Inverclyde council

Report To:	**Policy & Resources Committee**	**Date:**	**21 March 2023**
Report By:	**Corporate Director, Education, Communities & Organisational Development**	**Report No:**	**PR/08/23/MR**
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Subject:	**Council Plan and Partnership Plan from 2023 and New Performance Management Strategy**		

1.0 PURPOSE AND SUMMARY

1.1 ☒For Decision   ☐For Information/Noting

1.2 This report proposes a vision and high-level outcomes for the new Council and Partnership Plans and the adoption of an associated Performance Management Strategy.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Policy and Resources Committee:

- Agrees the vision and high-level outcomes for the Inverclyde Council Plan 2023-28 and that this forms the basis of a report to Council on 20th April;
- Endorses the vision and high-level outcomes for the Inverclyde Alliance Partnership Plan 2023-33; and
- Agrees the adoption of an associated Performance Management Framework.

Ruth Binks
Corporate Director, Education, Communities &
Organisational Development

3.0 BACKGROUND AND CONTEXT

3.1 The current Inverclyde Council Corporate Plan and Inverclyde Alliance Outcome Improvement Plan both run to 2023. There has been significant development work undertaken in relation to the creation of a new Council Plan and Partnership Plan for Inverclyde Council and Inverclyde Alliance.

3.2 Alongside the drafting of new plans there has been consideration of the most effective ways to report on, measure and scrutinise progress. To support this a new Performance Management Framework has been created.

DEVELOPMENT PROCESS FOR NEW PLANS

3.3 The development process to date has included:
- A Strategic Needs Assessment,
- Public, partner and Inverclyde Council employee consultation,
- Corporate Management Team and Extended Corporate Management Team workshops and reports,
- Workshop with Elected Members on shared priorities for Inverclyde,
- Consideration of statutory requirements and guidance,
- Alliance reports and discussion with partners,
- An Elected Member Briefing on 13th February 2022,
- Discussion with the Leader of the Council and Chair of Inverclyde Alliance, and
- Research on approaches across other areas.

STRATEGIC NEEDS ASSESSMENT

3.4 The Strategic Needs Assessment is available on the Council website via this link. It includes a wide range of information about Inverclyde, including the population profile, overview of the economy, analysis of deprivation trends, statistics on health and environment related information.

3.5 As well as giving a baseline against which we can measure progress through the implementation of the new plans the Strategic Needs Assessment identifies issues that the Council Plan and Partnership Plan can try to address.

3.6 Some of the issues highlighted include:

- An increasing concentration of older people within Inverclyde's communities, with the proportion of people aged 75+ set to increase by 55.5% over the next 20 years;
- An anticipated population reduction of 5% over the next 5 years, driven by there being fewer births than deaths;
- Emergency hospital admission and alcohol related hospital admission statistics being higher than Scottish average levels;
- Annual earnings at a lower level than the Scottish average;
- Significant deprivation issues with 45% of all datazones being in the 20% most deprived in Scotland; and
- Life expectancy for males and females sitting below Scottish average levels.

CONSULTATION

3.7 The consultation involved six different research methods over eight weeks of consultation. There were a total of 2801 participants. Elected Members will note that increasing employment and improving the quality of job opportunities was ranked highly across the different consultation methods and participants. The top themes were:

- Employment and Jobs,
- Community,
- Young People,
- Health and Wellbeing, and
- Housing.

The consultation report is available at Appendix 1.

3.8 As well as identifying key priorities respondents also suggested a wide range of ways in which they could be addressed. These will be taken into account in action planning. The consultation report will also be used to better understand public perceptions of the Council and Alliance and shape related public communication.

APPROACH USED TO DEVELOP THE PLANS

3.9 A collaborative approach has been undertaken throughout the development of the plans as outlined at para 3.3. There has been a balancing of:
- What the consultation has told us;
- The issues identified through the Strategic Needs Assessment;
- Elected Member/Council Officer/Alliance partner aspirations;
- An understanding of the resources available to deliver on the plans; and
- Statutory responsibilities of the Council and Alliance.

3.10 The Corporate Management Team have considered alternative models and best practice from elsewhere to inform the Inverclyde plans.

3.11 While the Council Plan and Partnership Plan require to be consistent in approach they serve different purposes. The Council Plan requires to reflect the range of work undertaken by the Council, across its Services. The Partnership Plan focuses on partnership work to address inequalities.

PROPOSED VISION AND HIGH LEVEL OUTCOMES

3.12 It is proposed that the same vision is used across both plans. This is "*The Inverclyde Commitment: Success For All – Getting It Right for Every Child, Citizen and Community*". There was strong support through the public consultation to continue with Getting It Right for Every Child, Citizen and Community.

3.13 The term of the Council Plan is five years, from 2023-28 and the Partnership Plan ten years from 2023-33. This will run the Council Plan into the next Council term and allow time for the establishment of the administration and the development process for a new plan. The ten year term of the Partnership Plan recognises the long term nature of inequalities to be addressed. A mid term review will be undertaken.

3.14 The structure and high-level outcomes for the Council Plan will be:

THEME 1: PEOPLE
Outcomes we will achieve:
- Our young people have the best start in life through high quality support and education;
- Gaps in outcomes linked to poverty are reduced;
- People are supported to improve their health and wellbeing;
- More people will be in employment, with fair pay and conditions; and
- Our most vulnerable families and residents are safeguarded and supported.

THEME 2: PLACE
Outcomes we will achieve:
- Communities are thriving, growing and sustainable and our strategic housing function is robust;
- Our economy and skills base are developed;
- We have a sufficient supply of business premises; and
- Our natural environment is protected.

THEME 3: PERFORMANCE
Outcomes we will achieve:
- High quality and innovative services are provided, giving value for money; and
- Our employees are supported and developed.

3.15 Subject to the Alliance's approval the structure and high-level outcomes for the Partnership Plan will be:

THEME 1: EMPOWERED PEOPLE
- Communities can have their voices heard, and influence the places and services that affect them
- Gaps in outcomes linked to poverty are reduced

THEME 2: WORKING PEOPLE
- More people will be in sustained employment, with fair pay and conditions
- Poverty related gaps are addressed, so young people can have the skills for learning, life and work
- Businesses are supported and encouraged to reduce their carbon footprint and develop green jobs

THEME 3: HEALTHY PEOPLE AND PLACES
- People live longer and healthier lives
- Supportive systems are in place to prevent alcohol and drug misuse
- Our natural capital is looked after, and we are effectively adapting and mitigating the effects of climate change

THEME 4: A SUPPORTIVE PLACE
- Vulnerable adults and children are protected and supported, ensuring they can live safely and independently
- We recognise where people are affected by trauma, and respond in ways that prevent further harm and support recovery
- Public protection and community safety are improved through targeting our resources to reduce the risk of offending and harm

THEME 5: A THRIVING PLACE
- Growth in our working age population by encouraging people to stay here, and attracting new people to settle here
- Development of strong community-based services that respond to local need
- Homes are energy efficient and fuel poverty is reduced
- Increased use of active travel and sustainable transport options
- Easy access to attractive and safe public spaces, and high-quality arts and cultural opportunities

PERFORMANCE MANAGEMENT FRAMEWORK

3.16 The current performance management arrangements have been reviewed, developed and consolidated into a Performance Management Framework. This is available at Appendix 2.

3.17 The framework helps to ensure that we:
- Set out clearly what it is we want to achieve;
- Focus resources on the right outcomes;
- Are aware of where things are going well and where improvement is needed;
- Report on progress to both internal and external audiences;
- Use performance information to drive continuous improvement;
- Demonstrate Best Value; and
- Work openly, transparently and in an accountable way.

3.18 The framework takes account of the National Performance Framework, the changing approach to Best Value auditing and the Local Government Benchmarking Framework.

3.19 It sets out a model of three Delivery and Improvement Plans aligned to Committees along with Service Delivery and Improvement Plans.

3.20 The Committee Delivery and Improvement Plans will cover the period 2023/26 and capture:
- Actions derived from the Council Plan strategic priorities, cascaded to individual Directorates / services;
- Corporate self-evaluation improvement actions;
- Priorities relating to areas of strategic service delivery;
- Improvement actions from External Audit Reports;
- Improvement actions arising from Service Review; and
- Key Performance Indicators linked to the delivery of the actions.

Although a three-year rolling plan, the delivery and improvement actions will be refreshed on annual basis with performance reports considered by the Corporate Management Team prior to every second Committee meeting, continuing with the reporting schedule established by the former CDIPs.

3.21 The new planning model includes the introduction of Service Delivery and Improvement Plans for each Head of Service. This is to ensure that there is a consistent corporate approach to service performance and improvement in place. The plan should set out its linkages to Council priorities with a focus on:
- Actions / activities for the Service for the year that are more operational in nature;
- Service self-evaluation improvement actions (PSIF);
- Lower level KPIs monitored by the Service that are not reported to Committee; and
- LGBF indicators with benchmarking data for the service.

Progress in the delivery of the Service Delivery and Improvement Plans will be monitored by Directorate Management Teams on a quarterly basis

3.22 The framework also explains the use of Pentana to record and report on progress, performance indicators and target setting, and the constituent roles within the Council in relation to scrutiny.

NEXT STEPS

3.23 The key next steps following approval of the vision, high level outcomes and Performance Management Framework include:
- Finalisation and design work on the Council Plan and Partnership Plan documents;
- Review of the delivery groups supporting the work of the Alliance;

- Developing the content of the Committee and Service Delivery and Improvement Plans, along with a workshop session for all Elected Members, followed by presentation of the Committee plans to the May round of Committees for approval; and
- Presentation of the Council Plan and Partnership Plan to the April meeting of the Council.

4.0 PROPOSALS

4.1 It is proposed that the Committee

- Agrees the vision and high-level outcomes for the Inverclyde Council Plan 2023-28 and that this forms the basis of a report to Council on 20th April;
- Endorses the vision and high-level outcomes for the Inverclyde Alliance Partnership Plan 2023-33; and
- Agrees the adoption of an associated Performance Management Framework.

5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

SUBJECT	YES	NO	N/A
Financial			X
Legal/Risk			X
Human Resources			X
Strategic (LOIP/Corporate Plan)	X		
Equalities and Fairer Scotland Duty	X		
Children and Young People's Rights & Wellbeing	X		
Environmental & Sustainability			X
Data Protection			X

5.2 **Finance**

There are no financial implications arising from this report.

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

5.3 **Legal/Risk**

There are no legal implications arising from this report.

5.4 **Human Resources**

There are no human resources implications arising from this report.

5.5 **Strategic**

The issues referred to within this report will assist the Council and Alliance to respond to key strategic issues through an updating of plans and improved performance management arrangements.

5.6 **Equalities and Fairer Scotland Duty**

(a) Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EqIA) process with the following outcome:

X	YES – Assessed as relevant and an EqIA is required.
	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, assessed as not relevant and no EqIA is required. Provide any other relevant reasons why an EqIA is not necessary/screening statement.

(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?

X	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
	NO – Assessed as not relevant under the Fairer Scotland Duty for the following reasons: Provide reasons why the report has been assessed as not relevant.

5.7 **Children and Young People**

Has a Children's Rights and Wellbeing Impact Assessment been carried out?

X	YES – Assessed as relevant and a CRWIA is required.
	NO – Assessed as not relevant as this report does not involve a new policy, function or strategy or recommends a substantive change to an existing policy, function or strategy which will have an impact on children's rights.

6.0 CONSULTATION

6.1 There has been consultation with the public, Alliance partners, Elected Members, Council employees, the Corporate Management Team and Extended Corporate Management Team.

7.0 BACKGROUND PAPERS

7.1 None.

Inverclyde Council and Partnership Plan Consultation

Corporate Policy Team

January 2023

inverclyde.gov.uk @inverclyde **Appendix 1**

Inverclyde Alliance

Inverclyde council

Executive Summary

Inverclyde Council and the Inverclyde Alliance, the Community Planning Partnership (CPP), are developing new plans that are due to run from 2023 onwards. To support the development of these plans a consultation was undertaken with residents of Inverclyde; this report details the findings from this consultation.
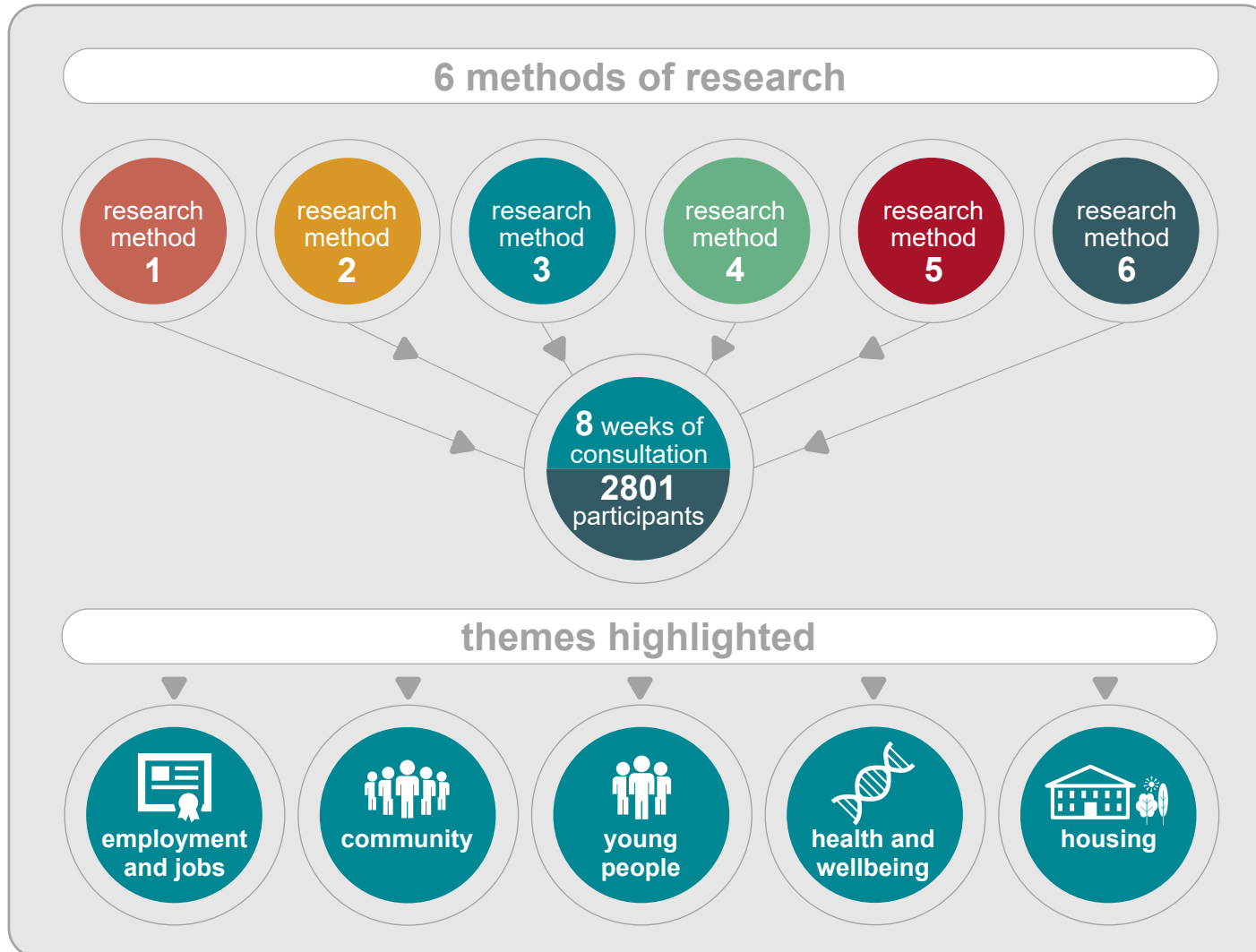
The consultation had six different research methods, half of which were quantitative based and the other half qualitative. Quantitively there was an online public survey, specific questions in the Citizens' Panel Autumn 2022 Survey, and a question in the Inverclyde Council Employee Survey 2022. Through these the participants were able to rank what they thought the Council and the Inverclyde Alliance should prioritise. Participants could also expand on their thoughts by commenting in textboxes. Qualitatively there were theme based digital listening events, an in-person consultation event, and focus groups with school pupils. These events were moulded around themes that are important to Inverclyde, such as depopulation, inequality, economy, and culture/heritage. A mediator would prompt discussion around these topics allowing participants to voice their thoughts and their own solutions. Through all these different research facets the consultation was able to gather findings from just over 2,800 people.

The findings from all the different research methods have a clear thread of themes connecting them. Firstly, all the quantitative methods that asked participants to rank their priorities offered similar results. The public survey showed participants ranking increasing employment and good jobs as number one and two, with 'improving health and wellbeing' as three. The Citizens' Panel respondents offered the same top two results, with number three changing to 'reducing drug and alcohol misuse'. The

Employee Survey 2022 responses offered slightly different results, rank one was to focus on the cost-of-living, two was focusing on education, and three health and wellbeing. The public survey and the Citizens' Panel questionnaire offered the chance for participants to comment on what would make the biggest difference to Inverclyde, and both sets of research offered similar resulting themes. These included jobs, employment, housing, young people and community. The golden thread through all the quantitative research was the emphasis on jobs and employment.

The qualitative side of the consultation was based on the predetermined themes of Depopulation, Economy, Inequalities, Environment, Culture and Heritage, Health, Wellbeing, Housing, Communities, and Alcohol and Drugs. Participants discussed and agreed that all these themes are issues that Inverclyde needs to tackle, however, the emphasis was again on the employment and economy side. The discussions suggested that they see tackling these two issues as a foundational to tackling the other issues that were noted. The discussions included participants' thoughts on the causes, and their own suggestions for tackling these issues. These ranged from emphasising the Council's role to stressing the role of the community, as well as other methods.

This consultation provided the Council and the Alliance Board with the opportunity to have dialogue with the communities they serve. The findings gathered from the consultation are extremely valuable and have provided the Council and the CPP with direction on the priorities of their new plans. Tantamount to any plan the Council and Partnership produce is the input of the population it is going to serve, and through this consultation this has been achieved.

6 methods of research

research method **1**

research method **2**

research method **3**

research method **4**

research method **5**

research method **6**

8 weeks of consultation
2801 participants

themes highlighted

employment and jobs

community

young people

health and wellbeing

housing

Contents

1   Introduction

Inverclyde Council and the Inverclyde Alliance are developing new Council and Partnership Plans that are due to run from 2023 onwards.

The Partnership Plan is a commitment by the Inverclyde Alliance Partners to work together towards shared aims, with a focus on tackling inequalities and the added value of partnership working. The Inverclyde Alliance includes public sector organisations, along with the voluntary sector and businesses. The Council Plan provides a strategic framework for the work of the Council services.

Vital to the development of our plans are the opinions of the community it is going to serve. With this in mind, we have consulted through various methods; surveys, focus groups and community listening events. These were coordinated by Inverclyde Council Community Learning and Development. It must also be noted that under Part Two of The Community Empowerment (Scotland) Act 2015 that it is a statutory duty for the Council and Partnership to allow and promote the involvement of the community in development of plans that relate to areas of community life.

The responses we have gathered will be presented and discussed in this report.

2   Open Public Consultation

For this consultation four different pieces of research were undertaken. Three of which were undertaken using a survey format. These were the public consultation, Citizens Panel and employee survey. There was a qualitative consultation that utilised listening events with members of the public and school groups.

The open public consultation used the SmartSurvey platform to survey residents of Inverclyde. The survey was open to all residents of Inverclyde and it generated 315 responses. The survey itself was promoted using a variety of channels. Participants were firstly able to rank seven priorities in order of what they think are of most importance.
Questions on community empowerment and 'Getting It Right for Every Child' were also asked. Then participants were invited to expand on three questions; How should we, working together, tackle your top key areas? And is there anything else that should be a key area?

2.1 Ranking 1 to 7

This part of the survey asked the participants to rank seven areas which would make the biggest difference to Inverclyde.

"Which of these do you think are the key areas in which the Council, our partners, and communities can make the biggest difference? Rank these statements from 1 to 7 (1 being the most important) Either click and drag or number in order of preference"

The highest scoring item was 'increasing employment levels', followed by 'creation of good jobs' and 'improving health and wellbeing'. These three items are arguably interlinked, and this is

highlighted further on through participants comments linking job creation to higher employment and poor health and wellbeing to Inverclyde's economic challenges.

Item	Total Score*	Overall Rank
Increasing employment levels	1512	1
Supporting the creation of good jobs with fair pay and conditions	1289	2
Improving health and wellbeing	1288	3
Having more good quality housing	1231	4
Reducing drug and alcohol misuse	1188	5
Improving our town centres and public spaces	1092	6
Increasing participation in community life	912	7

* Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is a sum of all weighted rank counts.

2.2 Getting Right for Every Child

Getting it right for every child (GIRFEC) is the Inverclyde Council's and the Alliance Board's commitment to provide all children, young people and their families with the right support at the right time. This is so that every resident can reach their full potential.

The survey asked:

"Getting it right for every child, citizen and community in Inverclyde" is a shared vision across Inverclyde Council and Inverclyde Alliance so that we have a consistent approach. Do you agree with this vision?
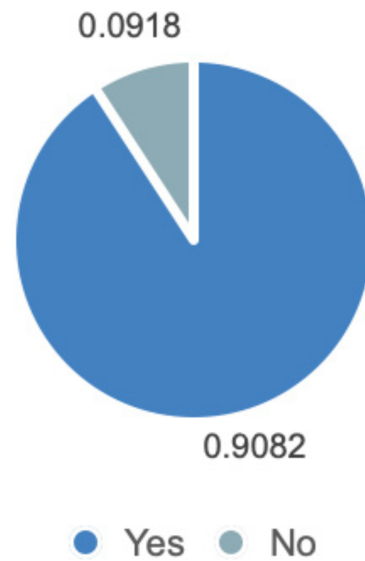
2.3 Community Empowerment

The survey asked:

Would you like to be more involved in your local community, for example, have your say on you local priorities and how funding is allocated?

2.4 What one thing matters to you the most, that would make a difference to Inverclyde over the next 10 years?

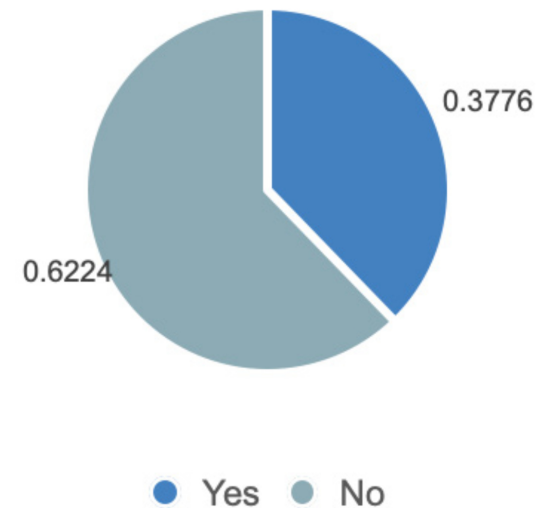| Theme	Mentions	Context
Community/ies	32	This was the most commonly used word. However, the use of it is quite varied due to how the broadness of its meaning. Participants used the word in relation to safety, policing, and wellbeing. More specific to communities though were the themes of community regeneration, community events, keeping a 'sense' of community, togetherness, centres/ groups, and inclusivity. What can be sensed through these themes is the desire for a strengthened community, as well as opportunities for communities to bond and flourish.
Jobs	27	As expected, the other most popular theme was that of Jobs. Participants noted the need for long-term and permanent jobs in the area, as well as being 'well paid' jobs. There was also the call to attract employers and investors to the area in order to create jobs. The common thread throughout participants comments was that there needs to be investment in the area to create a long-term jobs that are able to retain a population. The sense that this should stem from new infrastructure and industrialisation was apparent in their comments. This bolsters the idea that residents want long term and not precarious employment.
Employment	20	'Employment', much as the same as above was in relation to long term investment to create sustainable jobs. Attracting employment opportunities was the thread here, and this touches on the fact that the participants do not see the current labour market in Inverclyde as one that can grow. Instead, they see the need for something new to happen, rather than building on the existing. Employment opportunities for young people was also mentioned and this again touches on retaining the younger population in order to combat the ongoing depopulation that Inverclyde faces.
Young People	20	'Young People' was a theme that was cross cutting and linked into the broader issues Inverclyde faces. Participants comments explicitly and inexplicitly saw the interlinked nature of these issues and their direct relation to young people. However, there was not just one main issue participants linked to young people, but a handful of the ones such as poor job opportunities, poor recreational opportunities, and the ageing and declining population. Participants could see that young people are the future of Inverclyde and making sure that the area that can retain young people will help tackle the inter-linked issues facing the Inverclyde. One issue that did reoccur was that there should be an increase in youth club provision. Participants saw this as a way of engaging younger people and keeping them away from anti-social behaviour.

Theme	Mentions	Context
Housing	18	Housing comments were quite broad and mainly related to the belief that there is poor housing and not enough of an affordable supply. Comments were also made about both young and old people, and that these should be a priority demographic to get housing. Building more social housing that can accommodate larger families was also noted. Other than this, participants were not too specific. The overarching consensus was that the condition and supply of affordable houses needs to be increased.
Roads/Pavements	15	Comments on 'Roads' related both to the condition of the roads as well as traffic. 'Pavement' comments were mainly concerned with the condition as well as overgrown foliage. When traffic was mentioned, it mostly was in relation to congestion and there being no alternative routes.
Bus	14	Whilst Transport in general was mentioned, comments relating to Busses were high. When participants elaborated further, they mentioned wanting 'more buses', affordability, and making sure routes reach new and future developments.
Shops	14	Shops were mentioned in relation to both attracting people into the area and for employment opportunities. Participants referred to current shops in Inverclyde as needing regenerated as well as being insufficient. 'Better shops' was the general consensus, whilst this is vague other participants stated that they would like to see affordability prioritised. From the comments, participants made it clear that shops do not just fulfil the purpose of being a store where locals can purchase things, they see them as a means of attracting visitors as well as potential new residents. Dismay at the current selection of shops and the need for 'regeneration' also shows that locals have pride in their locality and want to see it revamped and flourishing.
Regeneration	14	The broader comments regarding regeneration were concerned with specific areas of Inverclyde, or things such as opportunities for activities. Participants comments were varied, however, the general thread connecting them was that they wanted Inverclyde to show off its beauty in a modern way that remains in touch with the history of the area. For example, one participant suggested that the empty buildings should be used "creatively". Another participant emphasized that Inverclyde should be a place where you would want to spend time. This rhetoric shown by participants displays the civic pride they have in the area, and it highlights that the Council can do more to expand this amongst the general population.
Education	13	Comments on education were quite broad. However, some comments tied education to employability in the local area and others linked it to keeping young people away from crime.

Theme	Mentions	Context
Greenock	13	Greenock was the most mentioned locality. Again, reference to Greenock was in relation to regeneration and the town centre was the main area that participants wanted to see 'improvement'. All the comments seem to acknowledge the potential of Greenock Town Centre, but also dismay at its current state. With Greenock being the most populous area in Inverclyde it is not unforeseen that this would be the most mentioned locality. With it also being the historic centre of Inverclyde, as well as the most deprived, it is the locality that often garners the most attention in the public sphere.
Transport	11	Transport in general was mentioned in reference to both travelling into Inverclyde, commuting in/out, and the overall provision. Some participants felt that increased provision could help attract people to visit the area, as well as move to the area and commute out from it. Other participants stated that the current provision of transport was unsatisfactory and hardly meets the needs of the current population in Inverclyde. Overall, there was a general sense of dissatisfaction with the transport infrastructure and the feeling that any improvement could greatly benefit the area.
Drug(s)	11	Participants main concern was reducing/tackling the amount of drug use. They suggested that this would benefit the area's health and wellbeing, and also the way Inverclyde is portrayed.
Poverty	11	Again, participants noted that tackling/decreasing the level of poverty in the area would benefit it in the next 10 years.
Crime	10	Crime was often mentioned next to anti-social behaviour and drug use. General comments on 'reducing' crime was the rhetoric amongst participants.
Traffic	9	Participants comments on Traffic related mainly to congestion. The participants who mentioned traffic just generally felt that reduction of congestion would help the area.
Gourock	8	Gourock was mentioned by participants in comparison to Greenock and other areas in Inverclyde. Participants noted that other areas in Inverclyde sometimes get more attention than Gourock, and that that should not be the case. Another noted the provision for public transport outside of Port Glasgow and Greenock is 'terrible'. Comments relating to regeneration were quite general but referred to the sea front and more street cleaning.
Sustainable	7	Sustainable was solely mentioned in relation to employment. The participants who mentioned it talked about making sure that the employment was sustainable in the sense that the opportunities were long-term and could hold skilled workers in the area.
Schools	6	Comments relating to schools revolved around funding and making sure that young people have equal opportunities to gain qualifications.
Mental Health	6	Comments made around mental health related to making sure that there was enough accessible provision and resources around to help tackle it.

2.5 How should we, working together, tackle your top key areas?

Theme	Mentions	Context
Community/ies	46	Participants when mentioning Community in relation to this question were calling for the Council to work closer with, or to empower communities to undertake work. Participants noted things like "involving" the community, "educating" community members to participate, promoting "involvement" in the community, and "communication" with the community. Participant reaction to this question highlights that they think the Council needs to collaborate more with the community in the first instance. The fact that this question was about 'working together' and the majority of the replies were about how Council and Community need to work together suggests that there is a gap in the Council's existing relationship with the community.
Attract	21	'Attract' was mentioned in reference to attracting employers/businesses and people into the area, both often being inter-linked.
Employment	19	Much the same as has been previously mentioned, is that participants want to see sustainable/long-term employment in the area.
Housing	19	The comments here mainly referred to the supply of housing, whether that be "social" or "appropriate" housing.
Drugs	14	Again, comments on this were aimed at reducing the amount of illegal drugs consumed in Inverclyde.
Listen	14	This ties to the theme of Community mentioned above. Participants comments were aimed at the Council and how the communities need to be listened to, and feel listened to.
Funding	14	Funding was a theme that was quite broad as participants asked for extra funding in a variety of different areas; housing, vulnerable people, older people, education, health, green spaces, the community.
Education	13	Education was quite broadly mentioned. However, a lot of the comments suggested that there needs to be "better" education on issues like drug use. They suggested that this would aid the prevention of usage.
Shops	11	References to shops by participants was that the area should have "better" shops. This is linked, again, to employment and both retention and growing the population.
Police	7	Police were mentioned as a way to reduce crime.

2.6 Is there anything else that should be a key area?

Theme	Mentions	Context
Young People	17	Comments here were mainly made in reference to both education and "activities" for young people.
Community	16	Again, Community was mentioned by participants in reference to supporting existing communities/groups or working more closely in the first place.
Improve	15	The phrase 'Improve' was used in reply to this question. However, it was used in reference to a broad range of things such as CCTV, transport, built environment and a range of the other topics that have been previously mentioned. What is interesting about the use of the word 'improve' is that it shows that participants believe that there is a base that can be worked upon, rather than a desire to have something different/new. This is a positive position as it shows that the basis is there for the Council and Alliance.
Support	14	Comments regarding Support were mainly made in reference to vulnerable groups such as low-income families, people with health conditions, and people with Additional Support Needs.
Education	10	Much the same sentiment as has already been expressed by participants was shown here.
Transport	9	Similar comments on transport as outlined above were repeated here.

2.7 Summary of Findings

What is perceptible from the findings are the reoccurring issues of Jobs and Employment, with interlinked mentions of housing and young people. There was also the overarching sentiment of strengthening the 'community'. These are the main areas that participants wanted to draw Inverclyde Council and Alliance Board's attention to.

Since the deindustrialisation of Inverclyde, the area has had challenges in relation to an economic base that could provide and sustain the area with well-paying and steady employment. The participants could see that from having a strong economic base there is a 'trickle down' effect in the sense that an employed and well-paid population will improve housing demand and thus stock/condition. As well as this it will retain the population (young people) to stay in Inverclyde. From there high street footfall increases and this all circulates and benefits Inverclyde.

Other areas that participants pointed to were education, crime, drug use, and transport. Education and crime were often mentioned together as participants stated that 'better' or 'more' education could lead to less crime. This 'better education' referred to education on the effects of drug use and the criminal aspects of it. As well as this education was discussed as a means of providing people with the skills to achieve and create new opportunities. Reducing crime, which was often drug use, was an issue that kept cropping up. Participants see this a priority issue that needs to be tackled and the fact that education was referenced shows that they do not consider just policing as a means to tackling it.

Transport was generally mentioned due to perceptions of how poor the service is and its affordability. Busses and trains were both mentioned, and the general sentiment was that these services need improvement locally as well as their links to Glasgow.

There were a number of mentions regarding community. The positive aspect is that there is real hunger for the community to be strengthened and empowered to do things of their own accord. Participants comments alluded to the fact the that community participation and involvement are routes to tackling some of the issues that the region faces. This gives the council and its partners direction and impetus to bolster the empowering of Inverclyde's communities to tackle their local issues. This will benefit everyone as Inverclyde's communities know themselves better than anyone else does, and that means they may know how to tackle their issues best.

3   Listening Events

The listening events were based around three different research methods. There were digital listening events, a physical listening event and focus groups with secondary school pupils.

Each of the digital listening events were centred on specific topics that are seen as key issues in Inverclyde; Inequalities, Local Economy and Repopulation. Keeping the individual listening events focused on these specific topics kept the participants discussion detailed and in-depth, allowing for greater data to be collected. The format was based around two questions. Firstly, participants were asked Do you think (insert issue) should remain a priority for the Council and its partners? Then they were asked What are the key issues we need to tackle to (insert issue)?

The focus groups with the young participants were centred on all these topics as well as the addition of 'Environment, Heritage and Culture'.

The in-person consultation took place in Post Glasgow Town Hall. The themes in this event differed slightly to the previous events. The themes included Health and Wellbeing, Economy, Housing, Population, Alcohol and Drugs, and Communities.

3.1 Digital Listening Events

3.1.1 Topic 1: Inequalities

Responses - Do you think reducing inequalities should remain a priority for the Council and its partners?
The response to this question was unanimously in favour of keeping Inequalities as a priority.

Participants put emphasis on helping those who "are most in need" and that the council and partners need to promote how those people can access help.

Responses - What are the key issues we need to tackle to reduce inequalities?
A variety of things were mentioned in response to this question such as education attainment, fuel poverty, low income, employment, communication and "warm banks".

Education was mentioned in reference to the attainment gap and that those from different backgrounds may be disadvantaged going forward.

Fuel poverty, spurred by the current energy crisis, was centred on the fact that Inverclyde has high fuel prices. Participants stated that "pressure" should be put on suppliers to lower costs, as they see the high prices as "greed".

Low income was discussed with reference to childcare and how the cost is unsustainable for low-income families and single parents. Breakfast clubs were mentioned in relation to this and that they should run five days a week. In a similar vein, employment was mentioned and the need for more opportunities as well as the council helping smaller businesses. Foodbanks were mentioned and the fact that it is "appalling" that they must exist.

There was considerable mention of "warm banks. This may be partly because around the period of researching there were news articles proposing them. However, participants attitudes towards them were mixed: both a disbelief that they have to exist and an acceptance that they might be necessary due to the rising price of energy. Participants

proposed that they should be marketed differently such as being a social event where community members can come to meet.

3.1.2 Topic 2: Repopulation

Do you think tackling population decline should remain a priority for the council & its partners? Why?

Participants comments on repopulation shifted focus to the conditions of Inverclyde and the perceived lack of infrastructure and facilities for the current population. The consensus was that there is not enough to sustain the current population so repopulation will be difficult. This is where maybe the wording comes into play, is it Depopulation or Repopulation that is the priority? Tackling depopulation can be done in various ways such as improving existing infrastructure and sustaining and then growing the current population base. Whereas Repopulation is connotated with bringing new people into the area specifically.

What do you think are the key issues that should be tackled to encourage people to stay in Inverclyde?

Participants comments on encouraging people to stay in Inverclyde revolved around employment, amenities/infrastructure, and the cost. Employment was mentioned in reference to attracting employers and industry to the area. Participants acknowledged the need to build up an economic base in order for Inverclyde to sustain, attract and grow the population.

The amenities and infrastructure of Inverclyde were noted by participants. Regarding amenities, participants discussed the lack of them as well as the quality of the existing ones. Participants linked better quality amenities as a way to attract people as well as improve

employment. Infrastructure was generally mentioned as being poor, and that improving the infrastructure, whether that be housing or high streets, would have knock on benefits such as population retention and growth.

Cost was an important factor at the time of research due to the prevalence of the cost-of-living crisis and this is echoed in the participants discussions. Mentions of business rates being unaffordable and the general high price of leisure activities were all stated as something that should be reduced. Participant's discussions linked the fact that lowering these costs could be a way to attract more people and businesses to Inverclyde.

3.1.3 Topic 3: The Local Economy

Do you think the local economy should remain a priority for the Council and its partners? Why?

Participants comments were all unanimously in favour of keeping the Local Economy as a priority. Reasons why were similar; they discussed the fact that growing the local economy ultimately provides Inverclyde with a solid base for local business to flourish. Participants noted that developing the local economy is a way to tackle the other priorities, i.e., one participant noted that growing the local economy could have the knock-on effect of tackling inequality as more employment opportunities would be created.

Entrepreneurship was mentioned by a few participants. Comments regarding this were concerned with providing 'support' to local entrepreneurs and 'encouragement'. Participants who mentioned this suggested that developing local entrepreneurship would stimulate the local economy into a position that can sustain Inverclyde.

What are the key issues we need to tackle in order to improve the local economy?

There was an overwhelming number of comments on transport. Participants percieved that that "transport links" were poor as well the road network. It is interesting that participants see that improving transport would improve the local economy. This potentially stems from the fact that footfall is low and if transport were better, it would provide more people with the opportunity to visit. Arguably the call for better transport can be linked to depopulation, as it is an almost implicit call for more people to be in the area.

What are the key barriers our communities face to accessing employment?

The comments participants made regarding this were:
• Good transport links are vital.
• There needs to be support for people who are working.
• Felt this was a long-term national issue.

Again, transport is mentioned. This time participants could be referring to the difficulties in commuting around Inverclyde and out of it. In the wider survey that was completed, participants noted the cost of transport as a detriment to them using it. This could be a factor that is feeding the prevalence of transport as a reoccurring issue regarding the local economy. Referring to the survey again, there was a consensus that transport links/public transport was poor in the area. So, it is not surprising to see transport mentioned here as something that is detrimental to the local economy, especially since the local economy can be seen as the most encompassing issue in Inverclyde.

There were comments on supporting people in work as the wage levels and hours cannot provide a good quality of life. Research has shown that in-work poverty is at an all-time high, and the people who are living under these conditions are only just surviving. The comments regarding this might speak to the fact that there is a prevalence of in-work poverty, and this will only have been heightened by the cost-of-living crisis.

3.2 Summary

Participants confirmed that these issues should remain a priority for the council and its partners. The topics that arose in these discussions are in line with what was found in the survey that was undertaken. Participants overwhelmingly noted the issues with the local economy and connected the poor economy, i.e. employment and wages, with tackling the other priorities. The current climate has also played a role, as the cost-of-living-crisis' effects are being felt, as well as the energy crisis. The anxiety caused by these crises is conveyed through the comments where participants displayed both disbelief and anger. Participants noted the council alone cannot solve these issues and pointed to partnership working with the third sector as wellas community groups. They also the acknowledged the difficulties regarding funding for local government.

As mentioned, it was noted that participants saw the interlinked nature of these issues and the fact the local economy was the foundation to tackling them. To tackle depopulation participants noted the need for better paying jobs and opportunities, and on top of this the need for better housing and transport. Again, this was echoed in methods of tackling inequalities. Participants acknowledged that a better local economy would provide people with the tools to tackle the inequalities that exist both in their own lives and their local community.

3.3 Young People - Focus Groups

3.3.1 Topic 1: Repopulation

Do you think tackling this issue should remain a priority for the Council and its partners?
All the groups answered yes to this question.

What do you think are the key things that should be looked at/ improved/changed to encourage people to stay in Inverclyde?
Shopping opportunities was an area two of the three groups commented on. They suggested that more shopping opportunities would encourage people into area. One group also noted that that these opportunities must come with better wages for shop workers as well as lower rents for the shops. This comment arguably stems from the view that current shopping opportunities in Inverclyde are not sustainable for both the employees and the longevity of businesses.

Group one noted that they would like to see the swimming pool upgraded as well as keeping the gym/swim free. Keeping public facilities free/affordable in their eyes is way to help repopulate the area. In this same vein, another group asked for trains to be "free". With national entitlement cards busses are currently free for under 22s, so applying that to trains is something that they see would benefit repopulation.

Green spaces, and more social and recreational activities were mentioned. Another group felt that "most things are aimed" towards the older generation.

It was commented that welcoming more refugees would help repopulation.

Drugs were mentioned. Group members noted that supporting people with addiction and preventing drug dealers would make the streets safer. They suggested that through safer streets the area would be more lucrative for newcomers as well as the current population.

Are there other things you think are important to make Inverclyde a better place to live, learn, work and enjoy?
"Nicer" and more affordable housing were mentioned in reference to this question.

Better promotion of Inverclyde was mentioned as a means to attract non-residents to move into the area and stimulate the tourism industry. Having more 'attractions' in Inverclyde was also noted regarding tourism.

Other things mentioned were:
• Reduced cost of living
• Make council website user friendly
• Deal with the addiction/drink and drugs culture
• Reduce crime

Who can help make these things happen?
All the below were mentioned in reference to this question.
• Government/ local Council/ local business
• Inverclyde Council – more Community Wardens
• Inverclyde Council – look to put more focus and funding into things for young people to do

• More police patrols.
One group also mentioned pedestrianizing West Blackhall St.
Any other points to note:
Holding more community events such as the Farmers Market in Battery Park and having bands play were mentioned.

Youth clubs aimed at the young people aged 16-21 was discussed as they stated there are "no places" catering to this demographic. They suggested that better advertisement through social media should be utilised.

3.3.2 Topic 2: Reducing Inequalities

Do you think tackling this issue should remain a priority for the Council and its partners?

All groups answered yes.

What do you think are the key things that should be looked at/ improved/changed to help local people and families who are affected by poverty and deprivation?

Wages were discussed in detail. One group stated that "even student jobs are very low paid in Inverclyde compared to other areas". The need for better paid jobs has been a constant theme throughout this consultation, and the younger participants already see this as an issue that feeds into the broader inequalities of Inverclyde.

Access to cheaper food and free school meals were discussed. In general, the discussion revolved around making things free and accessible. Rising prices were mentioned in relation to this and can be seen as a direct result of the current cost-of-living crisis. Specific costs such as bills and fuel were mentioned and the general need to make things affordable.

Increasing voluntary opportunities was also mentioned.

Are there other things you think are important to make Inverclyde a better place to live, learn, work and enjoy?

Again, better wages and more free activities was discussed. A general comment on improving education was also made. Other comments included refurbishing the Ice Rink, school uniform/blazer provision, more ESOL classes and better integration within schools for asylum seekers.

Who can help make these things happen?

The main organisations mentioned here were the Council, Voluntary organisations, the Government, schools, and younger volunteers. Another comment was made suggesting that help should be given to parents with cooking such as providing them with ingredients.

3.3.3 Topic 3: Environment Heritage and Culture

Do you think this issue should remain to be a priority for the Council and its partners?

All participants agreed.

What are the key things we need to do to improve the environment for communities including children and young people?

The main issue that arose here was of various facilities and public places that need upgrading or developed. Participants felt that there are areas with no or old play parks, restricted access to football pitches, high price to use indoor courts, poor skate parks, lack of indoor entertainment venues, and a lack of general areas for young people to go.

Combating the alcohol and drug culture by creating alcohol free social spaces/venues was discussed. Further comments on extending national entitlement to trains was mentioned as this would make traveling around Inverclyde easier.

How do we get more local people involved in culture?

The general comment here were that young people were unaware of what "culture is available". Participants noted that they did not know of McLean Museum or Newark Castle. They were also unaware if the Galoshaions Festival was still taking place. Other comments stated that more local history should be taught in schools.

Are there other things you think are important to make Inverclyde a better place to live, learn, work and enjoy?

Comments made here revolved around both improving facilities and infrastructure. One discussion centred on the look of Inverclyde. They stated that "Inverclyde needs to be cleaner, grass needs cut, bushes cut and tidy", and they also discussed the need for more bins in areas where there is a lack of them.

Who can help make these things happen?
Groups mentioned the council, government, third sector and the local community. Another group discussed that younger people should be mobilised, and that this should be done via social media advertising as well as flyers in schools.

Any other points to note:
Comments on parking were made here. They noted that more people shop in Port Glasgow as parking is free, whilst it is also easier to access shops. Regeneration of Oak Mall was noted, participants stated that it needs new shops if it wants to stay "relevant".

3.3.4 Topic 4: Economy
Do you think this issue should remain a priority for the Council and its partners?
All groups answered yes.

What do you think are the key things that should be looked at/ improved/changed to improve the local economy?

A variety of comments were made in response to this. Groups discussed the need for more shops, however, they also noted the need for rent and business rates to be lowered. This is a theme that has echoed through all the responses, and its origin is likely due to the perceived low survival rate of businesses in Inverclyde. The condition of shops on certain high streets will also have had an effect here, previous comments noted that shops in Inverclyde need improved.

Free parking was noted. This ties to the comments in the previous section where it was stated that Port Glasgow has free parking, suggesting that that attracts more shoppers to the area.

More young enterprise projects were noted as something that is needed. Again, the consensus from the younger participants was that they want to be empowered to help their local area.

Are there other things you think are important to make Inverclyde a better place to live, learn, work and enjoy?
Only two themes arose here; more shops and more enterprise projects.

Who can help make these things happen?
The same organisations as mentioned before were discussed (Council, Government etc.) The Oak Mall was also mentioned as a hub that has potential to help the area.

Any other points to note:
A few different comments were made here. School laptops and computers were mentioned and described as requiring improvement.

Other points made were somewhat similar to previous sections:
• Improve the hospita
• Access to free dentists
• Build a mosque in Inverclyde
• More school trips
• Promote Inverclyde better to outside Inverclyde

3.4 Summary of Findings

The discussions with younger residents were engaging and enabled Inverclyde Council and Alliance Board to capture the ideas of the younger people of Inverclyde. The younger participants all agreed that the priorities put forward to them should remain as priorities for the council and its partners. The main issues that were raised correspond to the previous issues highlighted in the survey and the listening events. However, more attention was given to things such as shops and youth orientated events/facilities. The main themes that arose with younger people correspond to their interests, this can be seen in the prevalence of the theme regarding facilities aimed at younger people.

The broader themes that arose were linked to the local economy, transport and the condition of Inverclyde. The local economy was present in discussions regarding the lack of "good" shops and other private/public facilities that are available.

With bus travel being free participants suggested that they would like to see this extended to trains. They noted this would make travelling around Inverclyde easier for them, as well making fast travel accessible to those on lower incomes. Participants noted the general condition of streets as well the perceived neglected areas. They suggested that improving this would aid tackling depopulation as it would encourage people to both stay and move to the area.

The way the council and partners communicate with younger people was noted. They stated that using social media effectively would engage younger people in local issues and events. As the discussions unveiled that some younger people do not know how to help Inverclyde, what the area has to offer, or the history of the area. They stated that using social media to tackle these issues would educate younger people as well as making them prouder of the area.

3.5 In-Person Listening Event - Port Glasgow Town Hall

Participants were asked to identify the issues surrounding several different themes, and then to offer an action to tackle the theme. The themes included health and wellbeing, economy, communities, population, housing, and alcohol and drugs.

3.5.1 Health and Wellbeing
The issues that were raised surrounding health and wellbeing related to things such as alcohol and drugs misuse, diet, exercise, poor mental health, poor health facilities, access to health services, walking/footpath maintenance and general a lack of resources.

The actions participants suggested were quite varied, but mainly revolved around expanding infrastructure and resources. Health and fitness provision was mentioned, and this referred to increasing and maintaining the number of gym facilities, providing volunteer personal trainers, community exercise events, fitness programmes with dedicated teams in each locality, and the making sure that current fitness centres are affordable and accessible. These actions relating to health and fitness stem from participants trying to tackle the issue head on. However, other participants noted that tackling systemic issues surrounding health and wellbeing would have greater effect. These actions came in the form of better education and communication around health and wellbeing, better advertisement of what facilities/opportunities are available, and easier access to GPs. Another action, that ties into 20-minute-neighbourhoods, was that participants noted that getting around by foot was difficult due poor pavements and routes. They also felt that walking at night is dangerous as the streetlighting is poor. They suggested that fixing this could lead to more enthusiasm surrounding walking and general outdoor fitness during the darker months and nights.

3.5.2 Economy
The issues identified regarding the economy were fairly similar to what was found in the survey. The issues noted were the lack of jobs, lack of sustainable opportunities, and having mainly low paying opportunities. Some participants perceived a lack of available land and resources, as well as bigger businesses getting contracts rather than local companies. The actions participants noted were all mainly around stimulating the economy. For example, they stated that there needs to be more a "innovative" use of space for new businesses and others emphasised the need to give local business priority to utilise the vacant spaces in the area. Young people were also mentioned, this was in reference to building up their work/employability skills and providing them with the opportunity to use them in the local area.

3.5.3 Communities

One of the main issues identified relating to communities was communication. Participants felt that the communication within the community is poor, as well as the communication from community groups. They explained that sometimes they only find out there are community events on until the day of the event. Participants noted some actions to tackle the communication void, these included better advertisement of community projects, greater involvement from the council in a facilitator role, and expanding 'Community Conservations' to make sure community engagement is high. Other actions included utilising local assets to increase local pride, better access to community facilities, adult learning classes as a means to bring people together, and community newsletters. There were also discussions surrounding transparency with funding. Participants suggested that the council should be more open with decisions surrounding this.

3.5.4 Population

Comments on population were almost all connected to employment. Participants noted that there needs to be an increase in work/ employment opportunities and an expansion of locally based business. To tackle this, participants emphasised making the employment opportunities in Inverclyde more sustainable. They suggested that this should be done through lower rates and easier routes for local entrepreneurs to set up. The interconnected nature of population and employment is evident here. This has been something that has appeared throughout the consultation process, and it highlights that Inverclyde's residents see the route to tackling depopulation must come through economic means.

3.5.5 Housing

The issues raised surrounding housing were generally aimed at the perception that the current housing stock is not meeting the needs Inverclyde's current communities. Other comments reported the maintenance of the existing stock was poor, and with there being an ageing population this could be hazardous. Lack of disabled housing options was also mentioned, as well as anti-social behaviour appearing in certain pockets. Actions to tackle the housing issues varied. To tackle the poor condition of stock participants suggested that the Council and Housing Associations should be doing more to help tenants. Other participants suggested that tenants should have the onus and be giving more tools to undertake the upkeep themselves. Other comments noted that there should be more consultation with residents about housing and that their views should be considered when new developments arise.

3.5.6 Alcohol and Drugs

Participants noted the perceived ease of access to drugs and alcohol, especially for young people. The main way participants suggested to tackle this was through early intervention. Early intervention through schools was one of the main talking points. Other participants noted the need to have more recreational facilities for young people, they suggested that these can combat the routes into antisocial behaviour. Sport and leisure facilities were mentioned as key institutions.

3.5.7 Summary

Port Glasgow Town Hall event was fruitful in two ways. Firstly, it was a productive data gathering session that has provided the consultation with rich findings. Secondly, it allowed the Inverclyde Council, Alliance Board and the public to have a face-to-face meeting. This meeting has also highlighted the willingness to collaborate and listen to the public. Developing this type of relationship is important as it can show the public that engaging with Inverclyde Council and Alliance Board can have results.

The findings gathered from this event delved into different themes of importance for Inverclyde and has shown that there is consensus throughout the consultation. The main themes of this event were independently identified in other areas of this consultation. The root causes of these issues such as poor employment opportunities, lack of investment, and deprivation are consistent with what has been raised already. However, this event also offered the chance for participants to suggest how to tackle these issues. Whilst again, there are some similarities with other areas of the consultation, the participants of this event emphasised some different areas. The role of the council was more a prominent answer at this event, with participants suggesting that the council needs to facilitate and aid commugity Groups more. The Health and Wellbeing theme prompted a discussion that offered different suggestions. The participants focused on tackling Health issues on the community level, this manifested in suggestions such as deploying teams to localities to undertake fitness/wellbeing classes. This shows participants believe issues like this can be tackled from the ground up rather coming from above.

groups early space
vacant education
localities street poor
pavements
community opportunities
condition facilities
council fitness lighting
housing rates
walking centres stock business
intervention
employment innovative

4   Citizens Panel

The Citizens' Panel was established in 2007 to enable Inverclyde Council to regularly consult with Inverclyde residents on a wide range of issues. The Panel comprises around 1,000 local residents, with membership refreshed annually by one third.
Membership is almost evenly split between males and females and just under half (426) of respondents live in the most deprived 15% of datazones in Inverclyde.

The responses to the Autumn 2022 survey totalled 616, this is around 62% of the total membership of the Panel which is a very good response rate for a questionnaire of this type.

4.1   What key policy areas do you think the council, our partners and communities should develop to make the biggest difference in Inverclyde?

	Total
Increasing employment levels	67%
Supporting the creation of good jobs with fair pay and conditions	47%
Reducing drug and alcohol misuse	42%
Having more good quality housing	40%
Improving health and wellbeing	37%
Improving our town centres and public spaces	37%
Increasing participation in community life	22%

4.2 What key policy areas do you think the council, our partners and communities should develop to make the biggest difference in Inverclyde?

Total	1	2	3	4	5	6	7	Ticked, not ranked
Increasing employment levels	25%	30%	12%	12%	7%	5%	6%	4%
Having more good quality housing	14%	8%	18%	13%	16%	19%	9%	3%
Reducing drug and alcohol misuse	11%	11%	20%	13%	12%	14%	15%	4%
Increasing participation in community life	4%	9%	9%	13%	21%	20%	23%	2%
Improving health and wellbeing	11%	11%	15%	20%	18%	10%	12%	3%
Improving our town centres and public spaces	17%	8%	12%	15%	10%	18%	15%	4%
Supporting the creation of good jobs with fair pay and conditions	17%	19%	11%	10%	13%	9%	17%	3%

4.3   Getting it right for every child, citizen and community in Inverclyde is a shared vision across the council and the Inverclyde Alliance. Do you agree with this vision?

	Total
Yes	86%
No	14%

4.4 Comments

4.4.1 What one thing would make the biggest difference to Inverclyde over the next 10 years?

Theme	Mentions	Context
Employment/ Jobs	29	The thread that appears throughout this consultation is that of jobs and employment. Participants in the Citizen Panel echo what has been said before. They believe that better employment and job opportunities can make the most difference to Inverclyde over the next 10 years. The reasons they gave were familiar, they noted that jobs and employment would retain people in the area which would have knock on effects to the wider economy. These effects include larger footfall in town centres which would benefit local businesses and the 'face' of Inverclyde. They all suggest that having a strong economic base through good jobs/employment would allow stronger foundations to be built which would benefit tackling the broader existing issues such as population decline, deprivation and crime.
Town Centre	22	A common topic that appeared in this Citizens Panel was the 'town centre', overwhelmingly Greenock town centre. The participants comments revolved around issues like 'regeneration', 'upgrade', 'clean', 'improve', and 'invest'. The consensus was that the town centre is in need of upgrading. However, the participants noted the potential of the town centre and ultimately want the area to be fully utilised for local business and as an attraction for tourists. This is interlinked with jobs and employment as participants noted that for town centres to flourish there needs to be local businesses who can sustain employees whilst attracting enough customers.
Investment	20	Investment was a common term mentioned by participants. This mainly, as mentioned above, was concerned with providing the area with jobs/employment and funding for regeneration. The comments provided highlight that the area is lacking something, and the participants see that further investment would be a way to add to the area.
Shops	17	Shops were mentioned as having a dual purpose. Participants acknowledged that 'better' shops bring larger footfall which will benefit the high streets and town centres. This would then help sustain the local economy. The other purpose of shops is as an employer. Participants noted more shops would mean more jobs and again they saw this as a way to help sustain the local economy and help Inverclyde thrive.

Theme	Mentions	Context
Road/s	17	Roads were mentioned mainly in relation to needing improved or better maintained. Participants comments relating to improvement were emphasising that improved road networks would attract more people to the area due to ease of access, as well as improving the ease of traveling for locals. Comments on maintenance were concerned with potholes and overgrown areas, they noted that these were hazardous and make it harder to travel as well as giving off a bad image.
Children/ Young/sters	14	Participants comments on children and young people were mainly concerned with support and providing opportunities. The comments surrounding support were mainly aimed at helping children in poverty. Participants noted that providing free school meals, as well as affordable leisure activities were key ways to help support them. Comments on opportunities were aimed at teenagers, and these consisted of things like providing opportunities to work, leisure activities and clubs. Participants comments all stemmed from their perception that children/young people in Inverclyde have less opportunities, and by providing them with these outlets it will keep them away from anti-social/ criminal behaviour. As well as this, participants saw that investing in children will help Inverclyde in the long-term as they are the future of the area.
Houses/ing	13	Comments regarding Houses and Housing revolved around the need for 'better' housing options and affordability. The comments surrounding 'better' or 'improved' housing mainly related to family homes. Participants noted that they wanted to see families have better homes as this would help the raising of families. It was suggested that this would also help promote younger couples to have families as they would see that the housing options were suitable for this. Affordability also related to families as the cost of housing could be a deterrent to starting a family. Comments on affordability were generally suggesting that housing options were expensive.
Business	12	Comments surrounding business tie into the comments on jobs/employment. Participants comments revolved around 'attracting' and 'helping' businesses in the area. Participants see businesses as a route to tackling low employment and providing the area with jobs. Participants noted that the area needs to try and attract more businesses as well as help develop homegrown enterprises.
Clean/er/ing	10	Comments regarding the cleanliness of Inverclyde referred to both litter and the 'face' of Inverclyde. Comments on litter were generally concerned with there being more effort to make the area tidier. Participants noted this would make the area more attractive for tourists and local residents. Comments on the 'face' of Inverclyde referred to improving the high streets and town centres. This stems to earlier comments on getting more shops and businesses as participants see the perceived dereliction as something that makes the area untidy.
Community	9	Comments on community related to increasing the 'sense' of community as well as funding community spaces. The comments surrounding the 'sense' of community relate to community empowerment and the fact that participants do not feel like they are part of a cohesive community. However, it shows that participants see being part of a community is important, and that through community participation Inverclyde will get some form of benefit. Comments on funding and community spaces were vague but they inferred that the Council should take a more active role and provide community organisation with more funding so that they can effectively operate.

4.4.2 Are there any other policy areas you think should be a priority in the local area? Please state.

Theme	Mentions	Context
Road/s	11	The quality of roads was the main concern here. Participants noted that the quality of roads is important as it can deter people from coming to the area and leave a bad impression.
House/ing	8	Affordability and the quality of houses were mentioned again.
Town Centre	8	'Revamping' was mentioned in relation to town centres. Accessibility was also mentioned. The accessibility referred to parking and the need to make town centres more accessible to both residents and non-residents.
Community	8	Supporting the community was the main theme in the comments. The comments were aimed at the Council and suggested that the Council should be supporting communities further through funding and promoting engagement.
Young/sters	7	Providing 'spaces' and 'activities' were the main comments here. Again, the comments imply that this will keep young people away from anti-social behaviour.
Business	5	Support for local businesses was the reoccurring theme here. Again, this points to the perception that businesses in Inverclyde need support and this stems to deep rooted issues in the economy of the area.
Drug/s	5	Comments relating to Drugs were centred on tackling their misuse.

4.4.3 How should the Council, working with the local community, tackle your top priorities?

Theme	Mentions	Context
Groups	11	Working with local groups was the main theme that was mentioned. Participants noted that working with, funding and encouraging the existing groups in Inverclyde should be a priority.
Listen	9	The word Listen was mentioned by participants. It shows that participants are willing to be involved in their community and highlights the desire for more governance over their own communities.
Engage/ment	8	Similar to the above, the participants seek further engagement from the Council and Partnership. Again, this highlights the desire for community empowerment.
House/ing	8	Comments on housing here noted that Partners should look at refurbishing old housing stock as well creating more affordable and quality stock.
Young/sters	8	Participants here noted that they would like to see more work done with young people, such as capturing their views and opinions and trying to cater towards them. Working with groups that focus on young people was also a theme that arose, and it ties to the previously mentioned reasons.
Business	7	Comments here echo previous statements about working with, encouraging existing and attracting new businesses.

4.4.4 What do you think should be the shared vision for the Inverclyde area?

Theme	Mentions	Context
Employment/Jobs	13	Participants put emphasis on jobs and making sure that there are secure and varied opportunities that retain and attract people into the area.
Child/ren	13	Supporting and helping children was the main thread throughout these comments. There was an emphasis on children who live in poverty and making sure that they have 'equal access' to amenities, education and leisure.
Health/y	13	Comments on health revolved around improving health and making sure people have access to health enhancing facilities.
Safe/ty	10	Being safe and safety all referred to community safety and making sure that areas are made safe.
Live	8	Comments regarding 'Live' almost all centred-on participants wanting Inverclyde to be a place where people come and can currently 'live'. This links to the depopulation of the area as participants can see that this is an issue that needs combated.
Improve/ing	8	Improvement was a phrase that participants commonly noted. Areas they noted were in quality of life, standard of living, local image, lifestyles and services.
Education	7	Comments on education noted that there needs to be better quality as well as access.
Drugs	7	Comments on drugs link to the sections on safety and health. Participants noted that they want to see drug abuse tackled as this would lead to safer streets.

4.5 Summary of Findings

The responses gathered from Inverclyde's Citizen Panel are similar to what other participants have said in our other consultations. However, one noteworthy theme that arose more frequently was that of the town centres, and mainly Greenock Town Centre. Participants in the citizens panel displayed concern over the current state of the town centre, reference to the closed shops, quality of shops, and the overall cleanliness were discussed. They linked the regeneration of town centres as a path to creating an economic base that could provide the area with more employment. They also acknowledged that this would make the town centres attractive for people who may move into the area. Participants believed that having a thriving town centre would help tackle the systemic issues that Inverclyde faces

in the form of deprivation, low employment and depopulation. Other than this theme, the issues noted by participants can be seen in every facet of the consultation and this bolsters the common threads that the council and partnership need to focus on.

community houses roads children housing investment centres town employment business safe shops education young health clean wellbeing live

5   Employee Survey

The Inverclyde Council employee survey is carried out every three years. Most recently it took place from August until October 2022. Employees were asked a range of questions regarding their employment. However, there was the addition of a question on Inverclyde Council and its partners priorities. The question asked employees "What should the council and its partners priorities be over the next five years?". A total of 1,737 employees responded to this question.

5.1 Findings

The respondents indicated that the most important issues in Inverclyde that the council, and its partners, should focus on over the next five years are as follows:

1.   Cost of living crisis/poverty

2.   Education

3.   Health and wellbeing

4.   Staff morale and wellbeing

5.   Council budget

5.2 Summary

There are outlying answers in this section; 'staff morale and wellbeing' and 'council budget'. The inclusion of these as answers will stem from the nature of who was being surveyed. However, the inclusion of 'council budget' as an answer has larger implications than employees' personal job security. The implication is that a reduction in the council's budget may negatively affect the provision of council services.

The top two answers to this question are more in line with what has been raised throughout the consultation. Number two was education, and this can correspond to various issues in Inverclyde. Throughout the consultation education has been linked to tackling health outcomes, alcohol and drug use, and as a source of creating new employment opportunities. The encompassing nature of education is a reason why it constantly appears as a source to tackling various issues. The cost of living and poverty was selected as the top priority. The direct inclusion of this as a priority is not surprising as the current economic climate, stemming from energy prices, has inflated the cost of living in almost every regard.

6   Conclusion

6.1 Summary and the Golden Thread

The Council Plan and Partnership Plan should align to Inverclyde's residents needs and wants. This consultation has allowed these needs and wants to become articulated and has provided the Council and Partnership with direction and insight into Inverclyde's residents priorities. It must be noted that it is a statutory responsibility for the Council to engage with residents and make sure that their views are incorporated into the planning of the area.

This consultation was undertaken in a meaningful environment, giving residents a platform to influence their community. Close to t2000 different attitudes and desires have been captured. Common threads arose through the different methods of research, and these specific themes were highlighted as areas that should be prioritised. The sections below highlight these common themes.

6.1.1 Employment and Jobs

The highest ranking and recurring issue that arose was employment and jobs. Participants highlighted the lack of jobs, the pay of the existing jobs and the sustainability of long-term employment in the area. Participants acknowledged that this is an issue that cannot be resolved quickly, however, they could see the long-term benefits of having a stronger employment base. A range of participants discussed how building an employment base will have knock on effects that help tackle the issues the area faces. They noted that depopulation, deprivation and poorer health and wellbeing can be linked to the erosion of Inverclyde previous manufacturing base.

6.1.2 Community

Another theme that arose in comments was surrounding community. Participants emphasised their desire that the Council and Partners work closer with communities and the already existing community groups. This highlights that there is a desire amongst Inverclyde's communities to be empowered and undertake more responsibility.

6.1.3 Young People and Children

The theme of young people arose in relation to several issues; employment opportunities, housing, leisure activities/facilities, and anti-social behaviour. The consensus amongst the participants was that there was a lack of employment opportunities and leisure facilities for younger people and this void has pushed them to engage in anti-social behaviour. Participants comments acknowledged that these people are the future of Inverclyde, but the area has challenges regarding the infrastructure to retain these people. This ties into the comments on housing where participants reported that there was a lack of access to housing for young people. The comments on young people show that the participants are concerned about the future of Inverclyde which will stem from the depopulation that the area is facing.

Comments on children often revolved around supporting those children that are living in poverty. The comments were aimed at providing these children with 'equal access' to things such as school meals, uniforms and other activities that they may not be able to take part in due to their socio-economic situation.

6.1.4 Housing

Housing was an issue that cropped up in every consultation. The comments predominately focused on difficulty of accessing housing due to affordability. Certain comments were also concerned with the quality of housing and the suitability of it for families. The clear thread through the comments on housing were orientated towards the future. Again, arguably stemming from the depopulation the area faces the participants emphasised the need to ensure that the current population has affordable housing so that they are retained in the area. However, other participants suggested that better housing opportunities would also attract new people into the area. Thus, the narrative of these comments was generally concerned about population retention and attraction.

6.1.5 Health and Wellbeing

The theme of Health and Wellbeing was interlinked to a wide range of issues. Participants suggested that improving the general health and wellbeing of residents should be a priority as this can have long-term effects regarding life expectancy, hospital admissions and overall life fulfilment. They also noted the negative effects that alcohol and drug consumption can have on health and wellbeing. The lack of, and closure of leisure/fitness facilities was also suggested as being a source of poor mental and physical health and wellbeing. Much like the other main themes, poor health and wellbeing was viewed as a symptom of deep-rooted issues in the area such as a deprivation and economic stagnation. However, participants did suggest some direct actions on how to improve the general health and wellbeing in the area. The most illuminating suggestions came from the in-person consultation in Port Glasgow. The participants suggested deploying locality tailored health and wellbeing teams into communities to get residents involved in different classes and events. The suggestion of community led action highlights that Inverclyde's residents have a desire to tackle issues on the community level.

6.3 Next Steps

Now that the findings from the consultation have been analysed, they will be used to inform both the Council and Partnership Plans. In order for this to happen the findings will be shared with Inverclyde's Elected Members and the Alliance Board membership. The public perceptions and ambitions for Inverclyde will be considered alongside the Strategic Needs Assessment (SNA), the National Performance Framework, and the Council and Alliance resources in order to develop local priorities.

6.3.1 Inverclyde Council and Partnership Plan

The two plans that the findings will inform are the Council Plan, and the Partnership Plan. Whilst there are similarities between the plans, there are significant differences in regard to their purposes.

The Partnership Plan is a commitment by Inverclyde Alliance partners to work together towards shared aims, with a focus on tackling inequalities and the added value of partnership working. Inverclyde Alliance includes public sector organisations, along with voluntary section and businesses. Whereas, the Council Plan explains how Inverclyde Council will operate, what its priorities will be, and how it will support delivery of the Partnership Plan.

**Inverclyde Council and
Partnership Plan Consultation**

Corporate Policy Team

January **2023**

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Inverclyde Alliance

Inverclyde council

Inverclyde Council Performance Management Framework

CORPORATE POLICY, PERFORMANCE AND PARTNERSHIPS TEAM

Contents

1. Introduction and purpose

This Performance Management Framework (PMF) sets out the arrangements by which we plan, deliver, review and improve on what we aim to achieve, both as a Council and in partnership through the delivery of the Inverclyde Alliance Partnership Plan 2023/33, the Inverclyde Council Plan 2023/28 and the Committee Delivery and Improvement Plans 2023/2026.

The core purpose of the framework is to drive continuous improvement and deliver improved outcomes so that we deliver our **Vision of Success for All: Getting it right for every child, citizen and community**. The framework helps to ensure that as a Council we:

- Set out clearly what it is we want to achieve;
- Focus resources on the right outcomes;
- Are aware of where things are going well and where improvement is needed;
- Report on progress to both internal and external audiences;
- Use performance information to drive continuous improvement;
- Demonstrate Best Value; and
- Work openly, transparently and in an accountable way.

1.1 What is Performance Management and why is it important?

Effective performance management focuses on improvement and change and comes from a clear idea of where we want to be, the impact that we want to have and how this will be achieved. As resources tighten and demand for services increase, it is essential that the Council is able to assess whether it is delivering its services effectively and whether positive progress is being delivered. Elected Members, the public and external scrutiny bodies also require meaningful information to allow them to assess performance through a balance of quantitative and qualitative information, recognising that numbers alone do not tell the full story and that the context is equally important.

The diagram below, taken from the Local Government Association's "Performance Management Guide for Local Authority Officers", shows how performance management can influence improvement and progress at various levels of a Council.

Strategic
- provides regular information from across the council
- enables scrutiny and informed decision making
- provokes debate about what should happen next
- evidences progress against corporate priorities.

Operational
- informs planning, resourcing, quality management and service delivery
- informs workforce development and continuing professional development
- informs service improvement.

Front line
- encourages changed behaviours and approaches
- enables the experiences of the public to be conveyed directly to strategic leaders
- enables the public to understand how funds are being used and what improvements they should expect.

Source: "Performance Management Guide for Local Authority Officers", Local Government Association

2.   National Context

This section provides information on the national context that provides the overarching umbrella under which our performance management framework operates.

2.1   National Performance Framework

The Sottish Government's [National Performance Framework](#) aims to:

- create a more successful country
- give opportunities to all people living in Scotland
- increase the wellbeing of people living in Scotland
- create sustainable and inclusive growth
- reduce inequalities and give equal importance to economic, environmental and social progress

The framework has informed the development of the Inverclyde Alliance Partnership Plan 2023/33 and the Council Plan 2023/28.

2.2   Best Value

Best Value is a statutory duty set out in the Local Government (Scotland) Act 2003 and applies to all public bodies in Scotland. Its purpose is to ensure that there is good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public.

A new approach to Best Value auditing will be implemented in 2023, which includes the integration of Best Value fully into annual audit activity. The inspection process will also, for the first time, include a thematic approach to audit work focusing on the themes in the Best Value guidance. The Best Value statutory guidance, published in March 2020, can be downloaded here: https://www.gov.scot/publications/best-value-revised-statutory-guidance-2020/

Another aspect of the new approach is the introduction of a Controller of Audit report, covering all 32 Councils over the four-year period 2023 to 2027. These reports will include a focus on the pace and depth of continuous improvement in the Council and will be considered by the Accounts Commission.

Statutory Performance Indicator (SPI) Direction 2021

The Accounts Commission has a statutory power to define the performance information that Councils must publish for performance comparison and benchmarking purposes. This is done through the publication of a Statutory Performance Indicator (SPI) Direction. The current Direction was published on 21 December 2021 and takes effect from 2022/23.

Whilst broadly setting out the areas that Councils should report on, the Direction is not prescriptive in specifying which performance indicators meet the requirements of Best Value, leaving this to a Council's discretion to improve the range of information that it publishes in a

way that reflects the local context and improvement. The range of performance information a Council reports is also subject to audit.   The Direction schedule is provided below:

Each Council will report a range of information covered by the following 2 indicators
SPI 1: Improving local services and local outcomes

- Its performance in improving local public services, both provided by itself and in conjunction with its partners and communities.
- Progress against the desired outcomes agreed with its partners and communities.

The Commission expects the Council to report such information to allow comparison (i) over time and (ii) with other similar bodies (thus drawing upon information published by the Local Government Benchmarking Framework and from other benchmarking activities).

The Commission expects the council to, in agreeing its outcomes with its partners and communities, report on how it has engaged with, responded to and helped to empower its communities, including those who require greater support.

SPI 2: Demonstrating Best Value

Its assessment of how it is performing against its duty of Best Value, including

- its self-assessments and service review activity, and how it has responded to this assessment.
- Audit assessments (including those in the annual audit) of its performance against its Best Value duty, and how it has responded to these assessments.
- Assessments from other scrutiny and inspection bodies, and how it has responded to these assessments.

In satisfying the requirements set out in this schedule, the Commission expects the council to take cognisance of current statutory guidance on Best Value requirements, and in particular to ensure:

- Balance in reporting areas of improvement that have been achieved and not achieved.
- This is undertaken in a timely manner.
- Easy access to its performance information for all of its citizens and communities, with such information presented in an accessible style

2.3   The Local Government Benchmarking Framework

The Local Government Benchmarking Framework is a benchmarking tool designed to encourage Councils to examine and understand why variations in cost and performance occur.

To facilitate more useful learning and improvement Councils are arranged in 'family groups' to allow comparison between those that are similar in terms of the type of population that they serve (e.g. relative deprivation/affluence) and the type of area in which they serve them (urban, semi-rural, rural).

Publication of the LGBF forms part of each Council's statutory public performance reporting. A report on our performance in relation to the LGBF is considered by both CMT and the Policy and Resources Committee annually and performance reported via the Council's website here: https://www.inverclyde.gov.uk/council-and-government/performance/statutory-performance-indicators/lgbf. More inf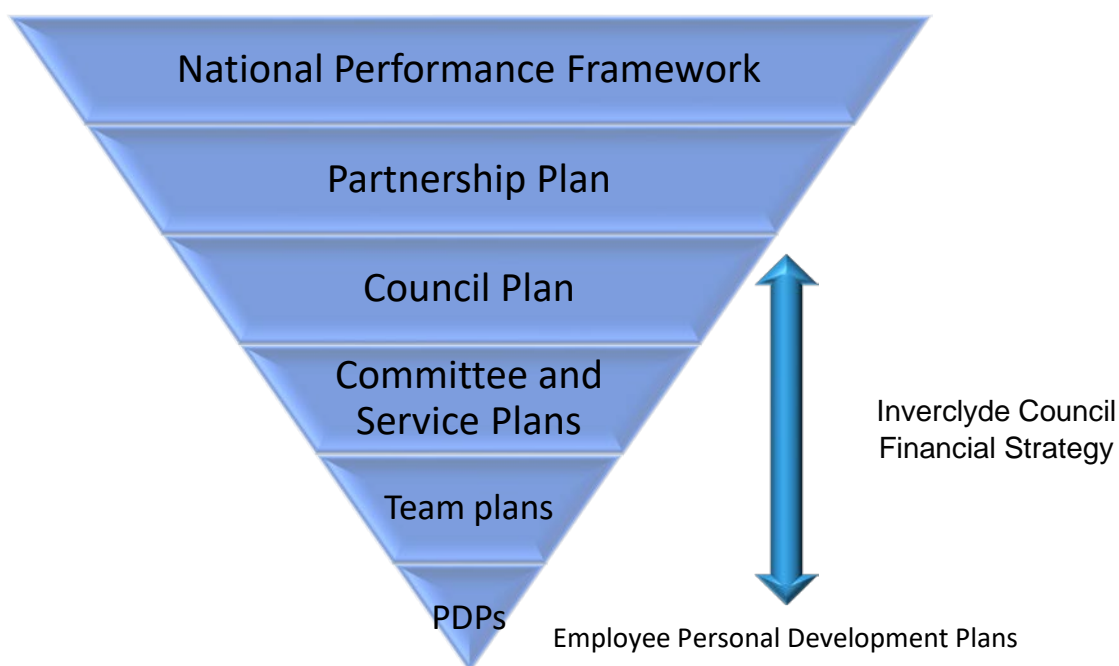ormation on the LGBF can be found on the Improvement Service website: https://www.improvementservice.org.uk/benchmarking/home

3.   Local Context

The Council's performance management framework includes the strategies, plans, PIs, targets and standards that enable the performance of the Council to be monitored to ensure the best possible outcome for customers, residents and communities.

The Council's strategic plans and how they fit together is shown in the strategy map below and is often referred to as the 'golden thread'. The 'golden thread' is a way of describing how each element links together, from the National Performance Framework to team and individual objectives.

Diagram 1: The planning framework "The Golden Thread"

National Performance Framework

Partnership Plan

Council Plan

Committee and Service Plans

Team plans

PDPs

Inverclyde Council Financial Strategy

Employee Personal Development Plans

3.1   Partnership Plan 2023/33

The Inverclyde Alliance brings together the Community Planning partners for Inverclyde. The Partnership Plan sets out the shared commitment by Inverclyde Alliance partners to work together towards their collective aims, with a particular focus on tackling inequalities and the added value of partnership working. A new Partnership Plan was approved in early 2023 and covers the period 2023/2033. The Partnership Plan focuses on the following key themes:

Theme 1:   Empowered People
Theme 2:   Working People
Theme 3:   Healthy People and Places
Theme 4:   A Supportive Place
Theme 5:   A Thriving Place

3.2   Council Plan 2023/28

The Council's purpose, priorities and values are set out in the Council Plan 2023/28. It also shows how Inverclyde Council contributes to the strategic priorities for the area, as set out in the Inverclyde Alliance Partnership Plan 2023/33.

The Council Plan reflects various environmental factors, including the drive to achieve Net Zero, economic climate, demographics and local need. It has been driven by robust community consultation where local priorities were identified by residents. The following key themes have been developed based on this feedback:

Theme 1:   People

- Our young people have the best start in life through high quality support and education;
- Gaps in outcomes linked to poverty are reduced;
- People are supported to improve their health and wellbeing;
- More people will be in employment, with fair pay and conditions; and
- Our most vulnerable families and residents are safeguarded and supported.

Theme 2:   Place

- Communities are thriving, growing and sustainable and our strategic housing function is robust;
- Our economy and skills base are developed;
- We have a sufficient supply of business premises; and
- Our natural environment is protected.

Theme 3:   Performance

- High quality and innovative services are provided, giving value for money
- Our employees are supported and developed

3.3   Committee Delivery and Improvement Plans 2023/26

In March 2023, the Council approved a new model for Directorate and service planning to support the new Council Plan. The new model sets out more explicitly the linkages between actions, strategic priorities and local outcomes as well as reflecting the new approach to Best Value. The Plan reporting structure is shown in the table below:

Plan Name	Scope	Reporting to:
Environment and Regeneration Delivery and Improvement Plan	• Property Services • Regeneration, Planning and Public Protection • Roads and Environment	Environment and Regeneration Committee
Education and Communities Delivery and Improvement Plan	• Communities and Educational Resources • Education Services	Education and Communities Committee
Policy and Resources Delivery and Improvement Plan	• Finance • Legal and Democratic Services • Organisational Development, Policy and Communications	Policy and Resources Committee

The Delivery and Improvement Plans cover the period 2023/26 and capture:

- Actions derived from the Council Plan strategic priorities, cascaded to individual Directorates / services
- Corporate self-evaluation improvement actions
- Priorities relating to areas of strategic service delivery
- Improvement actions from External Audit Reports
- Improvement actions arising from Service Review
- Key Performance Indicators linked to the delivery of the actions

Although a three-year rolling plan, the delivery and improvement actions will be refreshed on annual basis with performance reports considered by the CMT prior to every second Committee meeting, continuing with the reporting schedule established by the former CDIPs.

3.4 Service Delivery and Improvement Plans

The new planning model includes the introduction of Service Delivery and Improvement Plans for each Head of Service. This is to ensure that there is a consistent corporate approach to service performance and improvement in place. The plan should set out its linkages to Council priorities with a focus on:

- Actions / activities for the Service for the year that are more operational in nature
- Service self-evaluation improvement actions (PSIF)
- Lower level KPIs monitored by the Service that are not reported to Committee
- LGBF indicators with benchmarking data for the service

Progress in the delivery of the Service Delivery and Improvement Plans will be monitored by Directorate Management Teams on a quarterly basis.

3.5 Inverclyde Health and Social Care Partnership Strategic Plan 2019/24

The Health and Social Care Partnership Strategic Plan 2019/24 is the equivalent to the Council's Committee Delivery and Improvement Plans, however it includes all health and social care services. The Plan sets out the 6 Big Actions to be delivered over its lifetime:

- Reducing inequalities by building stronger communities and improving physical and mental health
- A nurturing Inverclyde will give our children and young people the best start in life
- Together we will protect our population
- We will support more people to fulfil their right to live at home or within a homely setting and promote independent living, together we will maximise opportunities to provide stable, sustainable housing for all.
- Together we will reduce the use of, and harm from, alcohol, tobacco and drugs
- We will build on the strengths of our people and our community.

The HSCP Strategic Plan can be downloaded from the Council's website here: https://www.inverclyde.gov.uk/health-and-social-care/strategies-policies-and-plans

An Outcomes Framework has been developed in order to show how the plan contributes to the national outcomes. A suite of key local indicators has been developed to support progress and reporting of these Big Actions, alongside the national indicators. The Integration Joint Board (IJB) receives an Annual Performance Report which includes progress on the Strategic Plan actions providing accountability and strong governance. This report is submitted to the Scottish Government. In addition, a six monthly report has been developed for the IJB

detailing both Strategic Plan progress and a performance update. Regular reports will also be presented to the NHS Board and the Council, and, in addition, the Annual Performance Reports will be published on the HSCP and Council websites.

# 4. Planning for Improvement

4.1 Plan, Do, Learn, Act

Our approach to performance management is based on a continuous cycle of 4 activities: **Plan, Do, Learn, Act**. This cycle ensures an integrated approach to performance management and planning.
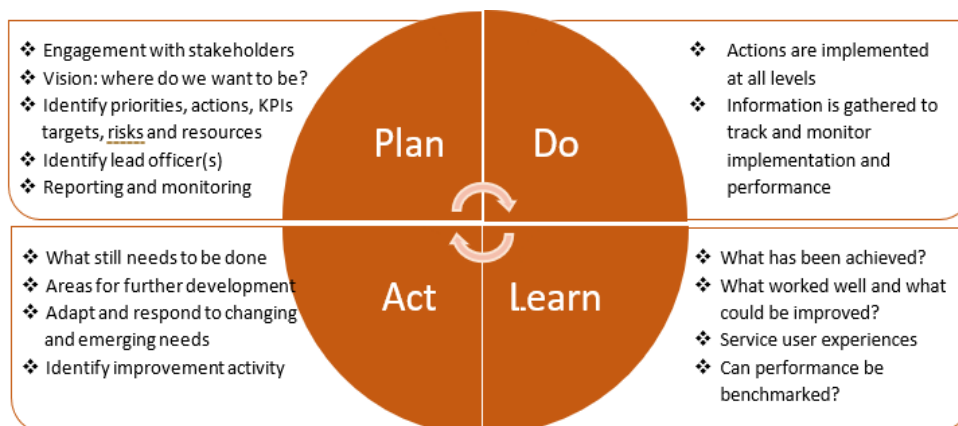
4.2 Measurable outcomes

Outcomes based approaches have been promoted in Scottish policy over a number of years with the aim of improving public services by focusing on the concerns of individuals. An outcome is the change that it is hoped will be achieved by delivering a project or initiative, i.e. the difference that will be made and should include words such as increase, decrease, reduce and improve.

When measuring outcomes, it is important to use qualitative assessment through engagement with customers and stakeholders, however this is often not enough and demonstrating achievement of outcomes through use of data and performance measures helps to provide a factual evidence base. Proxy measures may also need to be used to evidence delivery of outcomes. Outcomes should not be confused with inputs, like staff time, resources, or outputs and activity. The diagram below, produced by Matter of Focus, shows the relationship between inputs, process, output and outcome:
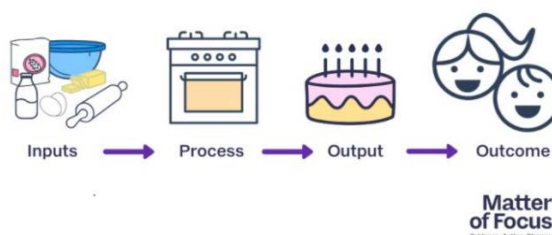
An outcome is the end result of a chain of events that starts with inputs and processes, leads to an output (in this case, the birthday cake) which then leads to an outcome (happy children). What we're talking about when we're focusing on the outcome is the happy child, not the cake.

Source: What are outcomes?, Matter of Focus home of OutNav (matter-of-focus.com)

4.3 Developing Key Performance Indicators

Key performance indicators (KPIs) are central to a good performance management framework. KPIs must be fit for the purpose of strategic planning to ensure that the Council is measuring the right things, delivering meaningful outcomes and has a direct line of sight to the activities that are underway. When identifying performance measures, it is vital to link strategically to the Council's overall aims and intended outcomes. This means linking these measures to the Council Plan and understanding how they fit into the Council's broader vision.

As data influences decisions that are taken at all levels it must be robust, accurate and reported in a timely manner. Data which is partial, incomplete or inconsistent does not allow for proper consideration of risk and learning.

KPIs should be:

- Linked to vision, strategy and actions
- Comparable over time and be able to be benchmarked wherever possible
- Informed by national and local priorities
- From a reliable data source

4.4 Setting targets

Setting targets allows us to work towards improving our services and achieving our goals. The target is the level of achievement expected over the period being reviewed, i.e. what you are aiming for. Targets can:

- Promote accountability
- Help manage a service
- Stretch performance
- Enable self-improvement

When setting targets, comparable past and present performance data and trends, benchmarking with similar services and Councils and national trends should be considered in order to achieve continuous improvement.

Targets must be set at the outset of the Plan or project / initiative and approved by the Head of Service. They should also be reviewed annually in light of recent performance, any new policy developments and national benchmarks to ensure that they remain relevant and challenging. All proposed changes to targets need to be signed off by the CMT as part of their scrutiny of the year end performance reporting.   The KPI data submission pro-forma (Appendix 1) should be used to record and advise of changes to the annual targets.

Thresholds

Target setting enables performance reports to be produced with a RAG status (red, amber, green). In addition to RAG status, the Council also monitors direction of travel in the short and long-term using the performance management system, Pentana Risk (referred to as Pentana). The icons used by Pentana to report performance are shown below. More information on Pentana can be found in section 5.1.

Thresholds are used to calculate the status of an indicator, i.e. red, amber or green with a percentage variance or deviation from the target value to determine RAG status. Broadly, for the majority of the Council's indicators a 5% tolerance level will be applied. This means that where the value is more than 0% but below 5% of the target value, then the status will be amber and if the value deviates from target by 5% or more then the status will be red.

It will not be appropriate to set a 5% tolerance range for every PI, depending on the nature of what is being measured and based on performance trends, it may require to be lower or higher, however an explanation of why the 5% tolerance level has not been applied will be required.

For all indicators however, targets and tolerance levels should be specific and realistic.

Table of symbols used by Pentana

PI Status	
🔴	Performance is adrift of target by 5% or more
⚠️	Performance is below target, but is within a set tolerance level (between 0%-5%)
✅	Performance is at target level or higher
📈	Performance is being monitored but no target has been set (data only PI)
Short term and long-term trend status	
⬆️	Improving performance (short term = annual change, long term = 5 years)
➖	No statistical change in performance
⬇️	Performance has declined (short term = annual change, long term = 5 years)

Peer Review of Targets

As an additional performance management check, targets set by services will be reviewed by a peer group of officers to ensure that they are set at an appropriate level. This will provide an additional level of quality assurance and help to maintain performance standards.

4.5   The importance of being SMART

When setting actions and indicators, it is important that these are **SMART**. This provides a clear, structured approach to meeting objectives and goals.

SMART

⇒ **Specific**: The PI or action indicates exactly what result is expected do that performance can be judged accurately

⇒ **Measurable:** Progress can be gauged through measurable goals or for PIs, data is available or is collected relatively easily

⇒ **Achievable:** Reasonable expectations are set, not aspirational

⇒ **Relevant:** The action or measure is important to the intended audience and is clearly related to the service being measured

⇒ **Timely:** Information or data is available frequently enough to have value in making decisions and information is available at times when it is needed

4.6   Challenge and Review

Challenge and review occurs at all levels of the organisation and includes self-assessment, reviewing past performance, benchmarking and listening to the customer experience.

a) Self-assessment

Self-assessment allows organisations to challenge existing performance, and to identify strengths, spot gaps and areas for improvement to inform planning. Performance monitoring, customer surveys, external and internal inspection and review all provide a service with valuable information on 'where you are now' and can help to identify where improvement or further development is required as you go towards 'where you want to be'.

Integral to the process of self-assessment is the requirement that performance is evaluated against sound evidence, which can include:

- **Performance Information**
  Accurate, reliable KPIs provides the basis for making objective assessments and informed judgements about service performance and the prospects for improvement.

- **Customer Expectations**
  Planning should be driven by what serves residents and customers best. Consultation and engagement should be integral to planning and self-evaluation.

- **Audit and Inspection**
  Details of any recent audit and inspection reports, whether internal or external, should also be used along with any areas for service improvement identified.

- **Self-assessment frameworks**
  All services of the council use a self-evaluation tool that best suits need. The Council has a corporate commitment to driving quality and delivering excellence using the Public Service Improvement Framework. Services that do not have a formal self-evaluation framework in place are required to undertake a PSIF assessment at least once every 3 years and develop an Improvement Plan based on an evaluation of service strengths and areas for improvement.

- **Strategic Needs Assessment**

  An SNA brings together a wide range of demographic, social and economic data on Inverclyde's population and helps to inform business planning by highlighting the most critical areas to focus on.

b) Benchmarking

Benchmarking performance with other local authorities, or those that deliver the same or a similar service is a key part of the performance management framework. Benchmarking enables an organisation to identify its strengths and encourages a continuous review of progress in target areas. Core elements of benchmarking include:

- A systematic process that needs to be planned, resourced and carried out with a degree of rigour
- A learning process where the core purpose is to understand why current performance levels are where they area, how well others perform in the same service area and why some services or organisations achieve better results
- Supporting change and improvement within a service or organisation based on the knowledge of what constitutes achievable best practice.

Details of Inverclyde Council's performance in relation to the Local Government Benchmarking Framework, published by SOLACE and The Improvement Service, is published on the Council's website here:

A wide variety of benchmarking activity takes place across the Council in addition to the Local Government Benchmarking Framework, including, but not limited to:

- APSE
- The Society of Chief Officers of Transportation in Scotland (SCOTS)
- CIPFA
- The West Partnership
- Scottish Local Authority Economic Development Group
- Validated self-evaluation

c)   Capturing the Citizen's Voice

Understanding the needs of users, citizens and the wider environment is of vital importance to performance management and it is equally important to gather in depth qualitative insight from citizens, alongside standardised KPI data.

There is a wealth of detailed feedback from specific surveys and consultation exercises available. Inverclyde Council uses a variety of citizen consultation and engagement approaches including:

- Inverclyde Citizens' Panel
- Communication and Engagement Groups
- Listening Events
- Budget Consultation
- Compliments, Complaints and Comments data

4.7   Managing Risk

Risk Management is a key part of an organisation's strategic management and is complementary to performance management. It is the process whereby organisations methodically address the risks attached to their activities to achieve sustained benefit within each activity and across the portfolio of all activities. Effective risk management will allow the Council to:

- Have increased confidence in achieving its desired outcomes.
- Contain threats to an acceptable level.
- Take informed decisions about exploiting opportunities.

Inverclyde Council has a Risk Management Strategy and a Risk Assessment and Prioritisation Framework and these should be followed when identifying and managing risk and mitigating actions.

For further information and support in relation to risk management please contact Inverclyde Council's Chief Internal Auditor, Andi Priestman.

5.   Performance monitoring and management

5.1   Pentana Risk

Inverclyde Council recently implemented a new online performance management system, Pentana Risk (referred to as Pentana), a cloud-based performance management software

system which is accessible remotely and from any device. The Council has 50 Pentana user licences.

Pentana supports the Council's performance management framework in the specific areas of managing Actions; KPIs and Risk and links these together to track the work being undertaken and the resulting impact. Performance reports can be generated at scheduled intervals or as required for review at team or management meetings, as well as Committee meetings. Reporting of progress should include a narrative against objectives and performance indicators to give a holistic view of the progress made. As the roll out of Pentana continues, the use of portals will be extended to minimise the needs for paper reports to be produced at operational level.

Data stored on the system must be underpinned by robust metadata to ensure data quality and integrity. Metadata provides detail of what data is being collected, from what source and how / when it is calculated. Appendix 1 contains a pro-forma where metadata information can be recorded. The protocol to be followed in the use of Pentana is set out in Appendix 2.

The roll out across Inverclyde Council is led by the Corporate Policy, Performance and Partnerships team, supported by colleagues in the Directorates. If you would like to more information on Pentana please contact the Corporate Policy Team at the following email address: corporate.policy@inverclyde.gov.uk

5.2   Roles and Responsibilities

The Council is ultimately accountable to the public for its performance and defined roles, responsibilities and accountabilities are important to ensure effective performance monitoring and management. These will vary across the Council and are set out below:

Role	Responsibility
Full Council	Agree the vision and direction of the Council.
Elected Members, Committees	Responsible for making decisions, and approving, reviewing and scrutinising delivery and performance within a given service/subject area.
Corporate Management Team	Strategic responsibility for managing and challenging performance in relation to the Council's priorities, including the Committee Delivery and Improvement Plans. Sets the culture and organisational practice and drives continuous improvement activity by embedding the Performance Management Framework. Ensures corrective action is taken to deal with areas of poorer performance and risk. Responsible for supporting and advising Councillors.
Directorate and Senior Management Teams	Responsible for the management and delivery of Service Plans. Set objectives, performance indicators, milestones and targets for their Service. Accountable for operational performance and ensuring that their service contributes to the Council's overall strategic priorities. Heads of Service and Service Managers, supported by their data officers, should undertake quality assurance of their data throughout the year and track and report on performance to the CMT and Committee. Support colleagues to understand the performance management framework and their role in it. Promote corporate and service improvement via Pentana.

Role	Responsibility
Team Leaders	Support the Senior Management Team in delivering the Service objectives. Create and deliver team plans and manage performance. Reinforce the link between organisational and individual objectives to team members. Use performance improvement methods to support improvements in service delivery.
Employees	Contribute to the delivery of Plans through the completion of tasks allocated to them as agreed through their appraisal process and service / teams plans. Understand how their work contributes to the delivery of the Council's key priorities. Take responsibility for individual performance and development. Employees should feel able to contribute to performance improvement activity.
Citizens' and Service Users	The Council is ultimately accountable to the public for its performance and has a mechanism for providing feedback on performance and use of Council services. The public can express its views on how the Council operates via participation in partnership and Council led consultation and engagement exercises.

6.   Scrutiny

6.1   Elected Member Scrutiny

Enhancing Elected Member scrutiny and oversight of performance is pivotal to the success of the new Performance Management Framework. Elected Members have a key role to play in scrutinising improvement activity through the committee process including:

- Approving the Council Plan, Financial Strategy and other high-level strategies and annual reports;
- The scrutiny of performance reports; and
- The approval and scrutiny of action plans developed in response to inspection or audit actions.

6.2   Management Scrutiny

Pentana allows us to create scorecards, trend dashboards and performance portals, aligned to our strategic priorities. Performance scorecards and trend dashboards on the Council Plan and Committee Delivery and Improvement Plans will be monitored and actioned by the CMT at appropriate intervals depending on the nature of the Plan, whilst Service Plan performance will be monitored by the Senior Management Team on a quarterly basis.

The CMT will review and approve performance reports prior to their submission to Council Committees.

Managers will also receive a wide range of service specific management and operational information reports on a weekly and monthly basis.

6.3   Public Performance Reporting

Inverclyde Council is committed to ensuring that accountability, transparency and openness is embedded throughout the organisation and in our public performance reporting. The Council

strives to continuously improve the quality of information that it publishes to the public. All information should be easy to find, accessible and easy to read.

A wide range of performance information is published on the Council's website which can be found here: https://www.inverclyde.gov.uk/council-and-government/performance

All reports relating to Best Value and external annual audit reports should also be made available to the public on the Council's website.

The annual performance reporting calendar for the Council's high-level plans and progress reports is provided on the next page.

6.4   Performance Reporting Calendar

Report	Committee / Board	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Partnership Plan Annual Report	Inverclyde Alliance Board							▓					
Partnership Plan progress reports	Inverclyde Alliance Board			▓				▓		▓			▓
Local Children Poverty Action Annual Report	Inverclyde Alliance Board			▓					▓				
Council Plan Annual Report	Policy & Resources Committee								▓				
Council Plan progress reports	Policy & Resources Committee	▓						▓					
Financial Strategy – 6 monthly report	Policy & Resources Committee			▓						▓			
Workforce Information and Activity Report	Policy & Resources Committee						▓						
People and OD Strategy Action Plan update	Policy & Resources Committee												▓
Inverclyde Council Annual Complaints Report	Policy & Resources Committee								▓				
Local Government Benchmarking Framework	Policy and Resources Committee												▓
Freedom of Information Annual Report	Policy & Resources Committee								▓				
Annual Procurement Report	Environment & Regeneration Committee							▓					
Economic Regeneration Strategy Progress Report	Environment & Regeneration Committee			▓				▓					
Climate Change Strategy Annual Report	Inverclyde Council			▓									

7.   Reviewing the Performance Management Framework

This Performance Management Framework will be reviewed to ensure that it continues to reflect the needs of the Council. A review will be carried out at the mid-point in Council and Partnership plan lifespan.

The review will include consulting with the CMT, DMTs and Elected Members on the effectiveness of the framework.

8.   Further information and support

For more information on anything contained within this Framework, please contact the Corporate Policy, Performance and Partnership team, e-mail: corporate.policy@inverclyde.gov.uk

Appendix 1: KPI data submission pro-forma

Service name:			
PI title:			
Performance data:	2020/21	2021/22	2022/23
Target: *Please advise of annual target*	2020/21	2021/22	2022/23
Rationale for target: *If the target has changed please provide the rationale for this:*			
Has the change in target been approved by the Head of Service		**Yes,** the new target has been approved by the Head of Service	
		No, the new target has not been approved by the Head of Service	
Data Source: *Provide details of the data source for audit purposes*			
Explanation of performance: *Provide details of performance, **particularly where performance has declined***			
Has the data been approved for submission by the Head of Service?		**Yes**, the data has been checked and approved for submission	
		No, the data has not been approved prior to submission	
Pro-forma completed by: *Provide name and contact details of officer completing the pro-forma*			
Date:			

Appendix 2: Pentana protocols

A) <u>Roles</u>

In Pentana, 4 'roles' have been set up, each with varying levels of permission, n.b. the 'All User' permission is the default permission allocated by Pentana to all system users.

Site Administrator	The user has unrestricted access to Pentana, including the ability to create and manage user accounts and assign new users to an appropriate role. Site Admin are also responsible for maintaining an accurate record of the number of licences issued and general housekeeping of the system.
Advanced User	Advanced User responsibilities include the creation of Actions, PIs and Risks on the system, including assigning responsibilities; setting up triggers and schedules; create and run reports, develop scorecards and strategy maps, queries and development of portals. Advanced Users should ensure that the correct visibility is set for Actions, Risks and PIs. Advanced Users **cannot** add new users to Pentana. The number of advanced users on the system is currently restricted.
Actions, Risk or PI Update	This permission will be held by the vast majority of Pentana licence holders. Users are restricted to updating Actions, Risks and PIs that are assigned to them or managed by them. Any changes to an Action, Risk or PI that are required other than basic editing/ updating should be referred to an Advanced User. The process for this is shown below.
All staff view only	This permission assigns the user **view only** access to the Actions, Risks and PIs on the system. Users can only view data where the visibility is designated as 'All Staff View Only'. <u>This role is a basic 'view only' role for HSCP and Council employees only</u> (does not include Elected Members, Board Members Partners etc.). All Staff View Only should be the default visibility setting for all new Actions, PIs and Risks.
All users	Pentana automatically assigns all new users to the system to the default 'All User' role. Users cannot be removed from this role and whilst no permissions are allocated to this role, any Action, Risk or PI where visibility is set to 'All Users' rather than 'All staff view only" on the system will be visible to everyone. Management of user permissions should be via roles 1-4 described above.

B) <u>Adding and changing Actions, PIs and Risks</u>

New actions or PIs can only be added to Pentana by site admin or advanced users who have received the appropriate training. The contact details are provided below:

- Karen McCready, Corporate Policy, Performance and Partnership Team
- Ryan Macsween, Corporate Policy, Performance and Partnership
- Ross Scullion, Community Safety and Resilience
- Anne Doak, Library Support Officer
- Suzanne Black, Data Analyst, Public Protection

From time to time it may be necessary to amend the information on Pentana to reflect changing circumstances. The procedure to be followed for the most likely changes is set out below:

Action:	Procedure:
Request to have a new Action Plan, KPIs or Risk to be added to Pentana.	Contact Corporate Policy team in the first instance to discuss requirements, timescales, reporting schedule set up, licences required and roles etc.
Changes to action delivery date.	Requests to change delivery dates must be emailed from the Team Leader (indicating that they have Service Manager approval) to the Corporate Policy Team with an explanation. A note will be added to Pentana to explain the reason for the change in date. Dates on the system will then show the original due date and the new due date.
Cancelling or postponing an action	An action should only be cancelled or postponed with the agreement of the line manager (who should also be the person responsible for managing the action). To have an action cancelled or postponed contact the Corporate Policy Team with the reason for cancelling or postponing. If it is postponed, please state when it will be taken forward. It is the responsibility of the service to ensure that it is incorporated in the relevant plan for the new date.
Setting and changing PI targets	Targets must be set by the service and signed off by the Head of Service. Annual targets set for future years must be reviewed to ensure they remain challenging but realistic. They should be revised where necessary and an explanation recorded in the note field.
Changes to Risks	As the Risks on Pentana are directly linked to other plans and strategies, changes to Risks can only be made with the approval of the Chief Internal Auditor.

Corporate Policy, Performance and Partnerships Team,

Organisational Development, Policy and Communications,

Municipal Buildings, Greenock

PA15 1LY