
Report To:	Policy and Resources Committee	Date:	20 May 2014
Report By:	Corporate Director Education, Communities & Organisational Development	Report No:	PR/108/14/PC/KM
Contact Officer:	Karen McCready Corporate Policy Officer	Contact No:	712146
Subject:	Corporate Performance Report		

1.0 PURPOSE

- 1.1 The purpose of this report is to present to Committee the Corporate Performance Report. This is to allow Members to assess where performance is improving, good or starting to decline across the Council as a whole. It also provides an opportunity to highlight where intervention or resources are required to ensure continuous improvement.
- 1.2 The information contained within this report was collected in mid April 2014 and is based on the most recent Corporate Directorate Improvement Plan (CDIPs) performance reports which have been considered by the appropriate service Committee.

2.0 SUMMARY

- 2.1 Improving corporate and service performance is a key priority for Inverclyde Council. In order to evaluate and make informed judgements about performance and the achievement of key outcomes, it is vital that appropriate information is given to key stakeholders.
- 2.2 Performance reports on the progress that has been made in delivering the CDIPs are submitted to every second cycle of Committee. This Corporate Performance Report has been informed by the most recent CDIP performance reports that have been considered by the:
- Education and Communities Committee
 - Environment & Regeneration Committee
 - Policy and Resources Committee.
- 2.3 Corporate 'health-check' indicators are also included within this report.
- 2.4 Progress in the delivery of the CHCP Corporate Directorate Improvement Plan is reported to members separately, principally through the CHCP Organisational Performance Review return.
- 2.5 The CDIPs contain a number of improvement actions that will be delivered during the lifespan of the Plans. Each improvement action is mapped to the SHANARRI wellbeing outcomes and has a number of performance measures that have been established as a means of assessing progress. This report provides a summary 'roll up' of the progress that has been made in delivering the performance measures and highlights how many of these are complete, on track, slipped or have not yet started. In total, there are 150 performance measures across the CDIPs, of these:
- 29 are now complete (19%)
 - 100 are on track (67%)

- 16 have slightly slipped (11%)
- 2 have significantly slipped (1%)
- 3 have yet to start (2%)

- 2.6 The two measures that have significantly slipped both relate to the review and design of a new Council website. Work is ongoing to move this forward; ICT are developing a report regarding options going forward and Graphic Design has created potential themes for a new look website. Additional sites are to be developed for the Repopulation Outcome Delivery Group setting out information on 'Inverclyde Living' and an Inverclyde Heritage Trail. Part of this process involves integrating developments with LAGAN (Customer Relationship Management Software) for online services. Weblabs, the current provider for the website, have been asked for indicative costs and ICT are engaging with procurement regarding the development of site.
- 2.7 Appendix 2 includes details of all the improvement actions and related performance measures from the CDIPs with a commentary on the progress that has been made. Each improvement action has a designated 'BRAG' status, i.e. Blue means that the action is complete; Red means that the action has significant slippage; Amber means that the action has slight slippage; Green means that the action is on track. A commentary of performance is also provided where appropriate.
- 2.8 A review of the CDIPs has recently been carried out and refreshed Corporate Directorate Improvement Plans for the Education, Communities and Organisational Development and the Environment, Regeneration and Resources Directorate are on the agenda of this meeting for the approval of Members.
- 2.9 The format and contents of this report are flexible and will be subject to change in order to accommodate the ongoing information requirements of stakeholders. Subject to the refreshed CDIPs being approved by Members, future Corporate Performance Reports will focus on the delivery of the refreshed Plans.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- Comment on the performance information contained in this Corporate Performance Report.
 - Note that further reports on corporate performance will be presented to future meetings of this Committee.

Patricia Cassidy
Corporate Director
Education, Communities & Organisational Development

4.0 BACKGROUND

- 4.1 In 2012, Inverclyde Council implemented a new streamlined Strategic Planning and Performance Management Framework (SPPMF). A diagram outlining the SPPMF is contained in Appendix 1.
- 4.2 This Corporate Performance Report complements existing performance reporting arrangements for the Council's Corporate Directorate Improvement Plans and is a key component of the SPPMF.
- 4.3 Progress in relation to the delivery of the CDIPs is reported to every second meeting of the relevant Committee in the form of a CDIP Performance Report.
- 4.4 This Report provides members with a summary 'roll-up' of the overall progress that has been made in delivering the improvement actions across the CDIPs (excluding the CHCP). Information is provided on how many of the performance measures are either complete, on track, not yet started or have slipped.
- 4.5 Appendix 2 includes tables in respect of all the improvement projects / actions and associated performance measures with a commentary on the progress that has been made. These are set out across the Council's SHANARRI well-being outcomes. The report uses BRAG status i.e. Blue = complete, Red = significant slippage, Amber = Slight Slippage and Green = on track.
- 4.6 Performance has been recorded and can also be viewed on the Council's electronic performance management system, Inverclyde Performs.
- 4.7 This report also includes a number of corporate health check indicators which measure whether the Council is on track towards meeting its targets in a number of specific areas. These are:
- Payment of invoices within 30 days
 - Percentage of council tax billed and collected in current year
 - Corporate network availability
 - Incident Response Times
 - Sickness Absence
 - Incident Rates (per 1000 employees)
- 4.8 This performance information is aimed at providing Members and Officers with the opportunity to make appropriate judgements in areas where performance is good, improving or starting to decline, in regard to the Council as a whole. It also provides an opportunity to highlight where intervention or resources may be required to ensure continuous improvement.

5.0 PROGRESS TOWARDS ACHIEVING OUR CORPORATE OUTCOMES

5.1 A. Safe

Overall, excellent progress has been made in the delivery of this wellbeing outcome. Of the 13 performance measures established to measure progress in the delivery of this outcome:

- 3 performance measures are complete (23%)
- 8 performance measures are on track (62%)
- 2 measures have slightly slipped (15%)

Projects that are contributing towards the achievement of this outcome include the establishment of a new steering group to roll out the Violence Prevention Programmes to other schools. Also, a draft anti-bullying policy has been distributed for consultation.

B. Healthy

Overall, good progress is being made towards the achievement of this wellbeing outcome. Of the 7 performance measures established to measure progress in the delivery of this outcome, all 7 are on track.

Projects that are contributing towards the achievement of this outcome include the School Health and Alcohol Harm Reduction Programme (SHAHRP) and the identification of potential premises for a similar facility to IYouthzone in Port Glasgow.

C. Achieving

Overall, good progress is being made towards the achievement of this wellbeing outcome. Of the 77 performance measures established to measure progress in the delivery of this outcome:

- 14 performance measures are now complete (18%)
- 54 performance measures are on track (70%)
- 5 performance measures have slightly slipped (6%)
- 2 performance measure has significantly slipped (3%)
- 2 measures have not yet started (3%)

Projects that are contributing to the achievement of this outcome include the School Estate Management Plan. Following the completion of major projects in 2013/14 such as Lomond View Academy, St Columba's High School and the Port Glasgow Community Campus, the school estate condition ratings are currently at 100% of secondary schools in 'A' condition and 90% of primary schools in condition 'A' or 'B'.

Significant slippage has occurred in the review and design of a new Council website, however work is ongoing to move this forward. ICT are developing a report regarding options going forward and Graphic Design has created potential themes for a new look website. Additional sites are to be developed for the Repopulation Outcome Delivery Group setting out information on 'Inverclyde Living' and for an Inverclyde Heritage Trail. Part of the process also involves integrating developments with LAGAN (Customer Relationship Management Software) for online services. Weblabs, the current provider for the website, have been asked for indicative costs and ICT are engaging with procurement regarding the development of site.

D. Nurtured

Overall, good progress is being made towards the achievement of this wellbeing outcome. Of the 22 performance measures established to measure progress in the delivery of this outcome:

- 3 performance measures are complete (14%)
- 14 performance measures are on track (64%)
- 4 performance measures have slightly slipped (18%)
- 1 performance measure has not yet started (4%)

Projects that are contributing towards the achievement of this outcome include the establishment of a Nurturing Collaborative to help reduce inequalities in vulnerable children in Inverclyde. Also, to help nurture our heritage, 8,880 records at the Watt Library have been catalogued and storage locations have been significantly updated resulting in improved access.

E. Active

Overall good progress is being made towards the achievement of this wellbeing outcome. Of the 7 performance measures established to measure progress in the delivery of this outcome:

- 3 performance measures are complete (43%)
- 3 performance measures are on track (43%)
- 1 performance measure has slightly slipped (14%)

Projects and initiatives that are contributing towards the achievement of this outcome include the appointment of a PE co-ordinator. The second sports hub at Ravenscraig is also now fully operational.

F. Respected & Responsible

Overall, good progress is being made towards the achievement of this wellbeing outcome. Of the 12 performance measures established to measure progress in the delivery of this outcome:

- 3 performance measures are now complete (25%)
- 6 are on track (50%)
- 3 have slightly slipped (25%)

Projects that are helping in the delivery of this outcome include the appointment of a new delivery partner, the Wise Group, to promote energy efficiency and grant availability. A number of new policies, such as Re-employment, Family Friendly, Disciplinary, Worklife Balance and a Noise at Work Policy have also been completed.

G. Included

Overall excellent progress is being made towards the achievement of this wellbeing outcome. Of the 12 performance measures established to measure progress in the delivery of this outcome:

- 3 performance measures are complete (25%)
- 8 performance measures are on track (67%)
- 1 performance measure has slightly slipped (8%)

Projects that are contributing towards the achievement of this outcome include an increase in the number of ESOL (English for speakers of other languages) groups in Inverclyde. Specialist ESOL support has also been introduced, e.g. Citizenship Groups and workplace ESOL within IBM.

6.0 CORPORATE 'HEALTH CHECK' INDICATORS

Service:	Finance
Indicator:	Payment of Invoices within 30 days
Relevance:	Demonstrates efficiency and effectiveness of arrangements for paying creditors.
Current Performance Level:	96.3% Period 1-12 (year ending 31 March 2014)
Target Performance Level:	94%
Analysis of Performance:	There has been a 0.27% increase in performance compared to the same period last year.
Trend:	Upward 96.03% year end 2013

Service:	Finance
Indicator:	Percentage of council tax billed and collected in current year
Relevance:	Demonstrates efficiency and effectiveness of Council Tax billing and collection processes. In addition, this information is reported annually to Audit Scotland and the Council's performance is benchmarked against that of other authorities.
Current Performance Level:	94.51% period 1-12 (year ending 31 March 2014)
Target Performance Level:	94% (financial year end total collection target)

Analysis of Performance:	Performance is 0.3% higher than the same time last year and is above target.
Trend:	Improving

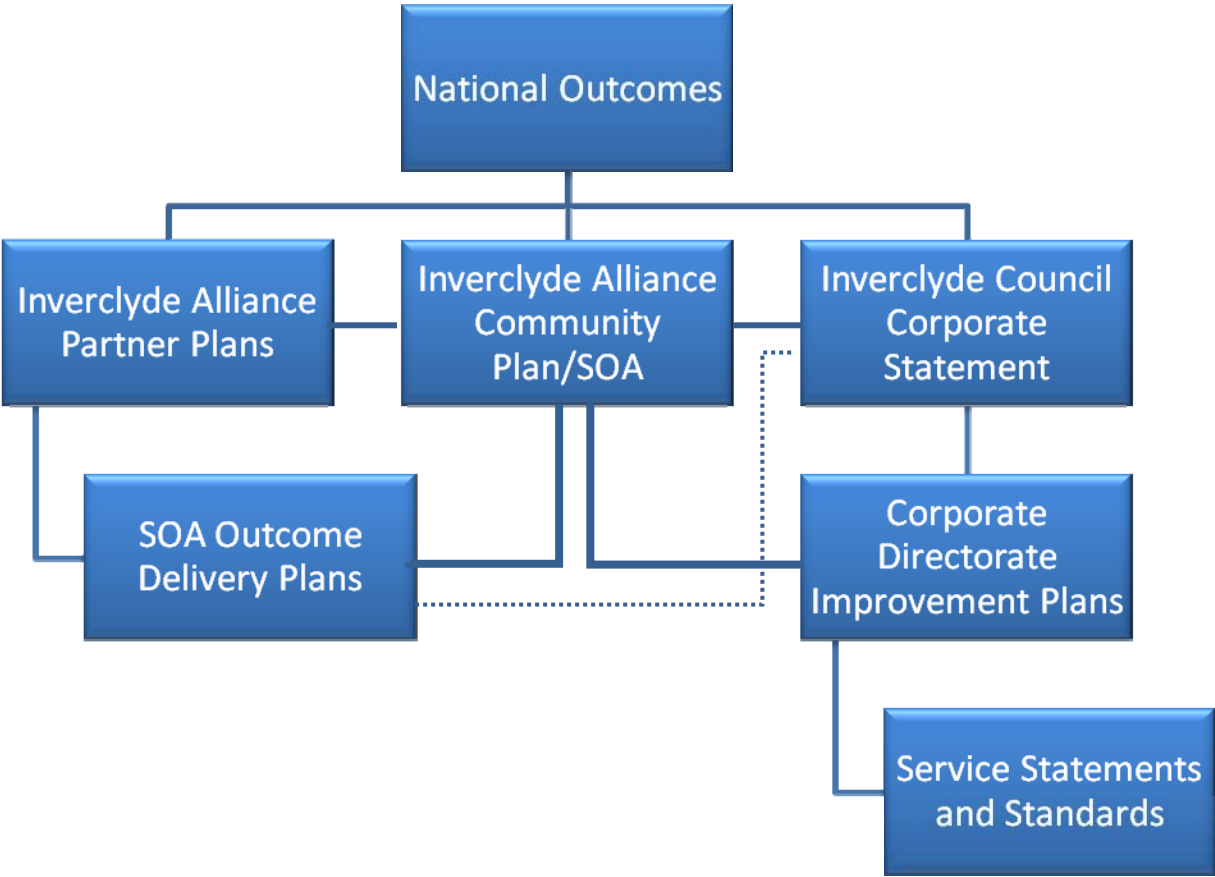
Service:	Customer Services and Business Transformation
Indicator:	Corporate Network Availability
Relevance:	Demonstrates availability of the network and access to ICT services required by services in their daily activities.
Current Performance Level:	100% March 14 (99.98% Rolling 12 month average)
Target Performance Level:	99.5%
Analysis of Performance:	High level of availability supports services in meeting their targets.
Trend:	Level

Service:	Customer Services and Business Transformation
Indicator:	Incident Response Times
Relevance:	Demonstrates responsiveness of the ICT Servicedesk to queries and requests for assistance.
Current Performance Level:	98.76% Mar 14 (98.67% Rolling 12 month average)
Target Performance Level:	90%
Analysis of Performance:	Ability to maintain high response rate supports staff in delivering services.
Trend:	Level

Service:	Organisational Development, Human Resources & Performance
Indicator:	Sickness Absence for Quarter 3
Relevance:	High levels of attendance lead to higher levels of service provision, heightened morale and, for the purposes of Best Value, the provision of competitive and effective services.
Current Performance Level:	5.14% Period 4 (Oct – Dec 2013) Average for 2013 4.87%
Target Performance Level:	4.75%
Analysis of Performance:	Performance is for this quarter is below target. Period 4 relates to the period October - December 2013. Figures for the period January to end March 2014 are currently being finalised. The average absence rate for 2013 was 4.87%
Trend:	Improvement – 5.34% Period 4 (Oct – Dec 2012) Static – 4.84% average for 2012.

Service:	Organisational Development, Human Resources & Performance
Indicator:	Incident Rates (per 1000 employees)
Relevance:	This indicator demonstrates the number of incidents per employee. Examples of types of incidents the indicator covers includes animal exposure, building / masonry fault, contact with electricity, road traffic accident and a slip, trip or fall.
Current Performance Level:	15 incidents per 1,000 employees
Target Performance Level:	12 incidents per 1,000 employees. For the first quarter 2013 there were 14.3 incidents reported per 1000 employees.
Analysis of Performance and Service Commentary:	<p>The number of incidents reported is relatively static; however the number of employee has reduced which has resulted in a rise in incident rate.</p> <p>This is the first opportunity to compare incident rates across quarters reported using the new reporting format which has made it easier for employees to record incidents, and raised the profile of incident reporting across the Council.</p>

	There has been an increase in slips trips and falls, a campaign to highlight and reduce risks from slips trips and falls is being developed.
Trend:	Slight rise



1. Safe

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>Data Protection</u> All CCTV installations and deployments controlled by the Council should operate to the same standards, be appropriately specified and maintained and should have a consistent approach and regard for privacy and data protection Develop an overall corporate approach to image retention, maintenance, procurement and use	An overall review of all the Council's installations and deployments of cameras will be carried out in 2013/14 and a set of common standards agreed and implemented by April 2015.	● Slight Slippage	Discussions have commenced and awaiting feedback from data governance group. In the meantime, the service is consulting with ICT on the long term strategy for the provision of public space CCTV.
EC&OD	<u>Tackling Violence & Knife Culture</u> Further reduction in the incidences of violence, knife crime and bullying - MVP embedded in all secondary schools	Roll out MVP to other secondary schools Violence Prevention Programmes including No Knives Better Lives developed and sustained. Anti bullying policy fully implemented	● On Track ● On Track ● On Track	See comment below on Violence Prevention A new steering group has been formed to begin the roll out of this programme to other schools. Educational Psychology leading in close consultation with VRU. Draft policy distributed for consultation.
EC&OD	<u>Health Protection / Food Safety</u> All businesses where there is a risk to food safety arising from cross contamination will have processes and procedures in place to eliminate or adequately control the risk in line with the guidance	Fully implement the FSAs Cross Contamination Guidance across businesses in line with programme detailed in the Official Feed and Food Services Plan by March 2015	● On Track	On track for completion mid 2014/15
EC&OD	<u>Health & Safety</u> The enforcement priorities of Inverclyde Council should be clear	Develop a new Health and Safety Strategy and Enforcement Policy for Inverclyde. Annual review to ensure it remains consistent with national policy	● Slight Slippage	Information required has now been forthcoming from government & HSE. Currently consulting with business bodies.

● Blue – Complete
 ● Green – On Track
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 ● Red – Significant Slippage

1. Safe

Appendix 2

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	<p>and understandable to local employers and those likely to be affected by their actions, both employees and others</p> <p>Enforcement will be consistent with national policies but at the same time will give maximum protection to the community and maximum support to local businesses</p>			
EC&OD	<p><u>Anti-social behaviour</u></p> <p>Anti-social behaviour and community safety services are aligned with current needs and are able to quickly react to changing circumstances</p> <p>Match resources to community needs</p>	<p>Carry out a full review of anti-social behaviour which will cover strategy and partnership working; a reassessment of priorities and any reconfiguration of services required.</p> <p>Review to be carried out by April 2014 with recommendations implemented over 2014/15 if approved</p>	<p>● On Track</p>	<p>The Anti-Social Behaviour Strategy identified several key issues which the Community Safety Partnership are progressing in 2014/15. Reconfiguration of services is currently underway within Service.</p>
ER&R	<p><u>Roads Network</u></p> <p>Maintain and improve the quality of the roads network infrastructure</p>	<p>Options report has been prepared for consideration in due course by Council. For priority works, funding has been identified through supported borrowing and CFCR for prioritised works in 2013/14. with £17m investment in roads infrastructure agreed.</p>	<p>● On Track</p>	<p>Budget spend on track for 2013/14 and starting to prepare future years programmes of works for 2014/15 and 2015/16. A report was considered at the March 2014 Committee,</p>

● Blue – Complete

● Green – On Track

● Amber – Slight Slippage

● Red – Significant Slippage

1. Safe



Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	<u>Data Protection</u> The Council's approach to data protection is fully developed	Develop training, policies and procedures	● Complete	Policies and procedures have been updated. Training module has been developed and is currently being rolled out.
ER&R	<u>Regulatory of Investigatory Powers (Scotland) Act (RIPSA)</u> Implement recommendations regarding improvements to be made at last inspection by Surveillance Commissioner	Carry out actions required to meet recommendations and report to Council on progress	● On Track	A report has been submitted to Policy & Resources containing an Action Plan. Steps are underway to implement the plan, particularly regarding training improvements. Latest Commissioner visit took place 27 February 2014
ER&R	<u>Risk Management</u> Implement and embed risk management in key business / management processes	Develop a Risk Management Action Plan by 31 August. Action Plan fully implemented by 31 March 2015	● Complete ● On Track	
ER&R	<u>Software Asset Management</u> Be confident that all software deployed on the network is fully licensed and all asset records are accurate	Working with services and suppliers to ensure compliance	● Complete	Action 1 - Servicedesk staff will now only install software where clear evidence exists of licences being available. Evidence available from Service desk of instances where users have claimed that software should be installed but couldn't provide evidence and the application wasn't installed. Action 2 - Domain Security settings prevent installation of system files in local or networked drives, however staff can still run executable files that may allow copying of non-application files to folders that they

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 ● Red – Significant Slippage

1. Safe**Appendix 2**

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
				have read/write access. There is no satisfactory method to prevent this without impacting on day to day use.

 **Blue – Complete** **Green – On Track** **Amber – Slight Slippage** **Red – Significant Slippage**

2. Healthy

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>SHAHRP</u> Increase understanding of the impact of alcohol misuse across S2/3 Fewer pupils involved in alcohol misuse	Implement a teacher and training pack with young people through guidance and PSE teachers with S2 cohort. First part of the research to be completed by 2014.	● On Track	Research is in year 2 and continuing in three establishments. The three secondaries that are part of the research are continuing to run PSE activities using the SHAHRP materials.
EC&OD	<u>Housing Investment</u> Adequate funding is available to meet affordable housing needs	SLP project completion by 31 March 2015 to be achieved in partnership with Registered Social Landlords Contributions in kind (IC) and new innovative funding proposals (RSLs) will be developed Regular project team meetings and monitoring by HSD	● On Track ● On Track ● On Track	SLP projects are currently on track in funding terms. Practical completion is being closely monitored due to potential delays on site Further land disposals to assist the development of affordable housing and innovating funding proposals are being investigated as part of the LHS action plans (on going) Further meetings with HSD and RSLs held in March 2014 to discuss forward planning and new business.
EC&OD	<u>Health & Wellbeing of Young People</u> Develop a similar facility to IYouthzone for the young people in Port Glasgow Improved outcomes for young people of Port Glasgow	Identify suitable premises Develop funding package for refurbishment and running costs Establish new facility with range of programmes to meet the needs of young people of Port Glasgow	● On Track ● On Track ● On Track	Potential premises have been identified. Range of funding options being explored. Earliest start date May 2014.

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 ● Red – Significant Slippage

3. Achieving






Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>External Funding Group</u> Establish development sessions for managers to support funding applications. Work in closer partnership with community and voluntary sector	Development group and funding officer to be more proactive in setting up training sessions / events	● Complete	A new External Funding Officer in place. Responsibilities for action have transferred to post holder.
EC&OD	<u>Literacy</u> Literacy Action Plan is in place and able to evidence improved practice and outcomes for literacy across all establishments and sectors	Use of evidence based approaches which lead to key improvements in literacy skills for all	● On Track	Figures at the end of December show that 409 adults were receiving literacies support. 223 of which were living in the top 15% SIMD. Of the 409, 196 received SQA accreditation. Work in partnership is continuing with local agencies to develop and deliver customised literacies support. For example, Trust Employability, Working Links and Action for Children.
EC&OD	<u>Learning Communities</u> Improve joint planning with partners including schools to create a network of learning communities with increased community use in schools	Pilot learning community in one identified area. Set process in place in line with Education Scotland (HMle) advice and guidance	● On Track	Guidance note has been sent out and shared with partners and school based staff regarding learning community inspections.
EC&OD	<u>Employability</u> Youth Employment Action Plan implemented and able to evidence improved practice and outcomes for employability across partner providers and partnerships	Implementation and robust evaluation of Inverclyde Youth Employment Action Plan Implementation and robust evaluation of Employability component of Adult Learning	● On Track ● On Track	Action Plan has been revised and submitted to the Alliance Board. A further 103 learners have accessed the work club provision. The Trust Employability number has increased to 135 clients receiving literacies support

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3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	Employment component of Adult Learning and Literacy Action Plan integrated within Working for Growth: Refreshed Employability Framework	and Literacy Action Plan integrated within Working for Growth refreshed employability framework.		with 64 receiving SQA accreditation
EC&OD	<u>Continuous Improvement Team</u> Embed core functions of continuous improvement work: professional dialogue, development and pastoral support Ensure a more collective approach to continuous improvement and to improving outcomes for all learners further Consistent approach to self evaluation A shared vision of what excellent self evaluation looks like	Fully implement Continuous Improvement Team guidelines Implement plans to further develop and share an understanding of excellent practice across establishments and learning communities Better partnership working in regard to self evaluation	 Complete  On Track  On Track	A full evaluation of the guidelines has been carried out and changes made as a result. While there has been a slippage in the setting up of learning communities, we have established the sharing of good practice as a standing item on the agenda of all Heads of Establishment meetings. A programme of School Reviews involving members of the Continuous Improvement Team is underway which is designed to validate the outcome of a school's self-evaluation process. In addition, self-evaluation is a standing item on the agenda for all Heads of Establishment meetings.
EC&OD	<u>Curriculum for Excellence</u> Curriculum for Excellence is being fully and effectively embedded across all educational establishments by confident staff who are delivering all pupil entitlements. providing high quality learning experiences, developing children and young people as Successful Learners, Confident Individuals, Effective Contributors	Work in partnership with Education Scotland to support and develop the confidence of staff to effectively deliver the Curriculum for Excellence across all sectors and establishments Work in partnership with SQA to support secondary teachers with delivery of the new	 On Track  On Track	Ongoing partnership working with Education Scotland to support teachers with the implementation of Curriculum for Excellence, in particular the implementation of the new National Qualifications. Verifiers for the new National Qualifications have been identified from across our secondary schools and covering a range of subject areas. SQA have delivered training to the verifiers and some have

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3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
		National Qualifications		already started to undertake verification duties outwith Inverclyde. SQA continue to update schools with advice and guidance regarding NQ courses.
		Fully embed the principles from the national 'Building the Curriculum' documents to deliver better outcomes for all children and young people	● On Track	The implementation of Curriculum for Excellence is work in progress. Staff in educational establishments and authority staff are working with a range of partners in an effort to ensure the implementation of the advice and principles from the Building the Curriculum documents is smooth and is focussed on improving outcomes for all children and young people.
		Review our interim Senior Phase model involving extensive consultation with all stakeholders	● On Track	A revised Senior Phase Model in terms of the number of courses pupils will undertake in S4 has been agreed by the Education and Communities Committee commencing in August 2015. Other aspects of the wider Senior Phase model are currently being discussed and planned by the Senior Phase Working Group chaired by the Director of Education, Communities and Organisational Development.
		Providing training and advice to primary and secondary teachers to enable them to support pupils with the production of P7 and S3 profiles	● On Track	Advice and training on P7 and S3 profiles has been provided to all schools. However, support is ongoing via QIM/QIO.
EC&OD	<u>Developing Leadership in Teachers</u> Schools and Early Years establishments are supported with the	Take steps to improve leadership capacity across all establishments, including:	● On Track	This action is ongoing. A range of approaches are being implemented across the Service to promote leadership development. For example, offering DHTs in primary schools the opportunity to

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 **Red – Significant Slippage**

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	implementation of the recommendations from 'Teaching Scotland's Future' (Donaldson Report)	<ul style="list-style-type: none"> - Develop a new partnership with University where there is a shared responsibility for key areas of teacher education - Review our PRD process to ensure that it needs the needs of all staff and will focus on professional needs 		<p>undertake an acting Head Teacher role until the post is advertised and filled on a permanent basis; giving aspiring Head Teachers the opportunity to serve on authority working groups. The work that is currently being undertaken on Professional Update and a revision of our PRD Policy will also promote leadership development.</p> <p>There are 2 pilot projects in Inverclyde with Strathclyde University working with the Clydeview Academy and Port Glasgow High School clusters to develop partnership working. The projects are focussing on new models of support for student teachers which will provide increased opportunities for teachers to be involved in the assessment of student teachers. Inverclyde is also working with 8 other local authorities with both Glasgow and Strathclyde Universities to develop engagement in lifelong teacher education from Initial Teacher Education to Masters Education.</p> <p>A review of the authority's PRD Policy is now underway as part of our work on Professional Update which will come into effect for all GTCS registered teachers in Inverclyde from August 2014.</p>
EC&OD	<u>Teacher Employment</u> Implement recommendations and advice from national reviews relating to teachers' terms and conditions of service	Working closely with HR and teacher Trade Unions to ensure a smooth implementation of recommendations based on advice received from SNCT	● On Track	This area of work is ongoing. The main vehicle for this liaison with HR and TUs is through the Informal LNCT meetings which take place every 8 weeks. This is ongoing. The agenda items for the informal LNCT meetings are jointly agreed between the TUs and the Head of Education.

● Blue – Complete

● Green – On Track

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3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
		Ensure planned changes are focus of work of informal LNCT		
EC&OD	<u>Virtual School</u> Establish a 'virtual school' for pupils who have proved more challenging to track in terms of progress and outcomes These pupils will be regularly tracked and monitored through the ASN monitoring forum	Create a 'virtual school' which will be managed by a 'virtual team' at the centre Identify pupils in out of authority placements Improved tracking and transition planning Better support provided for pupils identified	● On Track ● On Track ● On Track ● On Track	A more effective database to support this work is being developed. Linking more effectively with the Virtual School
EC&OD	<u>New Libraries</u> Improved library facilities in Central Greenock and Inverkip	Full refurbishment of ground floor of Wallace Place to house Greenock Central Library by end 2014 Inclusion of library space within new community centre planned for Inverkip by end 2014	● On Track ● On Track	Greenock Central building works ongoing. Inverkip Community Centre at planning application stage.
EC&OD	<u>Adult Learning Service (libraries)</u> A modern and innovative digital participation hub utilising new technology and wi-fi to get people online with a particular focus on employability	Innovative adult learning delivery and extension of partnerships with organisations such as Job Centre Plus and Skills Development Scotland Development of outreach techniques	● On Track ● On Track	Ipad and laptop classes delivered. Established links with JCP (making links to our classes and Job clubs drop-ins; welfare reform training for staff) and SDS. Training in New Technologies: staff training in using eReaders, iPads, tablets, MP3 players to provide library services ran Oct 13-Jan 14. 29 learners at CLD-run Jobs Club drop-in since January 2013. 29 learners at CLD-run basic IT

● Blue – Complete

● Green – On Track

● Amber – Slight Slippage

● Red – Significant Slippage

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
		March 2014		Jobs Club drop-in started at Central Sep 2013. 47 learners of working age in library's own basic IT classes from March 2013 – January 2014
EC&OD	<u>Library Services for Young Adults</u> Improved library services for the 12-16 year age group	Development of collection	● On Track	Collection of teenage e-books has been extended and developed. This collection will be promoted through the forthcoming Library Skills course due to be delivered to Lady Alice P7 pupils in April/ May with a view to them soon becoming teenage library members.
		Increased collaboration with school libraries	● On Track	Steering group meetings scheduled for public/ school library collaboration
		Establishment of a teen book club	● On Track	Book of the Film teenage group planned to begin May 2014.
		Use of new media to further engage with teens	● On Track	Huge increase in Libraries Facebook page activity, including usage linked to author visits.
		A programme of author visits	● On Track	Successful author visit with 60 pupils from St Stephen's and Port Glasgow High School took place in November 2013 to celebrate Book Week Scotland. Author visit scheduled for Central Library with Clydeview Academy visiting to celebrate World Book Day (6 March 2014). Storyteller due to visit young people at Kylemore Children's Home to celebrate World Book Day.
		Involvement of teens in stock selection and planning of activities within libraries	● On Track	Alphabet Soup competition open to 12-16 year olds and discussions ongoing with Port Glasgow High School about library funding a chef demonstration session within the school. Young people from Notre Dame High School due to visit South West Library at end February to participate in My Inverclyde intergenerational activity.

● Blue – Complete

● Green – On Track

● Amber – Slight Slippage

● Red – Significant Slippage

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>Env Health / Trading Standards</u> We are able to benchmark the services against those provided by both neighbouring and more comparable Scottish authorities to ensure that the services are performing as well as they can within the financial and structural circumstances they operate under.	Work with APSE and other Scottish Environmental Health and Trading Standards to develop a more meaningful basket of KPIs for these services to allow meaningful benchmarking. Initial KPIs to be agreed by March 2014.	● Slight Slippage	Initial working group meetings have proposed an initial set of KPIs for Environmental Health. These will have to be widely consulted on before adoption. More significant delay in Trading Standards as this is being co-ordinated by Trading Standards Scotland so we do not have an agreed timescale at present.
EC&OD	<u>Adult Learning</u> All adult learning provision is mapped. Processes are in place to ensure no learner completes a programme without being encouraged to continue their learning	Map all of adult learning provision, process developed and agreed with providers receiving public funding to support continued engagement	● On Track	Provision pathways discussions have begun through the Adult Learning and Literacies Sub Group. The Community Learning and Development Prospectus has been opened up to partner organisations and details of their provision have been added. Further mapping activity will take place in November 2013. Links have been made with Essential Skills Department of West of Scotland College. Learner induction pack is currently being developed to show progression options.
EC&OD	<u>Competitiveness</u> Effective processes are in place to ensure challenge and improvement. These are used consistently across services.	Enhancement of self evaluation guidelines and processes regarding competitiveness and challenge	● On Track	Performance Corporate Improvement Group has undertaken to develop this within the self evaluation guidance. The Council is also participating in formal benchmarking via the SOLACE Benchmarking indicators.
EC&OD	<u>Self Evaluation</u> Self Evaluation is embedded into everyday performance and management and planning processes	Training rolled out across services and guidance distributed across the Councils by December 2014	● On Track	Training complete and self-evaluation guidance 'Planning for Delivery and to Secure Improvement' distributed. The CMT has also approved a further round of service self-evaluation using the Public Service Improvement Framework (PSIF).

 **Blue – Complete**
 **Green – On Track**
 **Amber – Slight Slippage**
 **Red – Significant Slippage**

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>Strategic Planning & Performance Management Framework</u> All employees are aware of the Council's vision, outcomes and values and these are embedded in service planning Integration of the wellbeing outcomes across all planning and performance management across the Council and Inverclyde Alliance Partners	Information readily accessible on ICON Develop Information Packs Provide further training sessions Provision of drop in sessions to support services in the development of plans and strategies June – December 2013	● Complete ● Complete ● Complete ● Complete	Information for employees was updated on ICON in June 2013. Revised information and new links placed on ICON in June. Workshops held over July - September where further information on the SPPMF was circulated to senior managers. As above A series of fortnightly drop in sessions was established.
EC&OD	<u>Public Performance Reporting</u> PPR is easily accessible to members of the public Alls services play a role in making performance information accessible	Improve information on web from all services Provide information in varying formats Provide information in different formats to ensure that it is meaningful at all levels of the organisation	● On Track ● On Track ● On Track	New performance web pages have been designed and were published in early February. The web pages will develop further as new performance information becomes available. This is an ongoing action.

● Blue – Complete

● Green – On Track

● Amber – Slight Slippage

● Red – Significant Slippage

3. Achieving







Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
		Work with libraries to assess demand and to facilitate access via the web to members of the public	Not yet started	
		Utilise INVIEW as a means of providing performance information to all households	Not yet started	Discussions will take place with Corporate Communications around including performance information, such as new SOLACE indicators, in Spring edition of Inview
EC&OD	<u>Inverclyde Performs</u> Inverclyde Performs is used to record and report all performance across the Council Inverclyde Performs is used for both performance management and ongoing self evaluation by managers, officers and Councillors	Further training for Inverclyde Performs Users Work with DMTs and EMTs to establish training needs and develop a training plan Work with services to identify which plans, strategies and projects should be developed on Inverclyde Performs	● On Track ● On Track ● On Track	Training was carried out in December 2013 with Educational Psychology Service, further training planned with Active Living Strategy Group. CDIPs lead officers are all using the system. As above Ongoing development of system, SOA Outcome Delivery Group Action Plans have been uploaded to the system. New SOLACE indicators also uploaded.
EC&OD	<u>HR 21</u> The maximum number of employees are able to use HR21 to manage their personal information requests for leave, employee development etc Sickness Absence recording and statistics drawn from Chris 21 – Pensions auto enrolment	HR21 to be rolled out to Education, CHCP in 2013 and Environmental Services & PA&FM March 2014 Pilot for compiling statistics from Chris 21 in OD, HR & Comms in September 2013 Extend pilot to other services in parallel with self service	● On Track ● On Track	Pilot ongoing for PA&FM, CHCP completed. Report considered at P&R Committee meeting in March. Services given training in pulling data from Chris 21.

 **Blue – Complete**
 **Green – On Track**
 **Amber – Slight Slippage**
 **Red – Significant Slippage**

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	– Real time information from HMRC	<p>April 2014</p> <p>Software installation and process review to ensure compliance; liaison with the Pensions Regulator, SPFO and SPPA by May 2013</p> <p>Software installation and process review to ensure compliance; liaison with the HMRC and BACS software provider by August 2013</p>	<p> Slight Slippage</p> <p> Complete</p>	Appropriate software has not yet been installed due to supplier failure. Manual workarounds are in place to ensure compliance
EC&OD	<p><u>Recruitment Portal</u></p> <p>Recruitment portal to be upgraded. On / Grasp software</p>	<p>Training / e-learning / development of new Recruitment Handbook for Managers</p> <p>Move to Talent Link</p>	<p> On Track</p> <p> On Track</p>	<p>Awaiting software from Cosla.</p> <p>As above</p>
EC&OD	<p><u>Workforce Development Plan</u></p> <p>To deliver the four themes as outlined in the Workforce Development Plan</p>	Implement the actions as identified within the 4 workstreams within the Plan	 On Track	Plan in full progress
EC&OD	<p><u>Corporate Communications Strategy</u></p> <p>To have an agreed Corporate Communications Strategy</p>	Development of Communications Strategy working with services and the CMT	 On Track	<p>Draft Strategy initiated, research being undertaken.</p> <p>To be completed by June 2014.</p>

 **Blue – Complete**
 **Green – On Track**
 **Amber – Slight Slippage**
 **Red – Significant Slippage**

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>Social Media</u> Use of Social Media as a co-ordinated means of communication and customer contact across the organisation	Creation of social media guidelines for use across the Council and schools	● Complete	
EC&OD	<u>Website</u> Review and design a new Council website including online services	Review content of the website via a cross departmental content review team Draft a new design and agree with CMT	● Significant Slippage ● Significant Slippage	ICT developing paper regarding options going forward. Graphic design have created potential themes for new look website. Additional sites to be developed covering Inverclyde Living for Repopulation Outcome Delivery Group and Heritage Trail. Also integrating developments with LAGAN (Customer Relationship Management Software). Have asked weblabs for indicative costs and engaging with procurement regarding development of site. Slippage from Jan 2014 timescale.
EC&OD	<u>Events</u> Carry out reviews of certain events - Fireworks, Gourock Highland Games and Christmas Lights Switch On Improved events listing on website	Cross service events group to be set up and to report to the CMT	● On Track	Council events are ongoing.
EC&OD	<u>Press & Media</u> Conduct a review of the Media Relations Protocol	Prepare draft media relations protocol and issue to CMT and Senior Councillors by end June 2013 Carry out media training	● Complete ● Slight	Looking at alternative Media training

● Blue – Complete

● Green – On Track

● Amber – Slight Slippage

● Red – Significant Slippage

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
		events for key Council staff by end December 2013	Slippage	
EC&OD	<u>Inview</u> Review the design, layout and frequency of publication of Inview	Create Reader Survey to assess readership views of InView by November 2013	● Complete	
ER&R	<u>Property Estates Management</u> Reduce the number of buildings, refurbish and improve the efficiency of those remaining. Asset Management Plan includes the refurbishment of Greenock municipal buildings, Central Library Offices, Wallace Place and creation of new Port Glasgow Office and the closure of Cathcart House, West Stewart Street Office, Newark House, Strone Office and others.	Asset Management Plan agreed, implemented and ongoing with funding in place. Projected completion summer 2014	● On Track	Cathcart House vacated May 2013. Projected completion of Wallace Place, Central Library and Princes Street by summer 2014 allowing closure of Newark House, Dalrymple House, Kirn House 99 Dalrymple Street and Gourock Municipal buildings
ER&R	<u>School Estate Management Plan</u> School Estate Management Plan complete with all schools replaced or fully modernised	Complete current projects and complete primary school refurbishment programme	● On Track	With the completion of major projects in 2013/14 i.e. Lomond View Academy, St Columba's High School and the Port Glasgow Community Campus, the School Estate condition ratings are currently at 100% of secondary schools in condition A and 90% of primary schools in condition A or B. Further major primary school refurbishment projects are being progressed with Ardgowan Primary School planned to commence in March 14 and St Patrick's and Kilmacolm Primary Schools in summer 2015.

● Blue – Complete






● Green – On Track


● Amber – Slight Slippage

● Red – Significant Slippage

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	<u>Grounds Asset Management</u> Fully developed Land Asset Plan to include open spaces, cemeteries, strategies and play area provisioning	Continue phased play area development Identify cemeteries, implement next phase of investment in 2013/14 Ongoing site by site condition assessment to inform budget setting priorities	 Slight Slippage	Plans for this year and next year approved and in progress. Some slippage on specific projects Draft Cemetery Plan has been to CMT and will be formally reported on completion of the AMP Plan in progress. Draft to CMT due by end of March 2014.
ER&R	<u>Tourism</u> All available tourism opportunities are maximised	Utilisation of current tourism action plan	 On Track	Budget spend on track for 2013/14. Outputs delivery on target as per plan.
ER&R	<u>Building Standards</u> Compliance with nationally agreed Local Authority Building Standards Scotland (LABSS) and Scottish Government Building Standards Division (BSD) Continuous Improvement Plan	Undertake procedural changes identified as Key Performance Outcomes, completion dates staged	 Complete	Action now complete.
ER&R	<u>Development Management</u> Compliance with targets set in the Planning Service Improvement Plan	Encourage use of the ePlanning system Work with customers to deliver faster planning decisions Review the Planning Enforcement Charter	 Complete	
ER&R	<u>Riverside Inverclyde</u> Riverside Inverclyde – Deliver Operating Plan	Ongoing monitoring and review against RI milestones	 On Track	New 2014/17 Joint Operating Plan prepared and was considered by Committee in March.

 **Blue – Complete**
 **Green – On Track**
 **Amber – Slight Slippage**
 **Red – Significant Slippage**

3. Achieving

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	<u>Repopulation</u> Stabilise population within Inverclyde	Develop and implement Action Plan	● On Track	Action Plan developed with milestones and an update to the March P&R Committee.
ER&R	<u>Service Accountancy</u> Improve the budget management by budget holders whilst managing a reduction in accountancy staff by 4 FTE	Improve systems and associated management information. Improve budget holder knowledge and increase self reliance	● On Track ● On Track	Implemented a bi-monthly monitoring reporting system, maintaining monthly information to CMT. Budget holder training has been delivered to non teaching budget holders and planned for teaching staff. Move towards full monitoring for Committee reporting progressing
ER&R	<u>Finance Related Systems</u> – Implementation of SWIFT finance module – Full on-line payment capability 24 hour access – Reduction in face to face payments	Pilot implemented by March 2013, full roll out programme during 2013/14 Upgrade systems and implement new procedures	● On Track ● Complete	On track, rolled out to a number of services within CHCP. Upgrade completed October 13.
ER&R	<u>Customer Service Centre</u> Greater online and telephone contacts speeding up service delivery and making efficiencies	Work with ICT and Corporate Communications to ensure that effective systems and processes are in place to facilitate channel shift. Progress will be tracked through the Customer Service Action Plan. Rolling programme over 3 years.	● On Track	A channel shift Project Board has been established and work is underway to procure an ICT platform that will facilitate self-service which is essential in order to deliver effective channel shift. Work has also begun to set priority levels for areas where it has been identified that channel shift could bring about efficiencies. Channel shift progress is reported and reviewed through the modernisation CIG.

● Blue – Complete

● Green – On Track

● Amber – Slight Slippage

● Red – Significant Slippage

3. Achieving




Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	<u>Customer Service Centre</u> In line with the CS Strategy, have Service Level Agreements in place between the CSC and all relevant services.	Development of Service Level Agreements between the CSC and all relevant services.	● Slight Slippage	The appointment of the Development Officer in Customer Services has helped progress the task of completing Service Level Agreements.
ER&R	<u>Customer Service Centre</u> Expand the range of customer service enquiries at first point of contact	Migration of appropriate services into the Customer Service Centre for front facing and telephony contact with customers. Progress will be tracked through the Customer Service Action Plan and the Corporate Improvement Group	● On Track	This task will run concurrently with channel shift and the procurement of a self service module will also be an enabler for the migration of services along with the roll out of the corporate Electronic Document Records Management System. Progress on this task is also reported and reviewed through the modernisation CIG.
ER&R	<u>Welfare Reform Agenda</u> Introduce and deliver the council tax reduction scheme, the Scottish Welfare Fund and the changes to Housing Benefit legislation from April 2013 and manage the impact of the move to universal credit	Oversight from the Project Board with regular reports to Committee on key milestones	● On Track	On target with reports going to every Committee updating on Scottish Welfare Fund, Discretionary Housing Payments, Financial Inclusion and the move to Universal Credit
ER&R	<u>Procurement</u> Deliver Strategic Procurement Framework and achieve improved PCA performance	Monitored via the Procurement Board and regular committee updates	● Complete	PCA score assessed at 'Improved' Performance in October. Score of 54% achieved.

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

4. Nurtured

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>Pupil Support</u> Complete a reconfiguration of support staff infrastructure, making a more efficient use of resources and teaching so that pupils needs are more effectively met	This will be taken forward by the Review Reference group and sub-groups and will include: a. A full audit including a survey and consultation with all stakeholders b. Development of model options based on the proposed direction	 Slight Slippage	
EC&OD	<u>Volunteering</u> Opportunities for volunteering are co-ordinated and quality assured. Number of opportunities increased. Numbers gaining accreditation for volunteering increased.	Co-ordinate planning for volunteering across establishments, CLD, Youth Employment Action Plan and voluntary sector and identify opportunities for accreditation.	 On Track	We have 22 active volunteers in the literacies provision at the moment, 11 across adult learning, Wider Opportunities for Older People project, 6 active volunteers in ESOL sessions. We have a further 36 volunteers across 18 co-producing community groups who are delivering services for older people. We have 21 new volunteer tutors undertaking the new PDA SALL literacies volunteering qualification at the moment. We are also working towards achieving 'volunteer friendly' status through the volunteer centre at the moment.
EC&OD	<u>Strategic Guidance for CLD</u> Implementation Plan in place. Progress made in realising outcomes of CLD strategic guidance specifically: (1) improved life chances for people of all ages, including young people in particular, through learning, personal development and active citizenship (2) Stronger, more resilient,	Develop implementation plan using process agreed at Education Committee with emphasis on SOA Delivery Groups Establish priorities and baseline for measuring progress towards achievement of outcomes	 On Track	The CLD Implementation Strategy was agreed by the Alliance Board in December 2013 and by Education & Communities Committee in January 2014.

 **Blue – Complete**
 **Green – On Track**
 **Amber – Slight Slippage**
 **Red – Significant Slippage**

4. Nurtured

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
	supportive, influential and inclusive communities			
EC&OD	<u>Children and Young Person's Bill</u> Fully implement GIRFEC model and use of wellbeing outcomes through GIRFEC Champions approach Business processes across the Education, CHCP and partners to support the implementation of the Act A training strategy, both single and multi agency in place Fully implement by 2016 additional extra years hours	Implementation of GIRFEC Consultative approaches adopted Training Strategy delivered	● On Track ● On Track Not yet started	Partnership group are progressing with each area, with officers being close to completion of a draft 'one plan'. GIRFEC champions continue to take work forward in educational establishments. As above This will follow having completed the above actions.
EC&OD	<u>Early Years / Nurturing Collaborative</u> We are delivering tangible improvements in outcomes and reducing inequalities in vulnerable children in Inverclyde	Establishment of the Nurturing Collaborative Engagement in the Early Years Collaborative learning sessions run by the Scottish Government Development of an action plan focused on early intervention and prevention in relation to the EYC 'stretch aims'	● Complete ● On Track ● On Track	A cross-agency Nurturing Collaborative Group has been established and meets regularly. SG Learning Session 4 took place on 28/29 January and was attended by a number of officers from across Education Services & CHCP. The next sessions are planned for June 2014. A programme manager has been appointed and commenced post on 27 January. A key task of the post is to develop an implementation plan which will include how the 5 workstreams will be taken forward locally.

● Blue – Complete

● Green – On Track





● Amber – Slight Slippage

● Red – Significant Slippage

4. Nurtured

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>Museum Accreditation</u> Maintain McLean Museum accredited status under the ACE/ MGS scheme	Fulfil the requirements of the ACE/ MGS Scheme in the areas of organisational health; collections; users and their experiences	● Complete	Accreditation achieved November 2013.
EC&OD	<u>New Cultural Hub</u> A new Cultural Hub for Inverclyde. This requires successful Round 1 HLF bid plus development funding for Round 2.	Complete round 1 bid and submit by March 2013. Round 2 bid submitted September 2014	● Slight Slippage	Round 1 bid submitted 30 Nov 2013. Outcome should be known by May 2014.
EC&OD	<u>Archives</u> Improved storage and preservation of, and access to, the Watt Library archives	Development of a better storage facility to protect the archives Use of preservation materials to prolong its life Cataloguing of materials for improved access	● On Track ● On track ● On Track	Installation of new shelves unavailable due to dry rot. Inventoried records have been boxed, had storage locations significantly updated improving access. Preservation and conservation work carried out as necessary through purchase of PD5454 compliant materials. 8880 records catalogued; online finding aids available for historic local government and Parish Council collections. Inventoried records have been boxed, had storage locations significantly updated improving access.
EC&OD	<u>Community Councils</u> All community representatives are skilled and confident in meeting the	Enhanced programme of training and support for community representatives, including embedding of training	● On Track	Series of events arranged for March 2014 to progress this.

 **Blue – Complete**
 **Green – On Track**
 **Amber – Slight Slippage**
 **Red – Significant Slippage**

4. Nurtured

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
	challenges of their changing role	in ongoing activities and meetings		
EC&OD	<u>Young Scot Cards</u> Young Scot Card system extended to include Kidz cards for all children aged between 4 and 11 resident or attending school in Inverclyde	Negotiate with Young Scot to introduce Kidzcards in Inverclyde. Establish systems and quality assurance procedures	● On Track ● On Track	Discussions with Improvement Service ongoing. Plan for pilot within one primary school from August 2014.
EC&OD	<u>SOA</u> New revised SOA available with new approaches developed to meet Scottish Government expectations, including preventative and early intervention work and policy and resources across partnership	Hold workshops with all partners Subgroups set up to deal with resource development and measurement - August 2013	● Complete ● Slight Slippage	Workshops were held in summer 2013. Questionnaire designed for partners and workshops to follow.
EC&OD	<u>Absence Management</u> Reduce the absence rate across the Council to below 4.75% Consider standardised reporting to align with the SOLACE indicators	Continuation of the automation of processes(links to HR21 development) New HR interventions / pilots to assist management and reduce absence level Report to CMT and P&R Committee on standardisation of KPIs - August 2014	● Slight Slippage ● On Track ● On Track	Quarter 4 2013 absence rate 5.14% (below target) Draft SOLACE performance data shows that we have an improved national ranking in relation to absence management. Preparing systems, a report has been considered by CMT and a report is being prepared to go to the P&R Committee

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

5. Active

Appendix 2

Directorate	Improvement Action	Performance Measure	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>PE Provision</u> 100% of primary schools achieving two periods per week of quality PE	PE co-ordinator recruited by May 2013 PE Plan implemented Number of schools providing minimum 2 hours PE to be increased by June 2014	● Complete ● On Track ● On Track	PE co-ordinator appointed, start date to be confirmed. Confirmation of national funding extension until June 2016. Local funding level confirmation to follow meeting at end of February. PEPAS officer appointed start date TBC likely to commence planning April 2014. Confirmation of national funding extension until June 2016. Local funding level confirmation to follow meeting at end of February. PEPAS officer appointed start date TBC likely to commence planning April 2014
EC&OD	<u>Community Sports Hub</u> A minimum of 3 Community Sports Hubs will be established and fully operational in Inverclyde	First hub fully operational by August 2013 Second hub fully operational by April 2014	● Complete ● Complete	First CSH identified as Parklea CSH. All existing club users identified and invited to initial information meeting at St Stephen's High School. Interested clubs opted to engage in Parklea CSH. Executive management committee & constitution established. Several events and Coach Education days hosted by the Parklea CSH. Ravenscraig Community Sports Hub fully operational.

● Blue – Complete

● Green – On Track

● Amber – Slight Slippage

● Red – Significant Slippage

5. Active

Appendix 2

		Third hub fully operational by April 2015	● On Track	
EC&OD	<u>Sports Framework</u> Sports Framework will be drafted, consulted on and finalised. Group established to monitor implementation	Draft for consultation prepared by April 2013 with final Plan reported to Committee and launched in August / September 2013 Annual review of implementation from May 2014	● Slight Slippage	Working groups completed. Final draft to be consulted with internally by Sports Framework Group shortly before launch.

● Blue – Complete





● Green – On Track

● Amber – Slight Slippage

● Red – Significant Slippage

6. Respected & Responsible

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>Teenage Pregnancy</u> Teenage pregnancy is below national average in target areas Supports in place to continue education if pregnant Effective and meaningful self assessment which informs planning / delivery to successfully support young people	Health and Wellbeing Programme universally available	 Slight Slippage	More work requires to be done with secondary schools to embed the SHRE programme.
EC&OD	<u>Museum Services for Young People (16-24)</u> Work in partnership with the National Museum of Scotland on a project for this age group entitled 'Scotland Creates' with theme 'A Sense of Place'	Liaise with NMS Project Manager and Steering Group to create exhibitions / event programmes in Greenock by Aug/Sept 2013 and Edinburgh July/December 2014	 Complete	Museum has completed the exhibition phase of the project. Three work experience students worked on it, five volunteers who created all aspects of the show from researching texts to supplying graphics and photographs for the panels and a further two who assisted with some works. Around 25 young people attended presentations about the Clyde Pottery, the subject of the show. Further creative work with Scottish Ballet for around 20 young people is being planned as part of this project and there is further collaboration with National Museums Scotland to come in the second year of the project.
EC&OD	<u>Housing Repairs Enforcement</u> Homeowners take on their responsibilities with the appropriate information and guidance available to them for common properties etc. which assists in leading to reduced levels	Review Housing Enforcement Policy Provide a range of information and signposting via various formats to householders to inform, advise and guide them in attending to matters of	 Slight Slippage  On Track	Review continues. Report to Committee is planned for the May cycle of committee meetings. Discussion has been held with the Scottish Housing Best Value Network (SHBVN) regarding a proposal to develop a national, online advice & information resource. The availability of contributory funding of £2k from Inverclyde Council has been confirmed to the SHBVN. Other LAs are

 **Blue – Complete**
 **Green – On Track**
 **Amber – Slight Slippage**
 **Red – Significant Slippage**

6. Respected & Responsible

Appendix 2

Directorate	Where Do We Want To Be?	How Will We Get There? (improvement action)	BRAG Status (Blue, Red, Amber Green)	Comment
	of disrepair. Minimum formal enforcement role for the Council in the future	disrepair to their property		understood to have confirmed their contributory funding, although not all 32 LAs have, however there difficulties in finding a 'host' body to manage the funding as it has been confirmed that SHBVN are unable to offer this facility.
EC&OD	<u>Home Energy Efficiency (private)</u> Better take up of grants by private owners More use of new available measures for 'difficult to treat' houses	Promote grant availability and improved energy efficiency to owners Continue to target 'difficult to treat' houses for investment March 2016	● On Track ● On Track	New delivery partner (the Wise Group) appointed and Heeps programme is now underway. New Funding will be available for 2014/15. i Heat project (advocacy, information and advice) due to begin in late February 2014 An area in Greenock has been identified and a promotional campaign has begun to encourage owner participation over this calendar year.
EC&OD	<u>Parking Management & Enforcement</u> Parking is decriminalised and enforcement transferred to Safer and Inclusive Communities	Transfer of enforcement following decriminalisation with fully trained team in place likely to commence in August 2014	● On Track	The Reporter is expected to announce his findings in May 2014. If nothing adverse full implementation will be on time. Back off tender invites will be issued shortly.

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

6. Respected & Responsible

Appendix 2


Directorate	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
ER&R	<u>FOI Publication Scheme</u> FOI Publication Scheme. New scheme in place for implementation 31 May 2013	Develop and populate new Scheme liaising with services as required	● Complete	Complete. New Scheme has been available to view on the Council's website since 31 May 2013.
ER&R	<u>Community Councils Liaison</u> Updated and established processes and procedures in place to reflect best practice	Develop a suite of guidance materials for use by the service and Community Councils by 31 July 2013	● Slight Slippage	A comprehensive handbook for community councils has been prepared. Final internal consultation is ongoing prior to issue to all community councils. It is anticipated this internal consultation should be completed by the end of April 2014 at the latest.
ER&R	<u>Public Information Notices Portal</u> Council public notices published online	Redevelopment of the Council website and public notices published on Public Information Notices (PINS) portal by December 2014.	● Complete	
ER&R	<u>Policy Development</u> Remaining corporate policies to be updated and brought into line with current legislation, case law and guidance / good practice	Identify priority policies based on legislative need, risk to the council and information gaps	● On Track	Re-employment Policy, Family Friendly, Disciplinary, Worklife Balance and Noise at Work Policy have been completed.
EC&OD	<u>Planning Policy (Carbon Management)</u> Reductions in carbon dioxide	Implement Carbon Management Plan	● On Track	Between 2011/12 and 2012/13, we saw an overall reduction of 5.19% in the Council's carbon emissions, against an


 **Blue – Complete**
 **Green – On Track**
 **Amber – Slight Slippage**
 **Red – Significant Slippage**

6. Respected & Responsible

Appendix 2

	emissions			<p>annual target of 2.4% and a 5-year target of 12%. While the reduction is encouraging, it should be noted that it is mainly attributable to the positive performance of waste where emissions reduced by more than 18%.</p> <p>Emissions also reduced from street lighting and business travel but there were increases from energy use in buildings (7.86%) and fleet transport₁ (2.72%). (Emissions from water were unchanged between 2011/12 and 2012/13).</p> <p>Overall, therefore, had we not experienced a considerable reduction in emissions from waste, we would have seen an increase of 5.28% in emissions during year one of the Carbon Management Plan 2012/17.</p>
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 Blue – Complete







 Green – On Track

 Amber – Slight Slippage

 Red – Significant Slippage

7. Included

Appendix 2

	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>Equalities</u> Requirements of the General Duty and Specific Duties are embedded in service delivery across all Directorates Service delivery better meets the needs of people with protected characteristics	Continue to provide appropriate guidance and support to Directorates Appoint an equalities officer to progress the Council's commitment to Equalities consistently across all services to ensure better outcomes Increase representation on Corporate Equalities Group to include a wide range of people with protected characteristics	 On Track  Complete  On Track	Advice and guidance is available to all services Officer is now in post. An Equalities Forum has been scoped and planning for an initial meeting underway
EC&OD	<u>Welfare Reform Bill</u> All educational establishments to have full understanding and be prepared for the potential impact of the Bill. Range of community based learning programmes available to meet needs identified	Continue implementation of Financial Learning component of Financial Inclusion Strategy Liaise with RSLs regarding the impact of Welfare Reform	 On Track  On Track	An input has been provided to head teachers about the impact of Welfare Reform. Actions have emerged from this which will be followed up. RSLs represented on Financial Inclusion Partnership, Support and Connect Bid being submitted by RCH to provide one stop shop for financial advice, RSLs have funded Financial Fitness to work specifically with their clients who are struggling.
EC&OD	<u>Engagement with Young People</u> Young people across Inverclyde have a range of co-ordinated opportunities to be involved in decision making affecting their schools, services for young	Incorporate Young Citizens' Panel within the Youth Participation Strategy identified in SOA 6	 Slight Slippage	A Youth Participation Strategy Development Group has been formed and is chaired by the Children's Rights Officer. The group has met 4 times since November 2013. Development of the Young Citizens' Panel is uncertain due to a lack of financial resources and other less resources intensive options are being investigated.

 **Blue – Complete**
 **Green – On Track**
 **Amber – Slight Slippage**
 **Red – Significant Slippage**

7. Included

Appendix 2

	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
	<p>people and communities</p> <p>Young people's voices are heard and their issues taken into consideration in service development and delivery</p>			
EC&OD	<p><u>Communication Friendly Schools</u></p> <p>Signage in and around Port Glasgow Shared Campus will accommodate the communication needs of all learners</p> <p>Learners and adults in the new campus will have access to good quality information relating to the diversity of need across the campus</p> <p>All children and young people will be appropriately prepared for transition to the new campus. Cross campus events will be a regular occurrence and these also involve the local community</p>	<p>An Action Plan will be formulated by the Communication Friendly Working Group based on a needs analysis of the developments required to take forward the aims identified</p>	<p>● Complete</p>	<p>The Action Plan is complete. The next step is the implementation of the actions.</p>
EC&OD	<p><u>LAAC</u></p> <p>Reduce the number of LAAC exclusion</p> <p>Improved attainment for LAAC</p>	<p>Roll out Positive Relationships and Positive Behaviour Policy</p>	<p>● On Track</p>	<p>Policy has been rolled out. Exclusions have been reduced.</p>

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage

7. Included

Appendix 2

	Where Do We Want To Be?	How Will We Get There? (Improvement Action)	BRAG Status (Blue, Red, Amber Green)	Comment
EC&OD	<u>Museum Services for Young People (16-24)</u> Work in partnership with the National Museum of Scotland on a project for this age group entitled 'Scotland Creates' with theme 'A Sense of Place'	Liaise with NMS Project Manager and Steering Group to create exhibitions / event programmes in Greenock by Aug/Sept 2013 and Edinburgh July/December 2014	● Complete	Museum has completed the exhibition phase of the project. Three work experience students worked on it, five volunteers who created all aspects of the show from researching texts to supplying graphics and photographs for the panels and a further two who assisted with some works. Around 25 young people attended presentations about the Clyde Pottery, the subject of the show. Further creative work with Scottish Ballet for around 20 young people is being planned as part of this project and there is further collaboration with National Museums Scotland to come in the second year of the project.
EC&OD	<u>Outreach activities for ethnic minorities</u> Barriers to participation in ESOL and adult learning programmes are overcome	Enhanced programme of outreach and engagement developed and in place	● On Track	There has been an increase in the number of ESOL groups in Inverclyde. Also introduced specialist ESOL support, for example, Citizenship Groups and workplace ESOL within IBM. Working in partnership with the local college and neighbouring local authorities to strengthen referral and progression pathways.
EC&OD	<u>Gender Equality</u> The percentage of female employees in the top 2% of earners is increased (currently 42%)	Monitor application of Council's Equal Opportunity policies by services Link with Corporate Equalities Officer to include as part of overall Equality Strategy for the Council	● On Track ● On Track	Monitoring ongoing. Collaborative work ongoing.

● Blue – Complete
 ● Green – On Track
 ● Amber – Slight Slippage
 ● Red – Significant Slippage