corporate Workforce Planning and Development Group has been supporting the review of Service Workforce Plans which include longer term forecasts of workforce numbers and skills and how we plan to address the challenges ahead.

A number of key HR policies have been reviewed over the past year and various learning and development initiatives have been developed and implemented to address the learning needs of our employees. A revised pay and grading structure which supports career progression and the consolidation of the Scottish Local Government Living Wage has been fully implemented.

Covid-19 resulted in tremendous change for employees towards the end of 2019/20, which will continue into 2020/21 with changes in working practices, including a significant increase in the number of employees working from home, to ensure their safety and wellbeing. Looking after employee mental health and wellbeing and ensuring that our employees feel supported is vital. Employees have access to an Occupational Health provider, including counselling provision, where employees require specific support with their mental health and wellbeing.

Our Performance Measures

Employee satisfaction (2018)

82% of employees are satisfied in their job

**Above 70% target
green**

Links to Council aims (2018)

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

**Above 70% target
green**

Employee motivation (2018)

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

**Above 70% target
green**

Perception (2018)

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

**Above 70% target
green**

Sickness absence (2019/20)

9.2 days was the average number of sickness absence days per employee, 0.2 days higher than in 2018/19

**Slight decline
amber**

Disabled Staff Forum

As a Disability Confident Employer, Inverclyde Council is committed to the provision of equal opportunity and a safe environment for all staff.

As part of this commitment, a Disabled Staff Forum has been established to provide a platform for disabled employees, employees who care for disabled family and friends, and employees with a general interest in disability. The aim of the Forum is to:

- ❖ Achieve and maintain a positive culture towards disability

People & Organisational Development Strategy

A new People and Organisational Development Strategy for the period 2020/23 has been developed and approved by the council.

The next few years for the council will continue to be challenging and it is more important than ever to ensure that a strategy is in place that will help to ensure that employees are motivated, sufficiently trained, qualified and experienced to deliver quality services that meet current and future anticipated needs. The themes of the Strategy are:

- ❖ Organisational Development

Menopause Policy

Female employees make up 74% of the council's workforce, with the average age of employees being 47.

A new Menopause Policy and Guidance has been implemented to ensure that all female employees feel that they are treated with dignity and respect in their working environment. The policy aims to ensure that all line managers are aware and have an understanding how the menopause can affect their female employees at work, enabling them to provide guidance and support, where practicable, to those affected.

- ❖ Promote and develop a trusting environment where disability is disclosed in the workplace
- ❖ Provide networking opportunities and peer support
- ❖ Act as a platform for consultation and influence on issues impacting on the health, wellbeing and work of those with a disability in Inverclyde Council.

- ❖ Employer of Choice
- ❖ Employee Skills Development, Leadership, Succession Planning
- ❖ Fairness and equality

Each theme is supported by a range of work streams and its implementation will be monitored by the Corporate Workforce Planning and Development Group. The strategy will be reviewed in light of Covid-19.

It is also aimed at creating an environment where all women in the workplace are given information on how they can request support for issues that arise as a result of the menopause and feel confident in seeking support at work and any reasonable adjustments that may assist.

INSPECTION FINDINGS 2019/20 ~ HOW DID WE DO?

✓ The inspection of Justice Social Work Services in Inverclyde

A Care Inspectorate inspection team visited Inverclyde over July and August 2019 to carry out an inspection of Justice Social Work Services. The inspection included meetings with people subject to community payback orders and focus groups and interviews with key members of staff, partner agencies and stakeholders. The inspection report was published in December 2019 and noted numerous key strengths within the Service including:

- ✓ Leaders demonstrate a strong commitment and vision to improve outcomes for individuals
- ✓ There is a well-embedded performance management framework and access to high quality data analysis shows strong justice service performance that exceeds national targets, sometimes by a considerable margin.
- ✓ A range of positive outcomes have been achieved for individuals.
- ✓ The Service is well integrated into the Health and Social Care Partnership which strengthened governance arrangements and supported quick and easy access to services for individuals, including those aimed at addressing mental health and addiction issues.
- ✓ The unpaid work service operates effectively and plays an important role in improving outcomes for individuals while ensuring payback to communities.
- ✓ Staff demonstrate a sound value base and treat individuals with dignity and respect resulting in positive, supportive and effective working relationships.

Of the five quality indicators that the Service was assessed against, 3 were noted as 'Very Good' and 2 were 'Good'.

Quality Indicator	Rating
Improving the life chances and outcomes for people subject to a community payback order	Very Good
Impact on people who have committed offences	Very Good
Assessing and responding to risk and need	Good
Planning and providing effective intervention	Good
Leadership of improvement and change	Very Good

✓ The Inspection of Children's Residential Care Homes

The Care Inspectorate carried out two unannounced inspections of children's care homes in Inverclyde towards the end of 2019.

The first unannounced inspection was of The View's children's residential care home services on 28 October 2019. The inspection looked closely at the care and support young people receive and found significant areas of strength with only minor areas for improvement. The Care Inspectorate was completely assured that over time, young people living at The View develop meaningful and secure relationships with those caring for them. Children were found to lead positive, healthy and enjoyable lives underpinned by a robust assessment of need and risk and also benefit from a dynamic and aspirational approach to all aspects of care and support. The quality of care was assessed against two indicators:

Quality Indicator	Rating
How well do we support children and young people's wellbeing?	Very Good
How well is our care and support planned?	Very Good

The second unannounced inspection took place at Kylemore children's residential care home on 1 November 2020. Similar to the inspection of The View, the inspectors focused on the care and support young people receive and found that the young people living within Kylemore thrive as a result of the unique approach to care and support that is provided. Furthermore, Kylemore was reported as being a model of sector leading practice, setting a new standard for care homes for children and young people in Scotland. The quality of care was assessed as follows:

Quality Indicator	Rating
How well do we support children and young people's wellbeing?	Excellent
How well is our care and support planned?	Excellent

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

For further information please contact:



e-mail:

Corporate.policy@inverclyde.gov.uk



write to:

Corporate Policy Team
Education, Communities and
Organisational Development
Inverclyde Council
Municipal Buildings
Greenock
Inverclyde PA15 1 LY



telephone:

01475 717171

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