
Report To:	Inverclyde Council	Date:	9 June 2011
Report By:	Corporate Director Regeneration and Environment	Report No:	IC/05/11/AF/MMcK
Contact Officer:	Miriam McKenna, Corporate Policy and Partnership Manager	Contact No:	01475 712042
Subject:	Inverclyde Council Corporate Plan 2011 - 2012		

1.0 PURPOSE

- 1.1 The purpose of this report is to seek approval from Council to continue with the vision, values and outcomes identified in the Corporate Plan 2007 – 11, for the additional year of the Council Administration.

2.0 SUMMARY

- 2.1 Inverclyde Council agreed the Corporate Plan 2007 -11, 'An Ambitious, Confident Council' in 2007. At this time the term of administration within Local Government was four years. Subsequently this term was extended to five years, meaning that the Council's Corporate Plan does not cover the full term.
- 2.2 The Vision, Values and Outcomes identified in the Corporate Plan 2007 -11 remain core to the work of the Council, and link directly to the outcomes identified in the Inverclyde Alliance Single Outcome Agreement, and are therefore still valid (see Appendix One).
- 2.3 The Public Performance Reports from 2007/08 to 2009/10 have reported good progress towards the achievement of the Corporate Plan outcomes, but all partners in the Inverclyde Alliance have agreed the outcomes identified for Inverclyde will not be delivered in the short term.
- 2.4 Council is asked to support the continuance of the existing Corporate Plan 2007 – 11 with minor amendments having been made to bring it up to date (see Appendix Two). It is suggested that the end date of the refreshed plan be August 2012 to allow for the elections to take place and a new Plan prepared for the first Council meeting after the recess.
- 2.5 A report on progress made over the four years of the Corporate Plan so far is attached at Appendix Three.

3.0 RECOMMENDATIONS

It is recommended that Council:

- Agree that the Corporate Plan Vision, Values and Outcomes remain valid
- Agree to support the continuance of the existing Corporate Plan 2007 – 11, extended to 2012
- Note the progress made in delivering the Corporate Plan outcomes to date.

**Aubrey Fawcett
Corporate Director
Regeneration and Environment**

4.0 BACKGROUND

- 4.1 Inverclyde Council agreed the Corporate Plan 2007 -11, 'An Ambitious, Confident Council' in 2007. At this time the term of administration within Local Government was four years. Subsequently this term was extended to five years, meaning that the Council's Corporate Plan does not cover the full term.
- 4.2 The Vision, Values and Outcomes identified in the Corporate Plan 2007 -11 remain core to the work of the Council, and link directly to the outcomes identified in the Inverclyde Alliance Single Outcome Agreement, and are therefore still valid.

- 4.3 The Vision for **Inverclyde** set out in the Corporate Plan is:

"A confident, inclusive Inverclyde with safe, sustainable, healthy communities, a thriving prosperous economy, where everyone is encouraged to achieve their potential and can make a positive contribution to the area".

This vision is shared by the Inverclyde Alliance and was adopted for the Community Plan and the Single Outcome Agreement.

- 4.4 The Vision for the **Council** set out in the Corporate Plan is for Inverclyde Council to become:

"An ambitious, confident Council, providing strong community leadership, that listens and responds to the needs of local communities, delivers excellent services and creates a better quality of life for the people of Inverclyde".

- 4.5 The Values agreed by Council to support the core values of the organisation are:

- We will be ambitious and confident
- We will be respectful, caring and trustworthy
- We will be open, honest and accountable
- We will listen, engage and respond
- We will be a supportive and caring employer
- We will strive for excellence in everything we do.

The Council also holds to the principles of Regeneration, Partnership, Sustainability and Equality.

- 4.6 The Strategic Outcomes agreed in 2007 were based on evidence of the challenges and issues facing the area, as well as engagement with communities on what is important to them. The Outcomes for the Council are:

- Educated, Informed, Responsible Citizens
- Healthy, Caring Communities
- Safe, Sustainable Communities
- A Thriving, Diverse Economy
- A Modern, Innovative Organisation.

These Outcomes map across to the Local Outcomes identified in the Inverclyde Alliance Single Outcome Agreement as set out in Appendix One.

- 4.7 A new Corporate Plan for 2012 – 16 will be developed for the new term of the Council's

Administration, for agreement after the May 2012 elections, being presented to the first committee after recess in 2012. Work will commence on drafting this plan early in 2012 and a consultation document will be produced for discussion with Elected Members and Services.

- 4.8 Council are asked to consider the Vision, Values and Strategic Outcomes as set out above, and to decide whether these should remain in place for the year 2011 – 12. A refreshed version of the Corporate Plan, to take the Council to August 2012 is attached at Appendix Two.
- 4.9 A report on progress made over the four years of the Corporate Plan so far is attached at Appendix Three. Further detail features in the Public Performance Reports which have been published each year and can be found on the Council's website at <http://www.inverclyde.gov.uk/council-and-government/performance/public-performance-report> .

5.0 IMPLICATIONS

Legal: None

Finance: None

Personnel: None

Equality and Diversity: an Equality Impact Assessment was carried out on the Corporate Plan in 2007.

6.0 Consultations

- 6.1 n/a

7.0 List of Background Papers

- 7.1 'An Ambitious, Confident Council' Corporate Plan 2007-11
Inverclyde Council Public Performance reports 2007/8 to 2009/10

Appendix One

Corporate Plan Outcome	SOA Outcome
<ul style="list-style-type: none"> • Educated, Informed, Responsible Citizens 	<ul style="list-style-type: none"> • Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life. • Economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential. • All our young people have the best start in life.
<ul style="list-style-type: none"> • Healthy, Caring Communities 	<ul style="list-style-type: none"> • Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life. • The health of local people is improved, combating health inequality and promoting healthy lifestyles. • A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates. • Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations.
<ul style="list-style-type: none"> • Safe, Sustainable Communities 	<ul style="list-style-type: none"> • Inverclyde's population is stable with a good balance of socio-economic groups. • Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life. • The area's economic regeneration is secured. • Economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential. • A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates. • All our young people have the best start in life. • Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations.

Corporate Plan Outcome	SOA Outcome
<ul style="list-style-type: none"> • A Thriving, Diverse Economy 	<ul style="list-style-type: none"> • Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life. • The area's economic regeneration is secured. • Economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential. • The health of local people is improved, combating health inequality and promoting healthy lifestyles. • Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations.
<ul style="list-style-type: none"> • A Modern, Innovative Organisation. 	<p>Through the process of the successful delivery of all the outcomes the Council will become a more modern, innovative organisation. This Strategic Outcome also links to National Outcome 15 which is set out in the Inverclyde SOA 'Our public services are high quality, continually improving, efficient and responsive to people's needs.'</p>



Corporate Plan

2011 - 2012

An Ambitious, Confident Council

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Foreword

We are pleased to introduce Inverclyde Council's refreshed Corporate Plan for 2011/2012, a plan that not only focuses on improving the Council's services, but more importantly on improving the area and communities of Inverclyde.

Our vision is of a confident, inclusive Inverclyde with safe, sustainable, healthy communities, a thriving prosperous economy, where everyone is encouraged to achieve their potential and can make a positive contribution to the area.

Our Corporate Plan will help us to achieve this by identifying how we will work towards renewing the economic, physical and social prospects of Inverclyde, its communities and its people.

Our Corporate Plan is built on our knowledge of the local area and issues that are important to communities. We have taken on board the views of local residents when developing our Plan to ensure that it tackles issues that are important to them. We will continue to listen to local communities to ensure that we take action to address their concerns and priorities.

Our Corporate Plan reflects what we have achieved in recent years and the economic climate in which we are now operating. The management structure of the Council is complemented by a range of performance management arrangements and workforce development programmes which will ensure effective delivery of public services, appropriate to the needs of local communities.

Despite a number of successes, there remain many challenges in Inverclyde. The economic crisis and associated national deficit will impact severely on public sector spending and the ability to continue to deliver the current level of service. Inverclyde Council is not immune to these cuts but will seek to minimise their impact by continuing to build strong partnerships with other agencies in the public, voluntary and community sectors as well as the business community and by striving for excellence and innovation in service delivery.

The significant changes within the Council over the last few years demonstrate that we are moving forward as an improving Council. The Council is proud of its achievements particularly in key service areas such as education and social care. We will continue to improve and to ensure that we deliver services of the highest standard that meet the needs of the people of Inverclyde.

We would like to extend our thanks to all our employees for their continuing professionalism and commitment to providing first class public services to the people of Inverclyde.

Inverclyde is a great place to live and work. We are committed to working with all of our partners and local communities to deliver excellent services and secure better outcomes for the people of Inverclyde.

Councillor Iain McKenzie
Leader of the Council

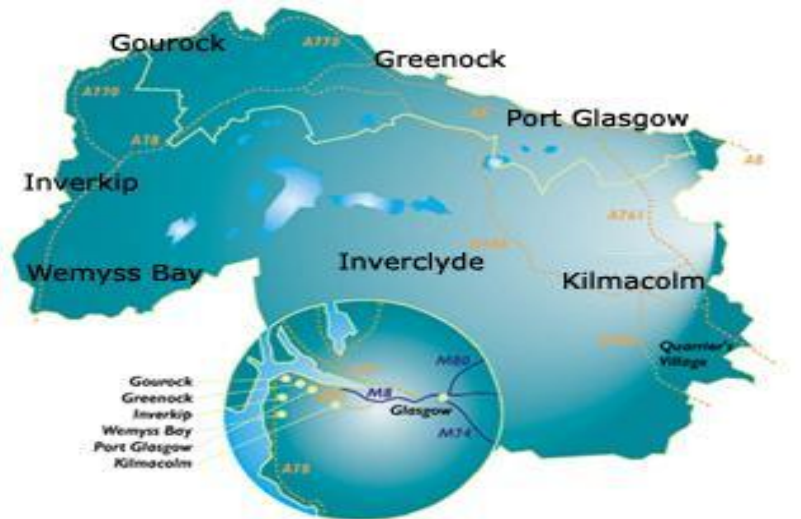
John W Mundell
Chief Executive

About Inverclyde

Inverclyde is located in West Central Scotland and is one of the most attractive places in Scotland to live and work, with 61 square miles stretching along the south bank of the estuary of the River Clyde. The area offers spectacular views and scenery, a wide range of sporting and leisure opportunities, a vibrant housing market and well developed transport links to Glasgow and the rest of Scotland.

Inverclyde is one of the smallest local authorities in Scotland, with an estimated population of 79,770. The main towns of Greenock, Port Glasgow and Gourock sit on the Firth of the Clyde. The towns provide a marked contrast to the small coastal settlements of Inverkip and Wemyss Bay, which lie to the South West of the area, and the picturesque rural villages of Kilmacolm and Quarrier's Village which are located further inland, offering a further dimension to the area's diversity.

A strong sense of community identity exists in Inverclyde and local residents are proud of the area and its history, which is steeped in centuries of maritime and industrial endeavour. We want to develop and enhance the strong community spirit that exists in Inverclyde.



Inverclyde is going through a period of transformation with improvements taking place in the physical infrastructure. Along the waterfront area old industrial sites continue to be cleared and new residential developments are being built with further leisure and retail facilities and opportunities being created. Elsewhere, new housing, new and refurbished schools and areas for development are being established that will help further renew and regenerate Inverclyde and more importantly, its communities.

Over the next year we will ensure that the area benefits from further regeneration that will continue to create much needed housing, jobs and training opportunities. These regeneration efforts will help to renew the fortunes of the area and enable Inverclyde to fulfil its undoubted potential.

Inverclyde Council

What is the Council's Role?

The Council is the democratically elected and accountable body for the area, focused on promoting a better quality of life for the people of Inverclyde.

The Council delivers or facilitates a wide and diverse range of services to local communities such as education, social work, refuse collection, libraries, road maintenance and street lighting - we are also the largest employer in the area with almost 4700 employees.

The Council is responsible for gross annual expenditure of approximately £213m. The majority of funding comes from grants from government as well as from Council Tax and charges for services.

Against a backdrop of public sector spending cuts and reduced budgets, over the next year the Council will strive to make savings whilst continuing to deliver services directly to the communities of Inverclyde. It will also seek to shape and influence the services delivered by other agencies, where appropriate developing opportunities to deliver services on a partnership basis.

The primary vehicle for developing effective and efficient partnership working is the Inverclyde Alliance, the area's Community Planning Partnership and the Inverclyde Single Outcome Agreement. The Single Outcome Agreement (SOA) has successfully engaged Community Planning Partners in the area in working towards a set of agreed outcomes. Whilst we recognise that these outcomes will take longer than the life of this Corporate Plan or the SOA, this common vision will ensure that we stay on track to make a difference to the challenges and problems facing Inverclyde.

The Corporate Plan outcomes map directly to the SOA local outcomes for Inverclyde and the Council has a lead role to play in facilitating and supporting the work of the Inverclyde Alliance and ensuring that its services play a full and active role in the work of the partnership.

The Council has developed appropriate political decision making and organisational management structures to ensure that it is able to effectively fulfil all aspects of this role - further information on the political and management structures of the Council are contained at Appendix One.

Our Vision and Values

Our Vision for Inverclyde

“A confident, inclusive Inverclyde with safe, sustainable, healthy communities, a thriving prosperous economy, where everyone is encouraged to achieve their potential and can make a positive contribution to the area”.

To achieve our vision for Inverclyde the Council aims to become:

“An ambitious, confident Council, providing strong community leadership, that listens and responds to the needs of local communities, delivers excellent services and creates a better quality of life for the people of Inverclyde”.

Our Values

The Council’s corporate vision is underpinned and supported by a number of core values, which are central to how it operates, behaves and interacts with the public:

- We will be confident and ambitious
- We will be respectful, caring and trustworthy
- We will be open, honest and accountable
- We will listen, engage and respond
- We will strive for excellence in everything we do

Increasingly the Council will demonstrate these values through strong community leadership, customer focus, a commitment to excellence and innovation in service delivery and through its network of partnerships with other agencies.

One of the key partnerships is with the voluntary sector, which is supported by mechanisms such as the compact between the Council and the voluntary sector, underpinning how we will work in partnership effectively.

Our Principles

There are a number of principles that underpin everything we do:

- **Regeneration:** everything we do is geared towards the social, economic and environmental regeneration of Inverclyde.
- **Partnership:** working in partnership enables us to more effectively tackle the key issues facing Inverclyde.
- **Sustainability:** we apply the principle of sustainability to all areas of our work.
- **Equality:** we are committed to ensuring equality of opportunity, both as an employer and as a service provider.

What do we want to achieve?

We want Inverclyde to be a confident, inclusive area with safe, sustainable, healthy communities, a thriving prosperous economy, where everyone is encouraged to achieve their potential and can make a positive contribution to the area.

Employment and Employability are significant issues for Inverclyde. A key priority for the Council is to ensure that children and young people get the best start in life, equipping them for the world of work when they leave education. We need to ensure that people have the opportunity to build up additional skills to enable them to access other jobs or to change sectors to meet a change in the labour market. We are committed to helping residents in Inverclyde to access employment, and to attracting more people into the area to take up employment and other opportunities.

Boosting the local economy will help to tackle depopulation by encouraging businesses to come to Inverclyde and providing more job opportunities. We want to encourage people to come to live and work in Inverclyde and the regeneration work that is taking place will help to transform the physical, economic and social infrastructure.

By working with our partners in the Health Service through the formal structure of the Community Health and Care Partnership, created in 2010 and bringing together 1,000 Council staff and 300 NHS staff under one management regime, we are committed to improving the health and wellbeing of residents in Inverclyde, helping them to access services, but also encouraging more positive attitudes to maintaining good health. We have high levels of people on incapacity benefit and if Inverclyde is going to prosper, we have to support people to become economically active where they are able.

We want to create safe, sustainable communities with attractive environments where people want to come and stay, to improve the quality of life of Inverclyde residents and to safeguard the environment for future generations.

The Council has been implementing an improvement plan to ensure that its organisation is fit for purpose and can go about delivering services for the communities of Inverclyde effectively and efficiently. We have made significant progress in making improvements to the Council's organisation in the last few years and we are confident that the changes we have made will enable us to deliver services that meet the needs of the people of Inverclyde.

To help us deliver what we want to achieve, this Corporate Plan sets out five strategic outcomes:

- Educated, Informed, Responsible Citizens
- Healthy and Caring Communities
- Safe and Sustainable Communities
- A Thriving, Diverse Economy
- A Modern, Innovative Organisation

For each outcome we have outlined:

- Why it is important
- What the challenges and opportunities are
- The key actions we will take to achieve the outcome
- How we will measure performance.

In spring 2010 we refreshed our Directorate Plans to ensure effective integration of our planning and budgetary processes and setting out in detail how we translate the Corporate Plan into practical action.

Strategic Outcome 1: Educated, Informed, Responsible Citizens

Why is it important?

Supporting residents in Inverclyde to become educated, informed and responsible citizens is important for a number of reasons:

- Ensuring access to learning opportunities will help individuals achieve their full potential. This means giving children and young people the best possible start in life as they move from nursery to primary school, primary school to secondary school, school to university, college, training or the workforce, ensuring employability and adaptability throughout life.
- Ensuring that Inverclyde residents have access to high quality education, training and employment opportunities is vital if we are to address the issues of depopulation and unemployment.
- Developing our children and young people into well educated, responsible and informed citizens will contribute to the future social development and economic success of Inverclyde.
- Through education we can support communities and help tackle poverty and deprivation.
- Active citizenship is important to ensure that communities are able to engage and participate in the development and delivery of services.

What are the challenges and opportunities?

Challenges

- One of the major challenges is to create schools which are modern and fit for the curricular and vocational demands of the 21st century.
- Given the high levels of unemployment in the area, ensuring that local people have access to training opportunities to help them take up employment and overcome barriers which prevent employment, are particular challenges.

Opportunities

- Progressing our programme to refurbish and build new schools in Inverclyde provides an opportunity to create schools that are modern and give our pupils access to state of the art facilities, which are truly fit for learning in the 21st century.
- The development of a "Curriculum for Excellence" necessitates a review of the quality of learning and teaching in schools and ensuring that effective transitions between schools across all sectors are in place.

Over the next year, we will

- Improve both the provision and entitlement in Inverclyde's Early Years sector;
- Improve access to, and positive results from, quality vocational and enterprise learning opportunities for pupils and school leavers;

- Engage in activities promoting responsible citizenship and youth representation for Inverclyde's young people;
- Improve provision and uptake of learning for socially excluded and/or unemployed people in Inverclyde;
- Improve access to, and positive results from, reader development activities within Inverclyde libraries;
- Continue to redevelop the Schools Estate to provide learning environments appropriate to the 21st century;
- Remove barriers to learning and improve the outcomes for our most vulnerable children and young people through effective integrated children's services; and
- Continue to implement Viewpoint as a modern and innovative means of communicating with young people in respect of residential units and youth justice and children affected by child protection issues.

How will we know if we have achieved this outcome?

Our success in achieving this outcome will be demonstrated by:

- An increase in the percentage of schools refurbished or rebuilt
- An increase in number of schools being used by communities out of hours
- Higher levels of attainment for all children
- An increase in literacy and numeracy levels across Inverclyde
- An increase in positive school leaver destinations
- Positive customer feedback on feelings of involvement in decision making from residents surveys

Strategic Outcome 2: Healthy, Caring Communities

Why is it important?

Promoting healthy and caring communities is important for a number of reasons:

- The overall health profile of the population of Inverclyde is poor. For example:
 - Inverclyde has lower life expectancy and higher death rates than Scotland as a whole.
 - Mortality rates from all causes (all ages), coronary heart disease (under 75s) and cerebrovascular disease (under 75s) are significantly higher (worse) than the Scottish average¹
 - There have been 302 deaths from alcohol conditions in the last five years and the death rate is significantly higher than the Scottish average. The proportions of the population hospitalised for alcohol conditions and for drug related conditions are significantly higher than the Scottish average.
- Inverclyde has a growing elderly population which has implications for health and supporting and funding social care for elderly people.
- At the last census (2001) 18% of the working age population in Inverclyde had a limiting long-term illness. This represents around 9,000 people and is higher than the figure for Scotland as a whole which was 15%. This also has implications for support and care services.
- More than 55% of children in Inverclyde CHCP live in families dependent on out of work benefits or child tax credit, which is significantly higher than the Scottish average of 47% for this particular measure of child poverty. Similarly, the proportion of children and young people resident in 'income deprived' areas is more than twice the Scottish value. This has implications for the health and wellbeing of children and families.²

What are the challenges and opportunities?

Challenges

- Creating a healthier community by supporting people to improve their own lifestyle through taking more exercise, improving their diet, reducing alcohol and drug misuse, and making more informed decisions about the state of their health.
- Creating a caring community, by:
 - Ensuring the protection of vulnerable people, children and adults
 - Listening to communities of interest and service users and carers
 - Ensuring that vulnerable people receive the standards of care they require and have the opportunity, where possible, to live independent and fulfilling lives.
- Tackling alcohol and drug misuse through targeted action to improve the future wellbeing of many residents, particularly young people.
- Tackling the high level of financial exclusion which prevails in Inverclyde.

Opportunities

- Through our partnerships with the health service, voluntary organisations and communities of interest we will develop a range of responses and programmes appropriate to the needs of the communities of Inverclyde.

¹ Source SCOTPHO Community health and wellbeing profiles
http://scotpho.org.uk/web/FILES/Profiles/2010/Rep_CHP_S03000018.pdf

² Source SCOTPHO Community health and wellbeing profiles
http://scotpho.org.uk/web/FILES/Profiles/2010/Rep_CHP_S03000018.pdf

- The Inverclyde Community Health and Care Partnership (CHCP) brings together 1,000 Council staff and 300 NHS staff to manage a wide range of local community based health services. This provides an opportunity for partnership working to identify and take action to address health inequalities.
- Addressing substance misuse and ensuring the development of appropriate services, co-located with the Health Service and other agencies, to meet the needs of people experiencing alcohol and drug misuse problems.

Over the next year, we will

- Complete mental health service redesign proposals in respect of adult and older people's mental health services;
- Consolidate the development of Grand Central Savings Bank to provide basic banking activities, targeting people who have an addiction problem or those in the homeless population;
- Progress the work of the Housing Demonstrator initiative of Older People's Housing, Support, Health and Care;
- Continue to promote cultural change and attitudes to alcohol;
- Implement the newly developed family placement strategy encompassing fostering, adoption and kinship care;
- Improve provision of play areas across communities in Inverclyde;
- Extend a Quality Bus Corridor to promote equality, especially for the disabled, mobility-impaired, the elderly and parents with young children and prams; and
- Implement the Core Paths Plan to set out how the Council will promote outdoor access for the whole community in relation to access to schools, shops, workplaces etc and for recreational access.
- Implement the Reshaping Care for Older People Local Change Plan.

How will we know if we have achieved this outcome?

Our success in achieving this outcome will be demonstrated by:

- A reduction in the number of households featuring in the worst 15% Scottish Index of Multiple Deprivation (SIMD) Health domain
- The continued support of drug and alcohol misuse services available in Inverclyde
- A reduction of the number of Inverclyde citizens on disability related benefits
- An increase in % of carers who feel supported and capable to continue in their role
- Increased promotion of healthy living lifestyles across Inverclyde
- An increase in the number of people participating in sport and recreation activity
- Promotion of 'home based' care instead of 'institutional' care.
- Increased promotion of the mental health services available throughout Inverclyde
- An increased take up of bank accounts in Inverclyde

Strategic Outcome 3: Safe, Sustainable Communities

Why is it important?

Creating safe and sustainable communities is important for a number of reasons:

- We want to make Inverclyde a place where people want to live both now and in the future. This means improving everyone's quality of life whilst at the same time safeguarding the environment for future generations.
- The Council is committed to protecting vulnerable groups, particularly children, young people and the elderly.
- Creating safe and sustainable communities will mean that Inverclyde residents:
 - Have access to good quality, affordable variety of housing
 - Live and work in a place they enjoy and feel safe
 - Experience less crime and anti-social behaviour
 - Contribute to better protection of the built and natural environment
 - Benefit from effective waste management
 - Use well maintained roads, pavements and open spaces
 - Enjoy high levels of street cleanliness and lighting
 - Are assured that vulnerable people are protected

What are the challenges and opportunities?

Challenges

- One of the biggest challenges facing the area is population decline. We need to attempt to make the area an even more attractive place to live and work in order to reduce the number of people leaving the area and encourage people to come and live in Inverclyde. To achieve this we need to create an attractive local environment where people want to live.
- A significant proportion of the population of Inverclyde do not feel as safe as they should and fear becoming the victim of crime. In a survey carried out by Inverclyde Community Safety Partnership in 2005, 42% of respondents said they were worried and had a fear of crime. There is therefore a need to promote community safety and tackle anti-social behaviour in all its forms.
- Environmental challenges, including climate change, the depletion of natural resources and the need to reduce the amount of waste sent to landfill are national challenges that we need to tackle at a local level over the next four years.
- The Council's housing stock transferred to River Clyde Homes in 2007. This provides an opportunity to improve the quality of the area's housing stock through increased investment and further development of needs based housing allocation. A cut in funding from Scottish Government will impact on the level of change in the near future, but improvements will continue to be made where possible.

Opportunities

- The Scottish Government has given local authorities more powers to deal with anti-social behaviour. This will enable us to take more action in order to tackle the problem of anti-social behaviour in communities in Inverclyde.

Over the next year we will

- Ensure the redesign of Youth Justice and Youth Support services is fully implemented and delivering an effective service;
- Continue to develop multi-agency working in child protection and a wide range of other services for children, young people and families;
- Progress implementation of the Adult Support and Protection (Scotland) Act 2007 and ensure Inverclyde Council is meeting its new duties and responsibilities with partner agencies
- Effect positive culture change regarding violence through joint working and interventions;
- Improve measures of community safety in Inverclyde's communities;
- Make improvements to the environmental wellbeing of Inverclyde;
- Integrate and agree green space development within Inverclyde through the Green Network Partnership;
- Through our Cleaner, Greener, Safer and Stronger Initiative, persuade secondary school pupils of the benefits of a reduction in litter and anti-social issues around schools;
- Implement the Green Charter; and
- Implement the Carbon Management Plan 2008-13.

How will we know if we have achieved this outcome?

Our success in achieving this outcome will be demonstrated by:

- Increased number of people feeling safe in their homes and communities
- An increase in the number of anti social behaviour initiatives
- A reduction in alcohol related crime and in under age drinking
- An increase in the number of diversionary activities for young people
- An increase in the percentage of waste recycled or composted
- A percentage reduction in waste going to landfill
- An increased percentage of affordable housing available in Inverclyde
- An increase in the percentage of improved housing stock
- A reduction in Inverclyde's' and the Councils' carbon footprint

Strategic Outcome 4: A Thriving, Diverse, Local Economy

Why is it important?

Creating a thriving and diverse local economy is important for a number of reasons:

- Creating much needed employment opportunities is vital in order to stabilise and reverse the area's population decline.
- It is anticipated that there will be a fall in the number of young people (0 – 15 years) in Inverclyde. A key priority for the Council, to keep the younger population in the area, is to develop programmes and apprenticeships designed to provide attractive education and lifelong learning opportunities which lead to employment and training.
- Creating employment opportunities and increasing inward investment for local people is important in reducing benefit dependency and the extent of deprivation.
- Inverclyde has a narrow economic base and it is important that we diversify the local economy and attract new businesses in order to create employment opportunities for local people.

What are the challenges and opportunities?

Challenges

There are a number of key challenges that face the economy of Inverclyde:

- Encourage the start up of small to medium enterprises (SMEs)
- Increasing the employment rate.
- Developing a skilled and flexible workforce.
- Improving the attractiveness of Inverclyde to encourage economic investment.
- Widening the economic / employment base.
- Providing support to new and developing businesses.
- Improving employment opportunities for people who are disadvantaged.

Opportunities

- Riverside Inverclyde is a joint partnership project being undertaken by the Council, Scottish Enterprise and the Scottish Government. Whilst the funding for the project has changed the intention is to continue with regeneration plans to attract new businesses to the area, creating the opportunity for new jobs and new business accommodation.
- Inverclyde is only approximately 20 miles from Glasgow City centre and has excellent road and rail links. This provides us with an opportunity to promote and sustain Inverclyde as a competitive, place of choice with accessibility to the Glasgow City / Region.
- Work in partnership with James Watt College of Further and Higher Education to enhance the provision of further education and training.
- The transfer of responsibility for the provision of local business support and local regeneration functions from Scottish Enterprise to the Council provides an opportunity to provide more locally focussed Business Gateway functions, creating a single point of access for advice on planning, licensing, business development and other services.

Over the next year we will

- Successfully deliver community events highlighting Inverclyde's economic history;
- Promote Business Gateway in order to increase the number of new start-ups in Inverclyde to the West of Scotland Average;
- Support tourism related business through business development and improve the quality and range of the tourism product through innovation and product development;
- Increase the number of apprenticeships and trainee posts delivered by the Council;
- Improve Business Continuity support to local businesses;
- Work with local businesses to promote Employee Development and provide grant support, where relevant;
- Implement Inverclyde's new Economic Regeneration Strategy;
- Implement the Flood Action Plan; and
- In partnership with Strathclyde Passenger Transport, develop the Public Transport Infrastructure in Inverclyde.

How will we know if we have achieved this outcome?

Our success in achieving this outcome will be demonstrated by:

- An increase in the number of people who work in, live in and visit Inverclyde
- An increase in the number of waterfront redevelopments carried out
- An increase in number and range of business start ups of SMEs and business support services available
- An increase in the number of new employment opportunities, jobs, modern apprenticeships and training courses
- An increase in the number of people engaging with services to help move them towards the labour market
- Involvement of communities in developing approaches to regeneration in their area
- Creation of robust civic infrastructure
- An increase in the provision and coverage of public transport in Inverclyde

Strategic Outcome 5: A Modern, Innovative Organisation

Why is it important?

Developing a modern and innovative organisation is important for a number of reasons. It will ensure that we can:

- Deliver efficient and effective services that provide value for money.
- Work in partnership with other public sector organisations.
- Continuously modernise and improve our services to meet the needs of our customers.
- Provide a high level of customer service.
- Provide all members of the community with access to our services and promote equality of opportunity.
- Respond to the Scottish Government's policy initiatives by implementing national priorities at a local level.
- Use the expertise and enthusiasm of our employees to develop and improve our services.
- Effectively manage the Council's financial affairs, assets, information communications technology and procurement.

What are the challenges and opportunities?

Challenges

- Developing an effective approach to community planning to enable us to work with partner organisations to create better outcomes for the people of Inverclyde.
- The ongoing need to deliver services that represent genuine Best Value to our customers.
- The Scottish Government's Efficient Government Agenda requires us to look at ways in which we can become more innovative in service delivery, invest in technology and develop the organisation in order to deliver better public services for communities in Inverclyde.

Opportunities

- The development of the strategic planning and performance management framework provides an opportunity to improve the Council's performance.
- The continued work of a Citizens' Panel provides an opportunity to effectively engage with local residents and communities and involve them in developing and improving services. A similar Panel is being established specifically for Young People.
- The implementation of an electronic performance management system will enable better performance management across services, enabling real time performance reports to be considered by management teams and committees.

Over the next year we will

- Co-ordinate the delivery of the Council's Organisational Improvement Plan;
- Implement the Council's new Electronic Performance Management System;

- Develop and implement a Corporate Workforce Development Strategy;
- Develop an accredited corporate leadership and management programme for the Extended Corporate Management Team;
- Maintain Healthy Working Lives Gold Award and Mental Health Commendation Award by working in partnership with appropriate local voluntary groups;
- Continue to develop and support the delivery of the Inverclyde Alliance Single Outcome Agreement and the Community Plan;

How will we know if we have achieved this outcome?

Our success in achieving this outcome will be demonstrated by:

- An increase in levels of satisfaction with Council Services
- Improved access to buildings and better signage and support within buildings
- An increase in joint working with neighbouring local authorities and other public agencies
- An increase in the number of training programmes available for employees
- Improved retention rates of employees
- An increase in the number of positive media articles about the Council

How we will deliver our Corporate Plan

We are committed to achieving our vision for Inverclyde by implementing the key outcomes and programmes outlined in our Corporate Plan.

The Council has a number of business processes which are used and are being developed, to determine what its business priorities are (including using market research and community engagement) and to set out how it will go about delivering its services.

The Inverclyde Community Plan articulates what the priorities for the area are. Under this there are a number of Council specific processes we use to set out what we will deliver, cascading down from the Community Plan.

- **The Community Plan**

The overarching plan for the area is the Community Plan, which sets out how all the Community Planning Partners in the area will work together to deliver on the agreed priority issues for Inverclyde.

- **The Single Outcome Agreement**

The Single Outcome Agreement (SOA) is an agreement between the partners that make up Inverclyde Alliance and the Scottish Government. The SOA identifies the priorities and issues which affect the lives of Inverclyde people, and sets out outcomes which, when achieved, will improve the quality of life and wellbeing of the people who live here. The specific strategic outcomes contained in the SOA reflect the area's Community Plan and there are structures in place to allow the Inverclyde Alliance to hold the SOA Programme Board to account.

- **The Corporate Plan**

The Corporate Plan sets out how the Council will work, across services to deliver its commitments set out in the Community Plan as well as its own specific priorities as a statutory body.

- **Directorate Plans**

Each Directorate within the Council produces a Directorate Plan which outlines the programmes and projects it will implement to help the Council to achieve its vision and outcomes detailed in our Corporate Plan. Directorate Performance Reports are also submitted to the relevant committee on a regular basis.

Directorate Plans are supported and supplemented by particular strategies and statutory plans which are developed to meet national policy requirements or legal obligations.

- **Personal/Employee Work Programmes**

Every employee of the Council will have their own work programme, which will outline how they contribute to the delivery of both the Community and Corporate Plans through the delivery of their service.

Your Views

We would welcome any comments or views you may have about our Corporate Plan. If you would like further information, additional copies of our Corporate Plan or to discuss any enquiries please contact:

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APPENDIX ONE

Councillors

Inverclyde Council is made up of 20 Councillors elected in May 2007, consisting of:

- Scottish Labour Party - 8
- Scottish National Party - 5
- Scottish Liberal Democrats - 3
- Liberal Party - 1
- Scottish Conservative and Unionist Party - 1
- Independent - 2

Councillors are responsible for setting the strategic direction, and priorities of the Council, scrutinising the performance of services, representing the interests of local communities and promoting effective partnerships with other public agencies, the private and voluntary sectors. A complete list of Councillors is available at <http://www.inverclyde.gov.uk/council-and-government/councillors/>

Council Committees

The Council manages its business through a number of committees:

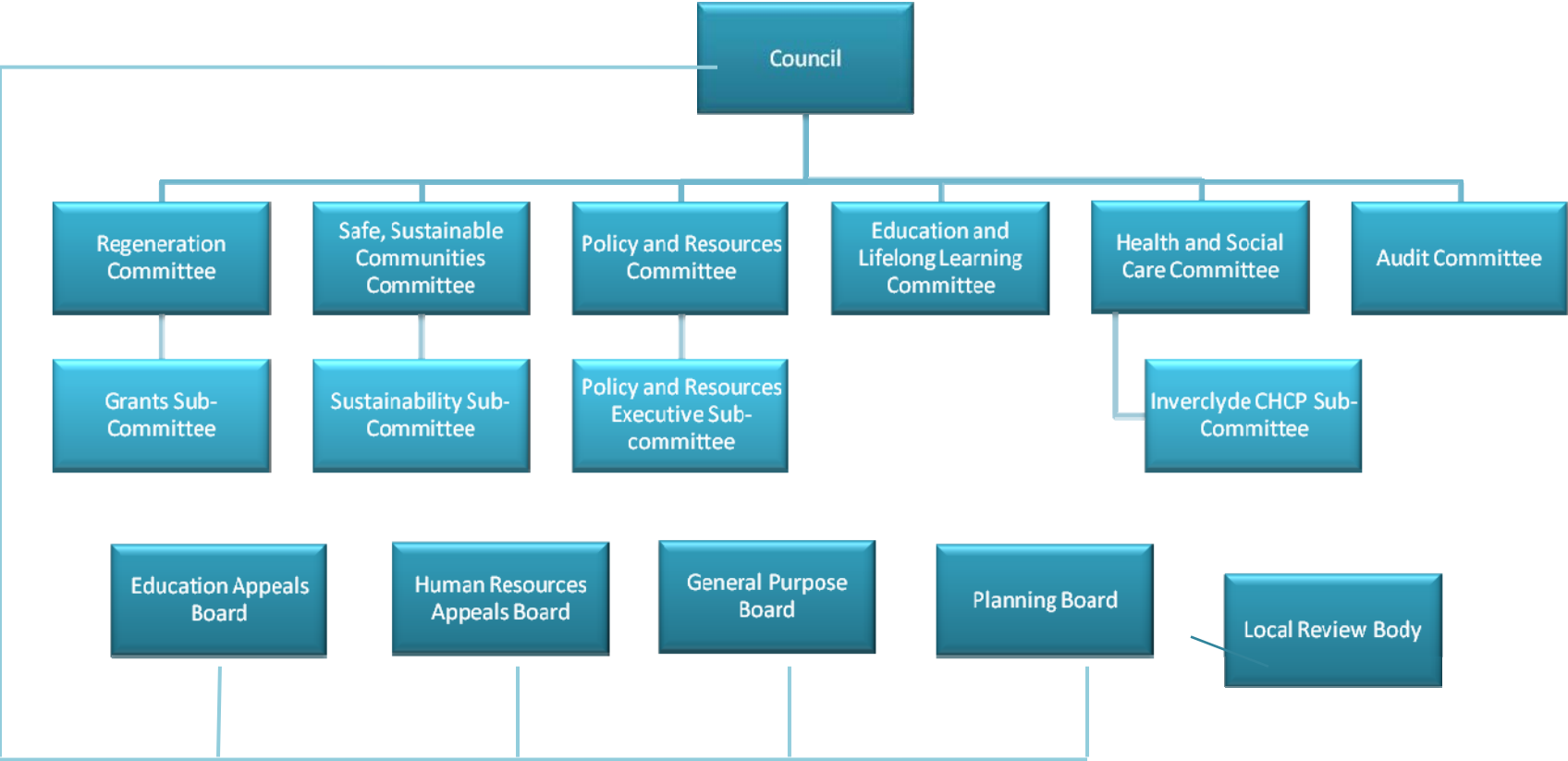
- Inverclyde Council
- Policy and Resources Committee
 - Policy and Resources Executive Sub Committee
- Education and Lifelong Learning Committee.
- Regeneration Committee
 - Grants Sub Committee
- Health and Social Care Committee
 - ICHCP Sub Committee
- Safe, Sustainable Communities Committee
 - Sustainability Sub Committee
- Audit Committee
- General Purposes Board
- Planning Board
 - Local Review Body
- Licensing Board
- Human Resources Appeals Board

Management Structure

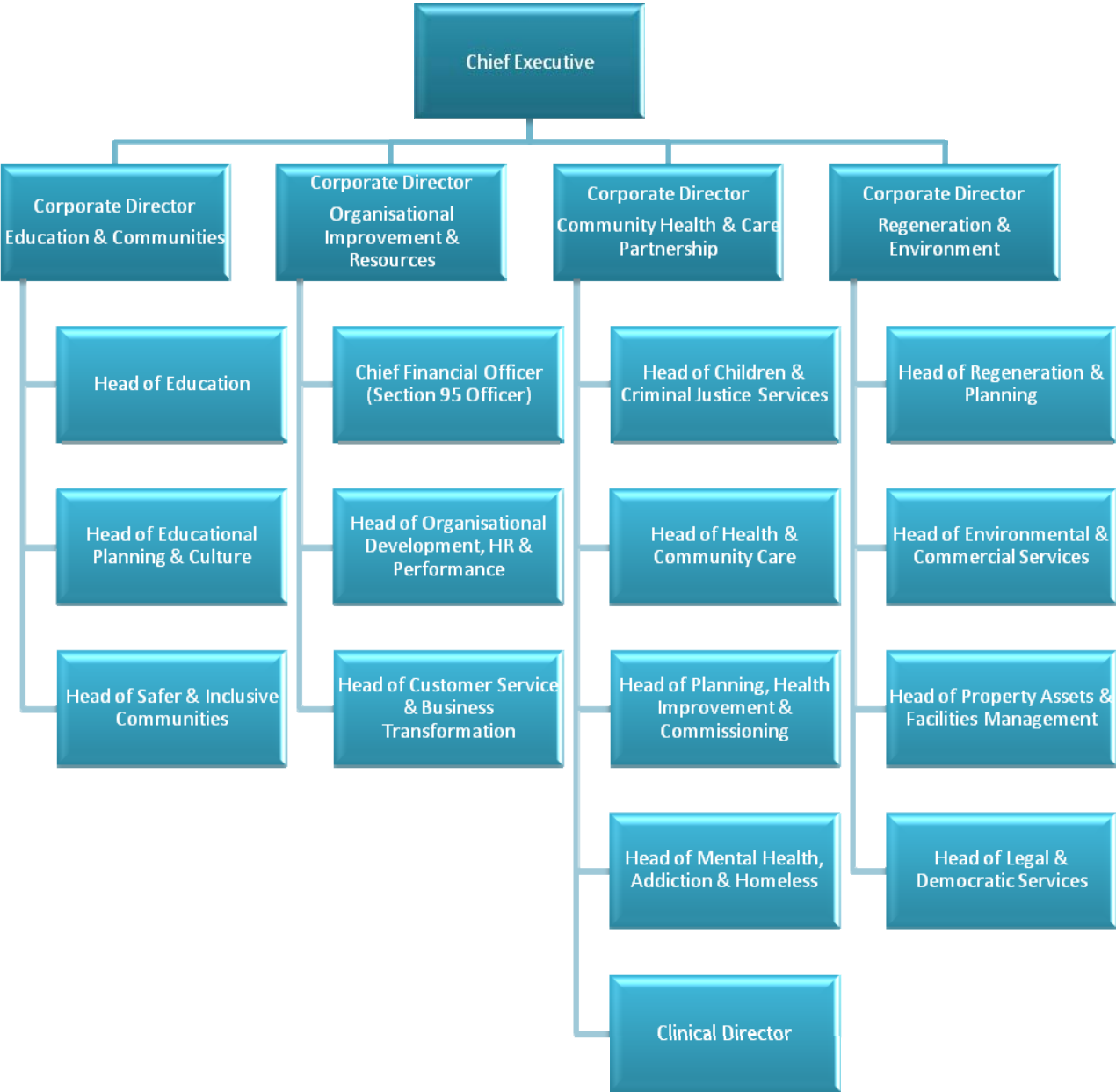
The Chief Executive is responsible for leading and managing the Council and is the Council's principal advisor in terms of policy and strategy. To support him in this role he works alongside four Corporate Directors with responsibility for:-

- Education and Communities
- Community Health and Care Partnership
- Regeneration and Environment
- Organisational Improvement and Resources

Inverclyde Council Committee Structure.



Inverclyde Council Corporate Management Structure





Corporate Plan 2007 – 11

An Ambitious, Confident Council

Progress Report 2007 - 11

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1. Overview

In 2007 Inverclyde Council agreed a new Corporate Plan which set out a vision for Inverclyde. The Council wants Inverclyde to be:

‘a confident, inclusive area with safe, sustainable, healthy communities, a thriving prosperous economy, where everyone is encouraged to achieve their potential and can make a positive contribution to the area.’

The plan recognised that employment and employability are significant issues for Inverclyde. It set out key priorities for the Council including:

- ensuring that children and young people get the best start in life, equipping them for the world of work when they leave education
- helping residents in Inverclyde to access employment, and to attracting more people into the area to take up employment and other opportunities.
- boosting the local economy will help to tackle depopulation by encouraging businesses to come to Inverclyde and providing more job opportunities
- encouraging people to come to live and work in Inverclyde which the regeneration work that is taking place helping to transform the physical, economic and social infrastructure
- improving the health and wellbeing of residents in Inverclyde, helping them to access services, but also encouraging more positive attitudes to maintaining good health
- creating safe, sustainable communities with attractive environments where people want to come and stay, to improve the quality of life of Inverclyde residents and to safeguard the environment for future generations.
- delivering services for the communities of Inverclyde effectively and efficiently.

To help the Council deliver what it wants to achieve, the Corporate Plan set out five strategic outcomes:

- Educated, Informed, Responsible Citizens
- Healthy and Caring Communities
- Safe and Sustainable Communities
- A Thriving, Diverse Economy
- A Modern, Innovative Organisation

This report sets out the progress made in working towards the achievement of those outcomes since the Plan was agreed in 2007.

In addition to the Corporate Plan the Council has signed up to the Inverclyde Alliance Single Outcome Agreement. The outcomes for the Councils Corporate Plan link clearly into the eight local outcomes developed for the Single Outcome Agreement (SOA), and ensure that the Council is contributing to their delivery. The SOA outcomes are:

1. Inverclyde’s population is stable with a good balance of socio-economic groups.
2. Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.
3. The area’s economic regeneration is secured.
4. Economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.
5. The health of local people is improved, combating health inequality and promoting healthy lifestyles.

6. A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates.
7. All our young people have the best start in life.
8. Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations.

Additional information on achievements is available in the annual Public Performance Reports available from Corporate Policy or on the Council website at <http://www.inverclyde.gov.uk/council-and-government/performance/public-performance-report>

2. Educated, Informed Responsible Citizens

What we said we would do:

- ❖ Invest in the renewal of the school estate to ensure that all children are educated in modern schools fit for the 21st Century and that our schools are used for a wide range of community, cultural and leisure activities.
- ❖ Improve the educational attainment of all children, particularly that of our most vulnerable young people, such as looked after and accommodated children.
- ❖ Work with partner agencies and local communities to develop and support projects that secure an increase in the level of adult numeracy and literacy.
- ❖ Identify and address the training and support needs of young people to provide them with more choices and chances to succeed.
- ❖ Work with our partners in the Inverclyde Alliance to develop and implement a new, shared approach to community engagement and capacity building, building a civic infrastructure that will enable individuals and communities to actively participate in influencing policies and decisions that affect them or the area in which they live.

What we did:

- ❖ The Council has pledged to have every pupil in Inverclyde taught in a new or refurbished school by 2023 and has recently completed its £78 million PPP Schools Programme. Some of the work that has been done includes:
 - New Build Secondary Schools
 - o Inverclyde Academy – opened December 2008
 - o Clydeview Academy – opens June 2011
 - o Notre Dame High School – opens June 2011
 - New Build Primary Schools
 - o Newark Primary School – opened August 2008
 - o All Saint's Primary School – opened February 2010
 - o Aileymill Primary School – opened February 2010
 - New Build Nursery Schools
 - o Newark Nursery (as part of Newark PS) – opened August 2008
 - o Rainbow Nursery – opened December 2008
 - o Blairmore Nursery (as part of All Saint's PS) – opened February 2010
 - o Aileymill Nursery School (as part of Aileymill PS – opened February 2010
 - Fully Refurbished Primary Schools
 - o Wemyss Bay Primary School – extended and refurbished – opened August 2008
 - Work in Progress
 - o Former Earnhill Primary School is being fully refurbished and will open in September 2011 as St Andrew's Primary School, amalgamating Sacred Heart PS and St Gabriel's PS
 - o Overton Primary School is being fully refurbished and will open in August 2012 as the Amalgamated Overton PS and Highlander's Academy
 - o The New Port Glasgow Shared Campus will commence work on site in August 2011 and will open in June 2013 accommodating St Stephen's High School, Port Glasgow High School and a new ASN School to replace Glenburn School and Lilybank School as well as the Enterprise Centre

- The refurbishment of Gourrock High School for St Columba's High School will commence on site in October 2011, opening in June 2013
 - The refurbishment of the former Binnie Street Community Centre for the Gourrock Children's Centre will commence on site in August 2011 and will open in June 2012
 - The refurbishment of the former St Laurence's Primary School for the Mearns Centre will commence on site in October 2011, opening in August 2012
 - A programme of refurbishment works to Primary Schools is ongoing, by 2014 all schools will be in condition rating A or B.
-
- ❖ The design brief for the state of the art Inverclyde Academy has been held up as an example of good practice by the Scottish Government for other local authorities to follow.
 - ❖ Inverclyde has climbed into Scotland's top ten Councils providing school leavers with real prospects. Nine out of ten young people have moved into positive destinations, ranking Inverclyde 8th across Scotland's 32 local authorities and 5th in Scotland's mainland council areas, with only East Dunbartonshire, Moray and Aberdeenshire achieving higher percentages. 2010 school leaver destination results found that 89.1% of young people progressed into positive destinations, higher than the Scottish average of 86.8%
 - ❖ The Inverclyde Schools Concert Band, Inverclyde School's Wind Orchestra and Schools Choirs have achieved outstanding successes at both Scottish and UK levels.
 - ❖ There has been a £1.3million investment in the refurbishment and extension of Binnie Street Community Centre to become a Children's Centre offering places for 120 youngsters.
 - ❖ The work being carried out as part of Inverclyde's Rights Respecting Schools Awards project has been recognised nationally with a Silver award at the 2011 COSLA awards.
 - ❖ Schools with a high free school meal entitlement have received targeted investment through the provision of additional teachers to reduce class sizes which has produced positive results.
 - ❖ In 2008/09 a Principal Teacher was appointed for Children who are Looked After and Accommodated (LAAC). Attainment levels of LAAC have risen consistently over the life of the Corporate Plan with just over 50% of LAAC gaining qualifications in SCQF level 3 or better in English and Maths or other subjects.
 - ❖ Adult Literacy and Numeracy programmes in venues across Inverclyde have supported adults to increase their skills and confidence through a range of provision including one to one or small group support, roll on/off provision and short courses with literacies support. In 2009/10 there were 496 participants in programmes, with 42 participating in accredited learning opportunities.
 - ❖ The Council signed up to the Inverclyde Alliance Community Engagement Strategy in 2008, and has actively participated in the Community Engagement Network. The Council has also adopted the use of the Visioning Outcomes in Community Engagement Database (VOICE) which aims to ensure that all engagement across Inverclyde is captured, as well as assisting services to follow the National Community Engagement Standards when carrying out engagement with communities.

1 Performance indicators: Educated, Informed Responsible Citizens

Strategic Outcome	Educated, Informed, Responsible Citizens					
Measure of Improvement	Indicators	Baseline (2006-07)	2007-08	2009 – 10	2010 - 11	Trend
Increase in school building / refurbishment	Number of new schools built	6 planned 2 ongoing	6 planned 2 ongoing	7 Planned 4 Completed	7 Planned 6 Completed	↑
	Number of school refurbishments	9 planned 3 complete 3 ongoing	6 planned 3 complete 3 ongoing			
Increase in schools being used by communities	Number of schools with community lets	No Data	33 Schools	31 schools		
	Number of community organisations using school facilities	No Data	444 groups	488 groups		↑
	Number of lets relating to schools	No Data	5,985 lets	6882 lets		↑
Increase in attainment levels for all children	Average levels of 5-14 Attainment across key stages	Reading 81.8% Writing 74.8% Maths 79.5%	Reading 85% Writing 79% Maths 84%	Reading 87% Writing 80% Maths 87%		↑
	% achieving 5+ awards at Standard Grade General or above by S4	80% (5% higher than Scot Ave.)	94.7% (4% higher than Scot ave.)	94.8% (3% higher than Scot Ave.)		↑
	% achieving 1+ award at Higher or above by S5	36% (2% lower than Scot. Ave.)	36% (2% lower than Scot. ave.)	39% (1.5% lower than Scot. Ave.)		↑
	% achieving 3+ awards at Higher or above by S6	28% (1% lower than Scot. Ave.)	29% (1% lower than Scot. Ave.)	29% (2% lower than Scot. Ave.)		↑
Looked after children Academic achievement	The number and % of young people ceasing to be looked after, who achieved SCQF level 3 or better in English and Maths or other subjects	22 50%	16 55.2%	17 51.5%		↑

Strategic Outcome		Educated, Informed, Responsible Citizens				
Measure of Improvement	Indicators	Baseline (2006-07)	2007-08	2009 – 10	2010 - 11	Trend
Increase in adult literacy / numeracy in Inverclyde	Number of learners with an Individual Action Plan	514	533	531	-	
	Number of Learners making clear progress with Action Plan	514 (100%)	533 (100%)	531(100%)	-	
	Number of New Learners to Adult Literacy Services	458 (89.1%)	467 (87.6%)	462 (87%)	-	
	Number of Learners participating in accredited programmes	233 (45.3%)	245 (46%)	270 (47.6%)	-	
	Number of Learners gaining an accredited qualification	68 (13.2%)	70 (13.1%)	195 (36.7%)	-	
Increase in positive School Leaver Destinations	% of positive school leaver destinations for Inverclyde pupils	91.4% (5.4% higher than Scot. Ave.)	-	89.1% (2.3% higher than Scottish Average)		
Positive customer feedback on involvement in decision making	% residents satisfied that the Council takes residents' views into account in decision making	29% 2007 Citizens' Panel	-	-	33% 2010 CP	↑

3. Healthy Caring Communities

What we said we would do:

- ❖ Work with the new Community Health Partnership and our partners in the Inverclyde Alliance to tackle health inequalities, particularly in those areas where specific social, economic and environmental challenges have caused acute health problems.
- ❖ Promote the wellbeing and social inclusion of those individuals and groups who, for various reasons, are unable to participate fully in the life of their community by working in partnership with the Inverclyde Alliance and the voluntary sector.
- ❖ Work with partners including the private sector to promote investment in our sport and leisure infrastructure and support initiatives that improve physical health and increase participation for all age groups.
- ❖ Support the consolidation of formal and informal social care networks that meet the needs of the most vulnerable groups.
- ❖ Work with partner agencies and the voluntary sector to promote positive mental health and wellbeing, raise awareness of mental health issues and improve the quality of life of people at risk of, or experiencing, mental ill health.

What we did:

- ❖ On 1st October 2010 an integrated Community Health and Care Partnership was established, bringing together the NHS Community Health Partnership and the Councils Social Care services into one organisation. This has enhanced opportunities to improve outcomes for people of Inverclyde, taking a more coordinated approach to delivering services and supporting people to manage their own health and care needs where this is possible and appropriate.
- ❖ There are 14 internal services provided by Inverclyde CHCP that are inspected by the Care Commission on a minimum of an annual basis. Inspection reports indicate an overall improvement from 2007 - 2011 with 20% of indicators being rated excellent; 55% rated as very good and 24% as good.
- ❖ We have developed an Integrated Family Placement Strategy outlining the vision for family placement services in September 2009. This laid out a plan for the development of support services for kinship, foster carers and adoptive parents and included detailed proposals for the financial support for these three groups. The financial arrangements for kinship and foster carers were introduced in full in April 2010.
- ❖ There has been a significant increase in the number of fostering households in Inverclyde in the last 8 years from 11 in 2004 to 41 at the 31st March 2011. The Integrated Family Placement Strategy made an important contribution to this. The number of children accommodated in foster care has risen steadily alongside the increase in fostering households which further contributes to the pressure on the fostering service. We are currently caring for 57 children in the 41 fostering households.
- ❖ £23 million has been committed for investments in new and refurbished leisure facilities in communities across Inverclyde. A new 3G all weather pitch and refurbished sports pavilion at Broomhill and 3G pitches in Lady Octavia Park and George Rd, Gourock have been provided. At Parklea a new 3G Pitch has been provided and existing grass pitches are being refurbished. A new community sports pavilion and a further 3G pitch are under construction and will open in spring 2012. Ravenscraig Stadium and athletics track are being refurbished and will be complete in spring 2012. At Rankin Park the existing grass pitch will be refurbished and a new changing pavilion and indoor 5 a side football facility will be built.

- ❖ Breakfast clubs have been extended to five days a week in Inverclyde's primary schools with the highest free school meal entitlement. These breakfast clubs provide a safe, friendly place where children can enjoy a nutritional breakfast.
- ❖ Minimum grants of 80% are available to provide equipment and adaptations for disabled people following assessment by an Occupational Therapist from the Inverclyde Centre for Independent Living. The minimum grant applies to every resident owner in Inverclyde, irrespective of income or property value. Applicants who are on a number of benefits can receive the maximum grant of 100%.
- ❖ Inverclyde's efforts to support vulnerable people to stay in their own homes won plaudits from Norwegian Parliamentarians on a tour of the Centre for Independent Living in Greenock. The project uses a range of technological devices to enable vulnerable people to live safely in their own homes rather than hospital or care facilities and the Norwegian delegation recognised it as a model for future care provision.
- ❖ Gourock Outdoor Pool is currently undergoing a major refurbishment which will be complete in December 2011 as part of a £2.3 million investment in the town which includes the upgrade of Gourock Park.
- ❖ Significant investment has been made in improving play area provision, including investing in new and replacing damaged equipment and ensuring that there is a minimum standard across the area.
- ❖ A service aimed at reducing and alleviating the isolation and stress experienced by people with dementia and their carers was launched in January 2009. The Inverclyde Dementia Support and Development Service provides continuous support, information and education to people coming to terms with a diagnosis of dementia and their carers either through home visits, by telephone or in a mutually agreed location. It helps people with dementia and their carers plan for the future e.g. power of attorney, advance statements and wills and act as a link to related support services as appropriate.
- ❖ A Short Breaks Bureau has been developed, receiving funding from the Council to assist individuals and their carers to experience alternative breaks away from residential / nursing type accommodation to more community based and natural breaks. This has been cited as an example of good practice within the National Carers Strategy 2010 – 2015.
- ❖ The opening of a new office base at Crown House in 2009 facilitated the further integration of Mental Health service teams through joint relocation.
- ❖ Cathcart House has also been completely refurbished to accommodate both the integrated Drugs service and Learning Disability service.
- ❖ The rebuild of Wellpark Centre for the integrated Alcohol service was completed in 2010.
- ❖ The 'Choose Life' initiative exceeded its 2008 nomination and won in the Association Public Sector Excellence (APSE) 2009 Awards for Public/Voluntary Partnership Working.
- ❖ In 2009, Inverclyde Alliance, the Community Planning Partnership, formally signed the 'see me' pledge to combat the stigma and discrimination of mental ill health in Inverclyde.
- ❖ Two partnership events have been held to develop a local articulation of 'Towards a Mentally Flourishing Scotland', addressing partnership approaches to ensuring better mental wellbeing for the population of Inverclyde.

2 Performance Indicators: Healthy Caring Communities

Strategic Outcome		Healthy, Caring Communities				
Measure of Improvement	Indicators	Baseline (2006-07)	2007-08	2009 -10	2010-11	Trend
Reduction in households within the worst 15% of SIMD – health domain	Number of Inverclyde datazones within the worst 15% of Health Deprived datazones nationally	42 / 110 datazones <i>SIMD 2006</i>	No update	42 / 110 datazones <i>SIMD 2009</i>	Next update due 2012	↔
Promotion of “home based” care rather than “institutional care”	% of homecare service users 65+ who are receiving homecare services with 10 hours or more service.	33.7%	38.5%	40.5%		↑
Develop an integrated service approach in Addiction services in the Community Care and Health Partnership.	Number of new referrals to Inverclyde Drug Service (Tier 3 and 4)	177	148	210		↑
	Number of new referrals to Inverclyde Alcohol Service (Tier 3 and 4)	339	424	623		↑
Develop formal and informal support for Carers.	Number of Carers registered with the Carers Centre	1,028	1,401	1,838		↑
Expansion of drug / alcohol misuse services available in Inverclyde	No. of Drug Workers	7.5	8	7.5	* see note	↔
	No. of Drug Projects/initiatives	3	3	3	* see note	↔
	Capacity of Possible Clients	338	350	338-350	* see note	↔
	Use of Drug Services (clients)	374 (110%)	395 (113%)	320	* see note	
	No. of Alcohol Workers	15	14	-	37**	↑
	No. of Alcohol Projects/initiatives	6	5	-	18**	
	Use of Alcohol Services (clients)	551	606	-	2000**	↑

Strategic Outcome		Healthy, Caring Communities				
Measure of Improvement	Indicators	Baseline (2006-07)	2007-08	2009 -10	2010-11	Trend
	Number of New Clients	339	360	-	720**	↑
Reduction in number of Inverclyde citizens on Disability Benefits	% of working age population in receipt of Incapacity Benefit / Severe Disablement Allowance	10.4% (2006)	10% (2008)	8.8% (2009)	Not Available	↑
Increase in percentage of carers who feel supported and capable to continue in role	% of carers feeling that they receive enough support in their caring role	51% 2007 Citizens' Panel	-	-	54% 2010 CP	↑
Increased promotion of healthy lifestyles across Inverclyde	Average number of people accessing leisure passes monthly via Council promotion	No Data	203	<i>Indicator to be revised - does not provide a measure of performance</i>		
Increase in number of people participating in sport and recreation activity	% of Inverclyde residents participating in sport / similar activity at least every 2 weeks	61% 2007 Citizens' Panel	-	-	59% 2010 CP	↓
Promotion of "home based" care rather than "institutional care"	Proportion of people aged 65+ receiving care at home	34%	39.3%	SPI (needs to be checked with SW)		
Increased promotion of mental health services available throughout the area	Distribution of mental health resources lists	281	281	Data no longer available	-	
	Number of local and national awareness raising events that Council participates in	4	4	Data no longer available	-	

* Figures for 2010/11 not available since the service was integrated in September 2010 work is calculated quite differently. The trend in demand is slightly downward.

**Figures are now collected as an integrated service and are extended over 2009/10 and 2010/11

4. Safe, Sustainable Communities

What we said we would do:

- ❖ Work with partner agencies and local communities to reduce fear of crime, as well as actual instances of crime, by implementing initiatives to tackle anti-social behaviour.
- ❖ Keep vulnerable adults and children safe and protected by working with our partners through the Inverclyde Alliance.
- ❖ Work with partners in the Inverclyde Alliance and the Scottish Government to tackle the culture associated with alcohol, reduce the negative impact on community safety and change attitudes towards alcohol.
- ❖ Facilitate the development of initiatives that encourage communities and individuals to reduce waste and increase recycling to promote environmental sustainability.
- ❖ Lead the development of a new Local Housing Strategy and, in partnership with other agencies, increase the supply of new, affordable homes and improve the quality of existing housing stock.
- ❖ Protect and care for the environment by addressing climate change through reducing the amount of energy used in Council buildings, street lighting and transport and identifying further opportunities for carbon reduction.

What we did:

- ❖ The Council has signed an Information Sharing Protocol with Strathclyde Police which allows Strathclyde Police to provide the Council's procurement officers with information on firms used by alleged money launderers or associated with criminals
- ❖ The No Knives, Better Lives initiative was successfully launched in Inverclyde to engage young people on the issue of knife crime, to raise awareness of the dangers and consequences of carrying knives and to influence attitudes. The initiative, which attracted the attention of the Scottish Government and the national media, also includes the delivery of specially developed intensive programmes in schools in which pupils receive talks from medical professionals involved in treating knife injuries and hear from those with first hand experience of knife crime.
- ❖ The Council's Community Wardens became the first in Scotland to have state of the art Digital CCTV cameras mounted on their uniforms in a bid to tackle antisocial behaviour. The cameras have been used to document incidents that the wardens attended, record what they have seen, heard and said as well as providing additional prosecution evidence, if required.
- ❖ The Council's three Residential Children's Units were given the highest grading in Scotland following official inspections. The facilities at Neil Street, Crosshill and Redholm were graded as "excellent" for the quality of care and support available to children, and "very good" for quality of environment, staffing and management and leadership. Overall, of the remaining 11 services provided by Inverclyde Council that are also inspected by the Care Commission, five are graded as "very good" and six are graded as "good".
- ❖ Planning permission has also been granted in respect of a new purpose built residential children's unit in Kylmore Terrace which will replace Redholm. Work is due to be completed in April 2012.
- ❖ Her Majesty's Inspectorate of Education (HMIE) undertook a multi-agency review of services to protect children and young people in 2008 where Inverclyde was found to be one of the best performing areas in Scotland with 2 indicators rated as excellent and 15 indicators rated as very good. The Council and its partner agencies again had a very positive report from HMIE following their second comprehensive inspection of services to protect children in 2010. HMIE confirmed that children and families have supportive relationships with staff and very high levels of trust and

confidence in them. Inspectors also highlighted that early intervention prevents difficulties emerging for many vulnerable families and that staff take quick and effective action to keep children safe. The leadership of the Chief Officers Group and of Inverclyde Child Protection Committee was seen as improving outcomes for vulnerable children and the Family Placement Strategy was highlighted as helping relatives care for children and to keep them in their own community.

- ❖ The implementation of Viewpoint is an important part of listening to children and young people and getting an idea of what they think of the services which are provided for them and whether they are improving their lives. It is an inter-active computer programme with different modules depending on the service which the child/young person is receiving. Currently all looked after and accommodated children/young people who are about six and over are asked to complete a questionnaire on-line before their review which enables them to identify what is good in their lives and what they are not so happy about. It has also been used in Youth Justice Services as a means of assessing whether young people think the services they have received have helped them to deal with their offending and it is now being introduced in child protection services so that children and young people have a confidential means of telling us how safe they feel and what might be helpful to them. The programme gives us the facility to aggregate the information which is put in by children/young people which will be very important when services are being reviewed or planned.
- ❖ The Social Work Inspection Agency completed a thematic inspection of Prison Based Social Work and a follow-up thematic inspection of high risk offenders. Inverclyde Criminal Justice Service was highly commended in both inspection processes.
- ❖ Criminal Justice, along with Action for Children, submitted a self evaluation to the Effective Practice Unit, (Justice Section, Scottish Government) with regards to the delivery of the accredited programme, Constructs. Feedback from this indicated Inverclyde scored the 2nd highest in Scotland.
- ❖ The Community Service Team celebrated national success when they were named the Best Service Team in Social Care at the Association for Public Service Excellence (APSE) awards in 2010.
- ❖ A new £1.1 million Childrens' home is to be built in Larkfield. Work will commence on site in August and it will open in August 2012.
- ❖ The Young Person's Alcohol Team exceeded all original FSF targets. 5,500 contacts were made with school children at over 250 school based sessions. The target was to engage with 70% of young people living in areas within the 15% most deprived SIMD areas and this was exceeded. Referrals to counselling services have also increased.
- ❖ The Wellpark Centre in Greenock was replaced with a new building which was completed in 2010. Health and Local Authority Alcohol Teams are now located in Wellpark and have benefited from regular joint team meetings and team building events, resulting in better services for clients.
- ❖ The Inverclyde Alcohol and Drug Partnership has been established and meets regularly. The terms of reference of sub groups and their primary functions have been approved. These sub groups have met and action plans have been identified to ensure that the work of these groups support the ADP strategy. Input from across partnership agencies has continued to be provided to the ADP. This partnership acts as the Single Outcome Agreement Alcohol Outcome Delivery Group.
- ❖ An Inverclyde Alcohol Strategy has been completed and launched as a component of Inverclyde Alcohol and Drug Partnership Strategy.
- ❖ The Local Housing Strategy has been developed and will shortly go out for consultation. This has been informed by the Glasgow and Clyde Valley Housing Needs and Demand Assessment.
- ❖ The Council has invested resources in a range of environmental improvements at the Stewart Street Centre in Greenock to make it brighter and safer for the public. Improvements have included upgrades to street lighting, painting and cleaning and have improved the image of the area and its relationship to the main town centre.

- ❖ In 2009, the Council became one of only 25 organisations in Scotland to successfully graduate from the Carbon Trust's Carbon Management Programme with a commitment to reduce our carbon dioxide emissions by 15% by 2012/13. A provisional review of our 2009/10 footprint shows that we have achieved almost 50% of our target reduction.
- ❖ The Council, in partnership with the Carbon Trust, launched its Carbon Management Plan in 2009, setting a five year target to reduce our carbon footprint by 15% by 2013. A recent review of our 2009/10 footprint shows that, between 2007/08 and 2009/10, emissions from street lighting, transport and business travel all decreased. However, we saw an overall increase of 16.4% in CO2 emissions which is mainly attributable to energy use in buildings. We were pleased to work with the Carbon Trust again in 2010/11 on their *Carbon Management Revisited Programme*. The initiative assisted us to review and revise our existing Carbon Management Plan, taking into account developments in policy and legislation since the original Plan was launched. In particular, we considered our commitments under the Climate Change (Scotland) Act 2009. The main output of the Council's participation in the *Carbon Management Revisited Programme* is the development of a Carbon Management Plan 2011/16 which will have particular focus on reducing energy use in Council buildings.
- ❖ The Council launched its Green Charter in 2009 with the aims of reducing energy and waste and promoting the sustainable use of resources. As part of this corporate initiative, every educational establishment in Inverclyde (43 in total) developed a Green Charter and three year action plan by June 2010 to promote environmental sustainability at school (local) level. Components for establishment Green Charters include action on energy saving, action on recycling, water conservation and the journey to school. We believe we are the first Council in Scotland to adopt this approach to education for sustainable development.
- ❖ There has been an increase in the percentage of waste recycled and corresponding decrease in the amount of waste sent to landfill.
 - Waste arisings down by 334 tonnes
 - Waste sent to landfill down by 746 tonnes
 - Additional 411 tonnes recycled
 - Recycling performance increased to 31.4% in 2010/11 from 30.3% in 2009/10
 - 141 additional properties on kerbside recycling scheme
 - Commercial cardboard collection service introduced
- ❖ Campaigns carried out to increase recycling and waste reduction included:
 - Brown bins
 - Compost 2 Go: Garden waste collected from brown bins is treated and sold back to the council as ready to use compost. Last year 120 tonnes of the compost was collected from Pottery Street
 - Recycle Week
 - Recycling Centres
 - European Week for Waste Reduction
 - Cleaner Greener Winter
 - Media campaigns incorporated radio, billboard and bus shelter advertising
- ❖ Environmental and Commercial services carried out engagement with communities carrying out 102 presentations, 40 information sessions, 8 photo opportunities and engaging with 4107 people. Waste Strategy attended the Alliance Community Engagement event for Single Outcome Agreement Local Outcome Eight, focussing on the Environment.
- ❖ Waste Strategy are also involved in the Clyde Valley Community Planning Partnership Shared Service review, with a staff member on secondment at North Lanarkshire Council to participate in the development of the business case for shared Waste Management plans.
- ❖ In partnership with a not-for-profit registered charity, the Council launched a Local Energy Saving Scheme (LESS Inverclyde) to offer free cavity wall and loft insulation to most people over 70 years of age and people on certain benefits, as well as discounted rates to other owner-occupiers and private

tenants. The Scheme also provides free advice to householders on home insulation and energy-efficiency. The LESS Scheme won a Silver award at the 2010 COSLA awards.

- ❖ The Council approved a ten year Play Area Strategy in 2010 for the provision, management and maintenance of local authority play areas within Inverclyde. The primary reason for developing this strategy was to inform the future investment decisions of the local authority. From the strategy came a play area investment programme which will see over 50% of the district's play areas refurbished and 5 new play areas installed in the period 2010/12.
- ❖ Cleanliness standards in Inverclyde have remained high over the last 2 years. With a score of 76 for 2010/11 Inverclyde was 2 points better than the national average of 74.
- ❖ As part of the Council's sports pitches strategy new 3rd generation sports pitches (3g) were installed in Gourock, Greenock and Port Glasgow. New and more spacious changing accommodation was created within Broomhill Park and a new drainage system was installed at the Ravenscraig grass pitch. Drainage works are currently ongoing at Parklea Playing Fields as part of a multi-million pound investment in the site, which includes a new Pavilion and associated 3g pitch, changing accommodation, hospitality facilities, infrastructure improvements and increased car parking. Ravenscraig Stadium and the athletics track is also in the process of being upgraded.
- ❖ The old bandstand area within Gourock Park's Walled Garden was replaced by an new, modern events amphitheatre. As part of the works the old play area was removed and a brand new one installed at a better site within the garden.
- ❖ A new Multi Use Games Area (MUGA) has been installed in Birkmyre Park, Kilmacolm and funding has been approved to install another one beside the Boglestone Community Centre in Port Glasgow.
- ❖ Investment took place at Greenock Crematorium with the upgrading of the public waiting rooms and disabled access to the crematorium chapel.
- ❖ Further development of the Quality Bus Corridors on the A770 and the A78 in partnership with SPT providing modern bus shelters along with raised kerbs to assist access for those with mobility problems.
- ❖ Commenced the forming of a Quality Bus Partnership with SPT and the local bus operator to provide agreed quality standards for the provision of the bus services in Inverclyde.
- ❖ The Flood Action Working Group continued to address and resolve flooding issues in the Inverclyde catchment area including the investment of £500k in flood schemes to resolve specific problem areas.
- ❖ Implementation of the Disabled Persons Parking Places Act to improve the process for the provision of parking for disabled people.
- ❖ Continued with investment of the £5.928 million approved to replace the Council vehicle fleet. This programme has contributed to improving the Council's carbon footprint through procurement of modern efficient vehicles.
- ❖ Agreed the introduction of electric cars to the Council's fleet to further reduce the Council's carbon footprint.
- ❖ Extension of the National Cycle route through Inverkip.
- ❖ Invested over £7million since 2007 in resurfacing roads and footways to assist motorists and pedestrians.

3 Performance Indicators: Safe, Sustainable Communities

Strategic Outcome		Safe, Sustainable Communities				
Measure of Improvement	Indicators	Baseline (2006-07)	2007-08	2009 -10	2010-11	Trend
Increased number of people feeling safe in their homes and communities	% of residents feeling safe at home during the day	100%	98.4%	CS Survey not repeated	CS Survey not repeated	
	% of residents feeling safe at home at night	94%	82.7%	CS Survey not repeated	CS Survey not repeated	
	% of residents feeling safe walking in the area where they live during the day	97%	93.5%	CS Survey not repeated	CS Survey not repeated	
	% of residents feeling safe walking in the area where they live at night	62%	41.4%	64.7%	66.2%	↑
Increase in the number of initiatives tackling anti-social behaviour	Number of initiatives in place specifically targeting anti-social behaviour	9 in place 5 proposed	14 in place 1 proposed	14 in place 1 proposed	14 in place 1 proposed	
Reduction in alcohol-related crime and underage drinking	Number of Drunk and Incapable Offences	182 recorded offences	124 recorded offences	122 recorded offences	Not yet available	↑
	Number of underage clients - Council Alcohol Services	10 clients (1.8% of all clients)	7 clients (1.15% of all clients)			
Increase in the number of diversionary activities for young people						
Increase in the percentage of waste recycled or composted	% of waste recycled or composted by the Council	20.1%	22.8%	30.3%	31.50%	↑
Percentage reduction in waste going to landfill	% of waste going to landfill	79.1%	77.2%	69.7%	68.60%	↑
Increased affordable housing available in Inverclyde	% of Inverclyde Housing Stock termed as "affordable housing"	26%	26%	27%	28%	↑

Strategic Outcome		Safe, Sustainable Communities				
Measure of Improvement	Indicators	Baseline (2006-07)	2007-08	2009 -10	2010-11	Trend
	Reduction in low demand housing (target 11-13% 2009)	5%	8%	10%	14%	↑
	Increase in RSL Stock (target 5-6% by 2009)*	See note below				
Increase percentage of improved housing stock	% of Inverclyde Stock brought up to SHQS Standard	22.74%	26.39%	32.89%	39.36%	↑
Keep adults safe and protected.	Number of Adult Support and Protection investigations undertaken by Social Work staff.	19	24	29		↑
Keep children safe and protected.	Number of children referred for Child Protection.	179	243	209		
Reduce re-offending in working with offenders, partner agencies and local communities.	Number of Social Enquiry Reports submitted to Courts.	903	1,113	1,061		
	Number of new Probation Orders issued.	95	105	175		
	Number of new Community Service Orders issued	143	180	157		
The needs of homeless people are met.	Number of people presented as homeless	746	523	587		

* Numbers so low that they barely register but there is an increase of 450 units over the period 2007 – 2010/11. This should be viewed against a backdrop of continuing demolition of obsolete and uninhabitable stock which is masking the true size of the PSL sector.

Strategic Outcome		Safe, Sustainable Communities				
Measure of Improvement	Indicators	Baseline (2006-07)	2007-08	2009 -10	2010-11	Trend
Reduction in Inverclyde's and the Council's Carbon Footprint	Inverclyde Council's Total Ecological Footprint (gha/cap)*	5.07 (2004 baseline)	4.68 (2006 most recent figs)	-	-	↑
	Council's Carbon Footprint	-	15,003 (revised 07/08 baseline)	16,041tonnes	-	↓

* (Global hectares / capita) The footprint is measured in a standardised area unit equivalent to a world average productive hectare. This permits comparisons between countries and regions

** Tonnes per capita

5. A Thriving, Diverse, Local Economy

What we said we would do:

- ❖ Work with partners, the private sector and local communities to promote Inverclyde nationally and internationally as an attractive location to live, work and visit.
- ❖ Ensure that our services work in partnership with Riverside Inverclyde to realise the potential of Inverclyde's waterfront to be a driver of economic and social regeneration.
- ❖ Work with partner agencies and the voluntary sector to improve the range and quality of services available to new and developing businesses, promote entrepreneurship and support and develop social enterprise.
- ❖ Develop, through the Inverclyde Alliance, a coherent approach to employability to improve employment opportunities for people furthest from the labour market.
- ❖ Develop a distinctive area based approach to regeneration, in partnership with other public agencies and local communities, which recognises that different areas have specific social, economic and environmental challenges that require different solutions, for example the town centres of Port Glasgow, Greenock and Gourock
- ❖ Work with our partners to expand public transport infrastructure including the development of the Gourock interchange.

What we did:

- ❖ Inverclyde Council's Future Jobs Fund has been highlighted as the best performing in Scotland by the Department of Work and Pensions. The FJF Scheme was run by Inverclyde Council in partnership with Inverclyde Community Development Trust and aimed at creating jobs for unemployed people aged between 18 and 24 who have been unemployed for more than 6 months.
- ❖ Since October 2009, a total of 480 local people have participated on the programme in a wide variety of roles bringing benefits to the local community, with the following key features.
 - 65% of completers have went on to achieve additional positive outcomes.
 - Over 30 employers within Inverclyde across the local voluntary sector and including Inverclyde Council took part in the programme.
 - The net income to the Inverclyde economy has been £3.12m.
- ❖ Inverclyde Council delivered a range of programmes through Fairer Scotland Fund and supported by additional European funding. This has created employment opportunities within the programme but also some key activities:
 - The delivery of an end to end service for local unemployed people; often experiencing severe barriers; with a range of support to get them involved in training and employment. Specific specialist support including literacy and numeracy, financial inclusion, flexible childcare and support to overcome health barriers.
 - Key Headline outcomes include the following
 - Inverclyde Community Development Trust engaged and supported a total of 2,979 local unemployed residents, of which 883 achieved a qualification and 883 progressed to employment.
 - The 15-19 employability service provided a range of support to 1, 367 young people.
 - The first steps forward project delivered basic skills support to 838 clients.
 - Financial inclusion advice and support with debt management was provided through the better off in work service to 4, 513 clients.
 - A total of 6,044 individuals have been engaged during the programme, of which a total of 1204 have progressed to employment and 1130 are currently in further or higher education.

- A range of initiatives have been delivered to meet the requirements of the Single Outcome Agreement, projects include;
 - The refurbishment of Commercial Properties
 - Environmental improvements at Port Glasgow Industrial Estate.
 - 40 local employers received incentive grants to recruit local individuals.
 - 25 graduates were employed for 6 months on a range of community projects.
 - 12 business received grant support to explore new products and processes.
 - 2 Entrepreneurship Training Courses were delivered and attended by 18 unemployed clients.
 - 11 unemployed clients were placed with local employers for 5 months to gain valuable work experience and skills through the pilot Job Rotation Programme. 4 clients were retained by their host employer in permanent employment which was new and additional.
 - 12 businesses received a Training Needs Analyses with 39 employees receiving job related training.
- ❖ The Fairer Scotland fund programme contributed to the development of local social enterprise activity, through the provision of information sessions and a series of workshops. Topics included:
 - Developing a Sustainable Approach to Funding
 - Introduction to Commissioning and Procurement
 - How to Produce a Successful Tender
 - Business Planning for Community and Voluntary Organisations

In addition, individual support was provided on a one-to-one basis for local organisations

- ❖ The Inverclyde Construction Plus Partnership was formally established in 2009 to secure employment and training opportunities for the community within a range of large scale construction projects. All public sector partners including Inverclyde Council, River Clyde Homes and Riverside Inverclyde have participated. Since its inception, a total of 225 posts have been created, with 26 new apprenticeships. Planned future activity on community benefits includes construction projects for Port Glasgow Shared Campus, further housing developments in South West Greenock, a range of developments along the waterfront and the new Prison.
- ❖ Inverclyde Council has continued to deliver a range of national programmes for the young school/college leavers of Inverclyde.
 - Council funded Modern Apprenticeships – 12 have been recruited within Inverclyde Council over the last three years and the programme is now also able to engage with external employers to recruit their apprentices. The programme currently supports 6 via Riverclyde Homes and a further 4 are with Graham Construction. New recruits have also included those taken on through the Adopt an Apprentice programme, who had been laid off at the height of the recession, they are placed within our Building Services Unit - and have been offered the opportunity to undertake their Professional Development Award qualifications in order to enhance their employability once they are time served.
 - Inverclyde Council also delivers highly successful programmes for Skillseekers within a variety of occupational areas. This programme is going through the transitional stage, and will change to a Modern Apprenticeships programme shortly.
 - Get Ready for Work, we provide this programme for young school leavers who may require additional support in realising they have to learn the requirements and standard of behaviour expected in a working environment. This is a continuing rolling programme of 23 young people at any one time within the Skills Development Scotland contracting year.
- ❖ The £180 million re-development of Inverclyde's James Watt Dock by Riverside Inverclyde is one of the largest regeneration projects ever carried out in Scotland. The proposals include plans for a yacht club, a visitor centre, mixed use for the historic Sugar Shed along with over a thousand new homes, 12,000 square metres of retail, business and commercial floor space developed, a one hundred bed hotel and a marina with associated workshop.

- ❖ Riverside Inverclyde has built 2,700 sqm of high quality office accommodation. The two storey development offers suites ranging in size and are available to let on competitive terms and represent the first speculatively built business space in Inverclyde for 30 years.
- ❖ The Council has contributed £2.5million to the total £10million investment in a major regeneration project, the Beacon Theatre which will provide state-of-the-art facilities on the waterfront. The building is being built opposite the historic Custom House and will boast a 500 seat main auditorium, a 100 seat performance space, four meeting rooms and a café. It will open in Summer 2012
- ❖ Small Business Assistance / Property Assistance; part funded 84 projects with local Small to Medium businesses, including 10 innovation / quality improvement projects funded by additional resources made available from the Single Outcome Agreement funds:
 - 116 business property enquiries were dealt with
- ❖ Through Business Gateway we supported 155 businesses to start up in the past year.
- ❖ Inverclyde's tourism strategy was approved to boost the local visitor economy and to promote more positive image of Inverclyde to visitors but a lot to help retain and attract residents.
 - Established Local Area Tourism Partnership.
 - Developed training programme to improve customer welcome and delivered in conjunction with business and voluntary groups.
 - Supported first "Taste of Inverclyde" event in conjunction with Discover Inverclyde.
- ❖ Inverclyde's new tourism strategy was approved to boost the local economy and create a more positive image of the area to Scotland and beyond. Annually, around half a million tourists visit Inverclyde and this strategy seeks to reposition Inverclyde as a tourism destination and to increase visitor numbers and associated tourism jobs.
- ❖ In January 2010, Inverclyde dropped out of the 5 local authorities with the highest proportion of working age population on the claimant count.
- ❖ The Inverclyde Integrated Employability Partnership has secured European funding over the life of the Corporate Plan, supported by match funding from the Council. These projects have helped Inverclyde residents to move towards employment despite the economic downturn.
- ❖ Inverclyde Financial Inclusion Partnership was established in 2006, led by the Council and including the Scottish Executive, Halifax-Bank of Scotland, Citizen's Advice Scotland and the Department for Work and Pensions as key contributing partners. The initiative brings together operational staff from Council services and partner agencies working towards dealing with debt; promoting access to basic financial services; asset development and accumulation and financial education and literacy.
- ❖ The Council and its partners secured £2.2M of funding from the Scottish Government's Town Centre Regeneration Fund. The resource was allocated to Gourock, Greenock and Port Glasgow Town Centres and work began in 2010 to enhance the physical environment and shopping experience of each town. Key sites and properties are being substantially improved along with transport links and parking facilities.
- ❖ In partnership with SPT redeveloped Greenock Bus Station into a modern state of the art facility providing covered shelters with electronic information systems.
- ❖ Inverclyde Council in conjunction with key stakeholders including Transport Scotland, SPT, Caledonian MacBrayne and Network Rail, refurbished the existing station to provide a welcome and modern environment for passengers and staff, and a facility which will provide future opportunities to link this project to the wider redevelopment of Gourock Waterfront.

4 Performance Indicators: A Thriving, Diverse, Local Economy

Strategic Outcome	A Thriving, Diverse, Local Economy					
Measure of Improvement	Indicators	Baseline (2006-07)	2007-08	2009 -10	2010-11	Trend
Stabilisation of the population of Inverclyde	Population figures for Inverclyde	81,540 (2006)	81,080 (2007)	80,210 (2009)	79,770 (2010)	↓
Increase in the number of people who work in Inverclyde	Employment Rate in Inverclyde	66.7% (2007)	70.4% (2008)	66.7% (2009)	71.2% (2010)	↑
	Employment Level in Inverclyde	35,700 (2007)	37,600 (2008)	35,100 (2009)	36,900 (2010)	↑
Increase in the number of waterfront redevelopments carried out	<i>Indicator needs to be revised. No longer an appropriate measure – partnership measure rather than sole responsibility of the Council.</i>					
Increase in the number and range of business start ups of SME's	Number of VAT Registered Business Start Up's in the Inverclyde Area	2.2 per 1000 adults	2.6 per 1000 adults	N/A	N/A	↑
Increase in the number of new employment opportunities and training opportunities	Number of employment / training opportunities facilitated by Council Programmes	-	Employment - 575	Employ - 1050	Employ - 1204	↑
			Training – 1328 (2008/09)	Training – 2068	Training- 1130	↓
Increase in people engaging with services to help them move towards employment		-	4367 (2008/09)	4582	6044	
Involvement of communities in developing approaches to regeneration in their area	Community perspectives reflected in local plans, priorities and actions	<i>Indicator needs to be revised. No longer an appropriate</i>	-	-	-	-

Strategic Outcome	A Thriving, Diverse, Local Economy					
Measure of Improvement	Indicators	Baseline (2006-07)	2007-08	2009 -10	2010-11	Trend
		<i>measure</i>				
	Number of strategically relevant actions delivered	<i>As above</i>	-	-	-	
Creation of strong community networks	Community Organisations with access to CD support	<i>As above</i>	-	-	-	-
	Community Organisations defined as sustainable	<i>As above</i>	-	-	-	-
	Number of active and influencing Community Regeneration Centres	<i>As above</i>	-	-	-	-
	Number of Community Organisations with relevant skills	<i>As above</i>	-	-	-	-
Increase in the provision and coverage of public transport in Inverclyde	<i>No appropriate indicator has been developed for this measure</i>		-	-	-	-

6. A Modern, Innovative Organisation

What we said we would do:

- ❖ Focus on modernising services across the organisation to improve responsiveness, increase accessibility and provide a high level of customer service.
- ❖ Explore opportunities with other local authorities and public agencies to work in partnership to improve the services we provide to our customers.
- ❖ Support and develop our employees through a variety of initiatives including training, flexible working, Scotland's Healthy Working Lives, Investors in People (IIP) to help our employees develop new skills and knowledge that will enable them to provide an improved service to customers.
- ❖ Implement a coherent approach to internal and external communications that will keep communities and our employees informed, strengthen our reputation and increase understanding of the role of the Council.
- ❖ Ensure that our services do not directly or indirectly discriminate against people on the basis of race, gender, age, disability, sexual orientation, religion or belief by mainstreaming equality and diversity across all services.

What we did:

- ❖ The Council's Intranet site ICON (Inverclyde Council Online) launched successfully in April 2008. ICON gives employees access to a People Finder, Internal Job Vacancies, News and Events, Feedback e-forms, Corporate Identity Templates, Noticeboard, Canteen Menus, Trades Unions Information and Updates, HR Policies, and Frequently Asked Questions. There is also a "social" side of the website – Market Place and Noticeboard, which has proven very popular with employees.
- ❖ The Council website continued to be developed to a planned programme of work aimed at increasing its functionality, accessibility and allowing citizens to interact directly with the Council. It was one of only 32 out of 433 websites surveyed to achieve Level A Accessibility Compliance and was also one of only 15 that maintained that level from the previous year (Inverclyde is the only council in Scotland to do this). There has also been continuing development and improvement of school websites with all staff being trained in the use of the Content Management System.
- ❖ The Council led the Inverclyde Alliance in developing a new Community Plan for the area, which then fed the development of the Inverclyde Alliance Single Outcome Agreement (SOA). The SOA has reinvigorated partnership working in Inverclyde, with partners focussing on the delivery of the eight local outcomes for Inverclyde, which were developed in engagement with local communities. New structures have been implemented to enable partnership working around these outcomes and have proven useful in bringing partners together in the pursuit of common aims.
- ❖ The Council was named among Scotland's safest, healthiest employers at Scotland's Healthy Working Lives Awards in 2009. The awards encourage employers to promote a healthier workforce and cover a wide range of topics including health promotion, occupational health and safety, employability, mental health and well-being, community involvement and health and the environment. The Council received a Gold Award for efforts to improve the health and wellbeing of all staff by providing access to health and lifestyle checks for them and their families and by promoting a walk to school programme.
- ❖ Inverclyde Council was awarded a bronze COSLA award in the 2011 awards for its Mental Health First Aider project which is the first of its kind in Scotland.
- ❖ During 2009/11 Phase 1 to 4 of the implementation of Public Service Improvement Framework (PSIF) were completed. The implementation of PSIF has helped to facilitate organisational improvement and is an important part of the Council's preparations for Best Value 2.

- ❖ Port Glasgow Library has been refurbished with an enlarged new layout for the IT Learning Zone and comfortable seating.
- ❖ The Organisational Improvement Plan was recently reviewed and continues to include an action to 'Develop and strengthen the Council's approach to delivering its Equality Agenda'. The Corporate Equality Group takes a lead role in delivering this action, bringing together services from across the Council as well as partner agencies, including ICOD. This group is leading on assessing what the Council needs to do as a result of the Single Equality Act, to make sure it does not discriminate against any services users or potential service users.
- ❖ The ICT Service :-
 - ❖ rolled out IP telephony services across the Council, resulting in a much more flexible and effective telephony system and achieving substantial annual cost savings, as well as providing support for more innovative ways of working
 - ❖ continued its ongoing rolling replacement programme for desktop PCs and laptops in all corporate sites and all schools, on time and within budget. In addition, an ongoing refresh programme has been established for interactive whiteboards within schools.
 - ❖ implemented improved wide area network and telephony resilience across the Council, at the same time as reducing the annual costs of these WAN services to the Council. In addition, work carried out in the main data centre resulted in a more resilient facility, including a recovery site for core ICT systems
- ❖ During this period, the foundations were laid for flexible and mobile working, with many senior staff being given secure, remote access to Council systems to enhance their working flexibility.
- ❖ The SOCITM benchmarking exercise highlighted very favourable results for the ICT service, recognising it as delivering a very effective service at a very low cost to the Council.
- ❖ The service continues to provide support for all Council services, endeavouring to achieve efficiencies wherever possible.

Business Solutions managed the implementation of Key Corporate Systems, including:

- ❖ Implemented Lagan Enterprise Case Management as an enterprise solution to manage interaction between the Council and its customers. This solution has been integrated with numerous back office systems such as Northgate, Uniform, as well as other strategic application such as OptiTime for appointments and resource booking, Multivue for managing customer data, Opentext EDRMS, etc
- ❖ Implemented Opentext EDRMS for managing documents electronically and passing work seamlessly to relevant staff
- ❖ Implemented Victoria Forms, an Intelligent eForms solution that allows staff to input data electronically into back office system. This will be further developed to promote self service to our customers.
- ❖ Implemented Chris 21 from Frontier with the objective of the solution becoming the single source of employee information across the Council. A number of improved functionality have been rolled out or are under development to promote self service for staff.
- ❖ Other corporate solutions implemented are – OptiTime for managing resources and appointments; Technology Forge Property Asset Management solution; Cadcorp GIS; IDOX for ePlanning
- ❖ Upgraded Civica e-payments to a web based solution
- ❖ Enhanced council website and corporate Intranet

The Finance Service delivered the following over the life of the Corporate Plan:

- ❖ Delivered first over 2 year budget February 2009 and second one in February 2011.
- ❖ Supported delivery of 3 Strategic Corporate initiatives; Housing Stock Transfer, School Estate PPP and creation of Riverside Inverclyde.

- ❖ Delivery of initial Corporate Financial Strategy which is now recognised as an exemplar for Councils and is reviewed every 6 months.
- ❖ Continued an increase in in-year collection (94.0% in 2010/11) and increase in Direct Debit uptake (18,800 households/71% of income received in 2010/11).
- ❖ Introduced the Electronic Document Management System to the service giving employees immediate access to data, improved performance management and reductions in office space requirements.
- ❖ Received a Positive Audit for Benefits Performance in 2008 from Audit Scotland recognising strong fraud and processing performance.
- ❖ In Accountancy:
 - Finance Capacity Development
The Institute of Public Finance (IPF) undertook a 360° Service review in 2009 which resulted in a fundamental review of the way the Accountancy Service is delivered which delivered recurring savings of £100,000 per year. The resultant action plan runs to 2012 and includes a significant element of training for budget holders and accountancy employees.
 - IFRS Accountancy Changes
International Financial Reporting Standards (IFRS) brings the most fundamental changes to Council Annual Accounts for many years. The Council has been commended by Audit Scotland for its approach.
 - Treasury Management
The Council has made recurring savings well in excess of £2.0 million per year during the 2007/11 period as a result of its proactive approach to debt restructuring/Treasury Management.
- ❖ In Exchequer Services
 - Creditors Payment Performance
The Council significantly improved its creditor payment performance over the last 5 years and is now achieving over 94% of all payments being made within 30 days. This puts the Council in the top 3 or 4 in Scotland every year.

5 Performance Indicators: A Modern, Innovative Organisation

Strategic Outcome		A Modern, Innovative Organisation				
Measure of Improvement	Indicators	Baseline (2006-07)	2007-08	2009-10	2010-11	Trend
Increase in satisfaction with Council Services	% of residents satisfied with services provided by the Council	48% 2007 Citizens' Panel	-	-	53% 2010 CP results	↑
	% of residents who consider Council Services to be good value for money	40% 2007 Citizens' Panel	-	-	45% 2010 CP results	↑
	% of residents who give the Council a positive rating for Customer Service	74% 2007 Citizens' Panel	-	-	69% 2010 CP results	↓
Improved access to buildings with better utilisation	% of residents who have accessed Council buildings this year	27% 2007 Citizens' Panel	-	-	21% 2010 CP results	Decrease offset by increase in website /emails
	% of residents stating that they found Council buildings easy to access	88% 2008 Citizens' Panel	-	-	93% 2010 CP results	↑
Increase in the % of Council employees satisfied with the Council as an employer	% of IC staff stating that they are satisfied with the Council as an employer	53.4% (2004)	-	February 2009 not available	Employee survey due later this year	Trend information not available
Increase in joint working with neighbouring local authorities and other public agencies	Involved with Clyde Valley CPP Shared Services Review and Business Case development.					
Increase in the training opportunities available for employees	% of IC staff who feel they have access to the right training at work	43.2% (2004)	-	February 2009 not available	Employee survey due later this year	Trend information not available

Strategic Outcome	A Modern, Innovative Organisation					
Measure of Improvement	Indicators	Baseline (2006-07)	2007-08	2009-10	2010-11	Trend
	% of IC staff who have their training needs regularly assessed	33.8% (2004)	-	February 2009 not available	Employee survey due later this year	As above
	% of IC staff who feel able to access training they request	51.7% (2004)	-	February 2009 not available	Employee survey due later this year	As above
	% of IC staff who feel they could do their job better with training	62.7% (2004)	-	February 2009 not available	Employee survey due later this year	As above
Staff achieving qualifications required to meet SSSC standard.	Number of qualifications achieved by staff with the support of Social Work Services	143	97	140		
	Number of people gained a Scottish Vocational Qualification (SVQ).	54	46	67		
Improved retention rate of employees	In discussion with HR to agree appropriate retention measure	-	-	-	8 years (<i>from 1 April '96 to date</i>)	N/A
Increase in the number of positive media articles about the Council	Number of positive (or neutral) media articles about the Council	673 articles (67%)	812 articles (66%)	2301 articles (96%)	11839 articles (98.5%)	↑
	Number of negative media articles about the Council	332 articles (33%)	424 articles (34%)	88 articles (4%)	28 articles (1.5%)	↑