

<b>Report To:</b>	<b>Policy and Resources Committee</b>	<b>Date:</b>	<b>24 March 2015</b>
<b>Report By:</b>	<b>Angela Edwards, Head of Inclusive Education, Culture and Corporate Policy</b>	<b>Report No:</b>	<b>PR/126/15/PC/KB</b>
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<b>Subject:</b>	<b>Corporate Performance Report</b>		

**1.0 PURPOSE**

1.1 The purpose of this report is to update the Committee on the achievement of key objectives by the Council's Corporate Services, as detailed in the Education, Communities and Organisational Development Corporate Directorate Improvement Plan 2013/16 and the Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2013/16.

**2.0 SUMMARY**

2.1 This is the fourth Corporate Performance Report on the implementation of the two Corporate Directorate Improvement Plans (CDIPs). Details are provided in the Appendices.

Appendix 1  
Appendix 2

2.2 The current status of the CDIPs' improvement actions, together with the status at the last report, is:

Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
Current	45	3	14	88
November 2014	43	0	23	82.

**3.0 RECOMMENDATIONS**

It is recommended that the Committee:

- a. notes the performance information outlined in this report; and
- b. agrees to consider the fifth progress report at the first meeting of the Committee following the Summer 2015 recess.

**Patricia Cassidy**  
**Corporate Director, Education, Communities and Organisational Development**

## 4.0 BACKGROUND

- 4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is given to key stakeholders to allow them to evaluate and make informed judgements about performance and the achievement of key objectives.
- 4.2 Progress regarding delivery of the Council's two Corporate Directorate Improvement Plans (CDIPs) is reported to every second meeting of the relevant Service Committee. This report provides Members with a summary of progress with the CDIPs' implementation and aims to give Committee and officers the opportunity to make appropriate judgements on where performance across the Council is improving, good or starting to decline, in line with the well-being outcomes adopted in the Council's Corporate Statement 2013/17.
- 4.3 This report comprises information extracted from the fourth round of CDIP progress reports which were presented to the Education and Communities Committee, the Policy and Resources Committee and the Environment and Regeneration Committee. The improvement actions are grouped under the well-being outcomes which are Safe, Healthy, Achieving, Nurtured, Active, Respected and Responsible and Included (SHANARRI).
- 4.4 As detailed in Appendix 1, improvement actions have been allocated a 'BRAG' status:  
blue - complete; red - significant slippage; amber - slight slippage; green - on track.
- 4.5 The report also contains key performance indicators, comprising statutory performance indicators and local performance indicators. These indicators provide an important measure of how Directorates contribute to the Council's strategic aims. Full year figures for 2013/14 are shown in Appendix 2, together with 2012/13 comparator information and Quarter 1 and 2 details for 2014/15 (where available).
- 4.6 Performance information for the CHCP is reported separately to Members, principally through the Integrated Performance Improvement Exceptions Reports, the most recent of which was submitted to the CHCP Sub-Committee in August 2014.

## 5.0 PROGRESS

- 5.1 This is the fourth progress report rolling up the CDIPs' improvement actions. The last Corporate Performance Report was approved by the Policy and Resources Committee in November 2014. The current status of the CDIPs' improvement actions, together with the status at the last report, is:

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Status	blue - complete	red - significant slippage	amber - slight slippage	green - on track
Current	45	3	14	88
November 2014	43	0	23	82.

- 5.2 The status of the improvement actions, grouped under the well-being outcomes, is:

Well-being outcome	blue - complete	red - significant slippage	amber - slight slippage	green - on track
Safe	4	-	5	5
Healthy	-	2	-	5
Achieving	26	-	6	48
Nurtured	2	1	0	16

Active	4	-	1	2
Respected and Responsible	5	-	2	6
Included	4	-	-	6.

5.3 Since the last report in November 2014, examples of progress with improvement actions that contribute to the delivery of the well-being outcomes are outlined in sections 5.1.1-5.3.7 of this report.

#### 5.3.1 Safe:

- implementation of the risk management action plan is progressing, with completion expected by the end of March 2015
- the Roads Asset Management Plan is generally being delivered to programme.

There has been slight slippage with a number of improvement actions including data protection, devising of the anti-bullying policy and the implementation of actions under the Regulation of Investigatory Powers (Scotland) Act 2000.

#### 5.3.2 Healthy:

- a new planning policy for affordable homes has been established through the Local Development Plan 2014
- following approval of a report by the Education and Communities Committee on the development of Youthzones, facilities for young people will be established in the former Gamble Nursery in Gourock, and in the former library building at Dubbs Road, Port Glasgow.

There has been significant slippage with two Housing investment improvement actions. One Strategic Local Programme project will now commence in the new financial year, due to unforeseen difficulties on site. There are also delays with the 2012/15 programme.

#### 5.3.3 Achieving:

- the Central Library opened in its new premises on 29 January 2015
- prior to the launch of the new website, a cross-Service review of its content is being led by ICT Services.

A number of actions have been allocated 'amber' status. For example, it was not possible to include performance information in the Winter 2014 edition of InView, given that the main focus of the publication was the budget consultation exercise.

#### 5.3.4 Nurtured:

- in terms of the Children and Young People (Scotland) Act 2014, a multi-disciplinary team of managers is progressing plans to ensure that the GIRFEC aspects of the Act are in place by August next year
- the number of archived items in the libraries service continues to increase.

One improvement action under the 'Nurtured' well-being outcome has significant slippage: the initiative to introduce Kidzcards in Inverclyde. However, following a system update, it is planned to begin the pilot later this year.

#### 5.3.5 Active:

- the Community Sports Hub in Gourock is now fully operational
- the remaining six actions under this heading are either complete or on track.

While there has been slight slippage with the improvement action regarding the Inverclyde Sports Framework, it can now be launched. The vision of the Framework is to inspire a sporting way of life for all in Inverclyde.

#### 5.3.6 Respected and Responsible:

- an introductory document on the work of community councils has been published on the Council's website, together with a detailed community council handbook
- the Council's revised Infection Control Policy was approved by the Policy and Resources Committee on 3 February 2015.

There has been slight slippage with the development of a teenage pregnancy strategy and with the delivery of the Council's Carbon Management Plan 2011/16.

#### 5.3.7 Included:

- the Council's competence in terms of the equality agenda is increasing
- in St Columba's High School, S5 and S6 pupils are taking part in a pilot project regarding the Scottish Qualification Authority's *Personal Finance Award*.

All the improvement actions under the 'Included' well-being outcome are either complete or on track.

5.4 Appendix 1 details the present status of the improvement actions, together with a commentary from the appropriate Service.

5.5 Appendix 2 provides performance indicator information.

## 6.0 IMPLICATIONS

6.1 Financial Implications - one-off costs:

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

Financial implications - annually recurring costs/(savings):

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

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

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

6.4 Equalities: There are no direct equalities implications arising from this report.

6.5 Repopulation: Provision of Council Services which are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde support the Council's aim of retaining and enhancing the area's population.

## 7.0 CONSULTATION

7.1 Updates on progress with the CDIPs' implementation have been provided by the lead officers of each improvement action.

## **8.0 CONCLUSION**

- 8.1 The fourth progress report on the delivery of the Council's agreed outcomes is presented for Members' approval with the recommendation that the fifth report is submitted to the first meeting of the Committee following the Summer 2015 recess

## **9.0 LIST OF BACKGROUND PAPERS**

- 9.1 Education, Communities and Organisational Development CDIP 2013/16. Environment, Regeneration and Resources CDIP 2013/16.




Corporate Performance Report

Safe					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
1.	<p><u>Data protection</u></p> <p>All close circuit television (CCTV) installations and deployment 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</p> <p>Develop an overall corporate approach to image retention, maintenance, procurement and use</p>	<p>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</p>	<p>●</p>	<p>amber - slight slippage</p>	<p>Discussions have commenced and we are awaiting feedback from the data governance group. In the meantime, the Safer and Inclusive Communities Service is consulting with ICT Services on the long-term strategy for the provision of public space CCTV.</p>
2.	<p><u>Tackling violence and knife culture</u></p> <p>Further reduction in the incidences of violence, knife crime and bullying</p> <p>Mentors in Violence Prevention (MVP) embedded in all secondary schools</p>	<p>Roll out MVP to other secondary schools</p>	<p>●</p>	<p>green - on track</p>	<p>The MVP development day on 5 December 2014 was attended by 100 MVP mentors from Port Glasgow, St Stephen's and St Columba's High Schools. The event was arranged within the <i>16 Days of Activism to Eliminate Violence Against Women</i> initiative to raise awareness of the campaign. Also in attendance were a</p>

Safe					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					number of local services who delivered short workshops to pupils to assist them in developing their skills to deliver the MVP programme to younger pupils in their schools.
		Violence Prevention Programmes including No Knives Better Lives developed and sustained	●	green - on track	Violence reduction continues to be a high priority for the Inverclyde Community Safety Partnership. The community safety campaign <i>No Knives Better Lives</i> , sponsored by the Scottish Government, has commenced. The Safer and Inclusive Communities Service, along with other community safety partners, has started a public resilience/ reassurance programme in central Greenock. The MVP programme in our

Safe					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					schools continues.
		Anti-bullying policy fully implemented	●	amber - slight slippage	The policy is currently with chief officers for final approval and will be complete soon.
3.	<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 Food Standards Agency's Cross-Contamination Guidance across businesses in line with the programme detailed in the Official Feed and Food Services Plan by March 2015	●	blue - complete	
4.	<u>Health and safety</u>  The enforcement priorities of Inverclyde Council should be clear and understandable to local employers and those likely to be affected by their actions, both employees and others	Develop a new Health and Safety Strategy and Enforcement Policy for Inverclyde	●	amber - slight slippage	The plan is to submit an enforcement strategy to the Education and Communities Committee meeting on 10 March 2015.



Safe					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
	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	Annual review to ensure it remains consistent with national policy		amber - slight slippage	A new enforcement strategy is being developed with the intention of presenting it to the Education and Communities Committee meeting on 10 March 2015.
5.	<p><u>Anti-social behaviour</u></p> <p>Anti-social behaviour (ASB) 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>	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. Review to be carried out by April 2014 with recommendations implemented over 2014/15, if approved.		green - on track	A review of anti-social behaviour has been completed and the new ASB Strategy 2014/18 was approved by the Education and Communities Committee on 9 September 2014. It will now be submitted to the Inverclyde Alliance for approval. Implementation of the Strategy continues.
6.	<p><u>Data protection</u></p> <p>The Council's approach to data protection is fully developed</p>	Develop training, policies and procedures		blue - complete	

Safe					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
7.	<u>Regulation of Investigatory Powers (Scotland) Act 2000 (RIPSA)</u>  Implement recommendations regarding improvements to be made at the last inspection by the Surveillance Commissioner	Carry out actions required to meet recommendations and report to the Council on progress	●	amber - slight slippage	Due to staff absence, these actions have not yet been progressed. This work will be prioritised for completion by 31 March 2015.
8.	<u>Risk management</u>  Implement and embed risk management in key business/management processes	Develop a Risk Management Action Plan by 31 August 2013	●	blue - complete	
		Action Plan fully implemented by 31 March 2015	●	green - on track	Good progress is being made in implementing the action plan which will be complete by 31 March 2015.
9.	<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	●	blue - complete	
10.	<u>Roads network</u>  Maintain and improve the quality of the roads network infrastructure	Proposed programme of projects undertaken in 2014/16 using Roads Asset Management Plan (RAMP)/capital funding	●	green - on track	The RAMP investment is being delivered substantially to programme. Lighting progress is taking account of the outline





<b>Safe</b>					
	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status November 2014- February 2015</b>		<b>Commentary November 2014- February 2015</b>
					business case/final business case for lanterns and column replacement to achieve energy, carbon and maintenance savings; a detailed report on the Street Lighting Investment Strategy was considered by the Environment and Regeneration Committee on 5 March 2015.

Healthy					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014-February 2015
1.	<p><u>School Health and Alcohol Reduction Project (SHAHRP)</u></p> <p>Increase understanding of the impact of alcohol misuse across S2/3</p> <p>Fewer pupils involved in alcohol misuse</p>	Implement a teacher training pack with young people through guidance and PSE teachers with S2 cohort. First part of the research to be completed by 2014.	●	green - on track	Research is continuing in 3 establishments and is in year 2. The 3 secondaries that are part of the research are continuing to run PSE activities using the SHAHRP materials. The research is still in progress.
2.	<p><u>Housing investment</u></p> <p>Adequate funding is available to meet affordable housing needs</p>	SLP project completion by 31 March 2015 to be achieved in partnership with Registered Social Landlords (RSLs)	●	red - significant slippage	The slippage is largely due to unforeseen difficulties on site with one SLP project which will now not commence until 2015/16. Another project has commenced but will not be completed until October 2015.
		Contributions in-kind (Inverclyde Council) and new innovative funding proposals (registered social landlords) will be developed	●	green - on track	A strategic sites group has been established and direction given in relation to proposed affordable housing sites. A new planning policy for affordable homes has been established through the recently-approved Local

Healthy					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014-February 2015
					Development Plan 2014.
		Regular project team meetings and monitoring by HSD	●	red - significant slippage	Regular programme meetings continue to be held with the HSD and RSLs. However, there is significant slippage in the 2012/15 programme. Liaison with RSLs and the HSD on the forthcoming Strategic Housing Investment Plan (SHIP) 2015/20 is ongoing as part of the regular monitoring and forward planning process. The SHIP 2015/20 was approved by the Education and Communities Committee on 20 January 2015.
3.	<u>Health and well-being of young people</u>  Develop a similar facility to IYouthzone for young people in Port Glasgow and Gourrock  Improved outcomes for young people of Port Glasgow and Gourrock	Identify suitable premises	●	green - on track	A report on the development of IYouthzones was approved by the Education and Communities Committee on 4 November 2014. Facilities will be established

Healthy					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014-February 2015
					in the former Gamble Nursery, King Street, Gourrock and the former library building, Dubbs Place, Port Glasgow
		Develop funding package for refurbishment and running costs	●	green - on track	A co-production contract with CVS is being used to help young people prepare funding applications.
		Establish new facility with a range of programmes to meet the needs of young people of Port Glasgow and Gourrock	●	green - on track	In November 2014, the Education and Communities Committee approved the locations in Port Glasgow and Gourrock for the development of new IYouthzone facilities.

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
1.	<u>External Funding Group</u>  Establish development sessions for managers to support funding applications  Work in closer partnership with the community and voluntary sector	Development group and funding officer to be more proactive in setting up training sessions/events	●	blue - complete	
2.	<u>Literacy</u>  National 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	●	green - on track	The Reciprocal Teaching initiative is being trialled in every primary school and some establishments may include it in their future planning cycles.
3.	<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 (Her Majesty's Inspectorate of Education) advice and guidance.	●	green - on track	Learning communities will form the basis of Community Learning and Development's 3 year plan. Proposals are being developed for submission to the Education and Communities Committee on 10 March 2015.

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
4.	<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 Activity Plan		amber - slight slippage	The updated Plan will be submitted to the Community Planning Partnership and the Inverclyde Regeneration and Employment Group.
	Employability component of Adult Learning and Literacy Action Plan integrated within Working for Growth: Refreshed Employability Framework	Implementation and robust evaluation of employability component of Adult Learning and Literacy Action Plan integrated within Working for Growth refreshed employability framework		green - on track	Will report in June 2015.
5.	<u>Continuous Improvement Team</u>  Embed core functions of continuous improvement work: professional dialogue, development and pastoral support	Fully implement Continuous Improvement Team guidelines		blue - complete	
	Ensure a more collective approach to continuous improvement and to improving outcomes for all learners further  Consistent approach to self-evaluation	Implement plans to further develop and share an understanding of excellent practice across establishments and learning communities		green - on track	There is ongoing self-evaluation of the effectiveness of the Continuous Improvement Team.



Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
	A shared vision of what excellent self-evaluation looks like	Better partnership working regarding self-evaluation	●	green - on track	A programme of school reviews involving members of the Continuous Improvement Team is embedded to validate the outcome of a school's self-evaluation process. Self-evaluation is also a standing item on the agenda for all Heads of Establishment meetings.
6.	<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	●	green - on track	Our partnership working with Education Scotland is ongoing. We have a new Education Scotland Link Officer who will be meeting regularly with senior Education staff and will also be seeking opportunities to visit Inverclyde schools in the near future.
		Work in partnership with the SQA to support secondary teachers with delivery of the new National Qualifications	●	green - on track	Some subject networks (including the sciences, mathematics and English) have had

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					support from the Scottish Qualifications Authority in presenting the new qualifications.
		Fully embed the principles from the national 'Building the Curriculum' documents to deliver better outcomes for all children and young people	●	green - on track	Reflection on success to date with the implementation of Curriculum for Excellence continues at establishment and authority levels. Education Scotland's <i>Increased Expectations</i> paper has been shared with all Heads of Establishment and will be a focus for professional dialogue at future Heads of Establishment meetings.
		Review our interim Senior Phase Model involving extensive consultation with all stakeholders	●	blue - complete	All S4 pupils are studying for 8 national qualifications; S5 and S6 pupils are studying for 5 qualifications.

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
		Providing training and advice to primary and secondary teachers to enable them to support pupils with the production of P7 and S3 profiles	●	blue - complete	
7.	<p><u>Developing leadership in teachers</u></p> <p>Schools and early years establishments are supported with the implementation of the recommendations from 'Teaching Scotland's Future' (Donaldson Report)</p>	Take steps to improve leadership capacity across all establishments	●	green - on track	<p>There are examples of leadership development opportunities that have been made available to existing school managers. For example, we have a seconded a depute head teacher to Education Headquarters as a SEEMIS Development Officer until February 2015. We have also provided leadership development opportunities for head teachers by asking them to cover head teacher absences in other schools; this has provided depute head teachers with the opportunity to take on an acting head teacher role</p>

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					for an interim period.
		Develop a new partnership with the university where there is a shared responsibility for key areas of teacher education	●	green - on track	Clydeview Academy and Port Glasgow High School and their cluster primary schools are involved in the Strathclyde partnership arrangements. This is the second year and evaluations are currently being gathered. Anecdotal evidence shows a high level of satisfaction from students and teachers. This partnership includes joint observations, post observation discussions and joint assessment. The secondary tutor has also been modelling practice for students.
		Review our PRD process to ensure that it needs the needs of all staff and will focus on professional needs	●	blue - complete	

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
8.	<p><u>Teacher employment</u></p> <p>Implement recommendations and advice from national reviews relating to teachers' terms and conditions of service</p>	Working closely with HR and teacher trade unions to ensure a smooth implementation of recommendations based on advice received from the Scottish National Council for Teachers	●	blue - complete	
		Ensure planned changes are the focus of work of the informal Local Negotiating Committee for Teachers	●	blue - complete	
9.	<p><u>General Teaching Council (GTC) Requirements</u></p> <p>Clear guidelines and procedures in place to support teachers within the GTC's requirement for professional update</p>	Set up a working group to produce guidance material to support teachers with the professional update process	●	green - on track	From August 2014, engagement in the professional update process is a requirement of all teachers fully registered with the GTC for Scotland. Teachers in Inverclyde are being supported to engage in the process through a range of guidance and advice documents which were produced by an authority working group

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					last session. These documents can be accessed via the Glow website, Icon and school staff shared sites. In addition, there is a wealth of information on the GTC for Scotland website ( <a href="http://www.gtcs.org.uk">www.gtcs.org.uk</a> ) for teachers (promoted and unpromoted) and this is updated on a regular basis. After the October 2015 break, the professional review and development programme for all Inverclyde head teachers will begin.
10.	<p><u>Virtual school</u></p> <p>Establish a 'virtual school' for pupils who have proved more challenging to track in terms of progress and outcomes</p> <p>These pupils will be regularly tracked and monitored through the ASN monitoring forum</p>	<p>Create a 'virtual school' which will be managed by a 'virtual team' at the centre</p> <p>Identify pupils in out-of-authority placements</p>	<p>●</p>	<p>blue - complete</p> <p>green - on track</p>	<p>Awaiting developments of the datahub to support our virtual school.</p>

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
		Improved tracking and transition planning	●	amber - slight slippage	We are working with partners to progress this.
		Better support provided for pupils identified	●	green - on track	We are continuing to develop support for pupils.
11.	<u>New libraries</u>  Improved library facilities in Central Greenock and Inverkip	Full refurbishment of ground floor of Wallace Plan to house Greenock Central Library (by end 2014)	●	green - on track	The Greenock Central Library opened in the Wallace Place building on 29 January 2015.
		Inclusion of library space within new community centre planned for Inverkip (by 2015/16)	●	green - on track	A planning application is to be submitted.
12.	<u>Adult learning service</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	●	green - on track	Classes are taking place at libraries (Android classes at the Central; iPad classes at the Central, Kilmacolm, Inverkip and Wemyss Bay; European Computer Driving Licence at the Central). CLD classes are also taking place in libraries (basic laptop and basic computing at the

Achieving					
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					Central; basic laptop at Gourock; basic computing at Kilmacolm; and basic mobile 'phone at the South West branch). Job clubs have also been run at the Central Library. Six college classes (ranging from basic computing to intermediate 1 and 2) took place across four branches from August to September 2014 with six more arranged for December 2014 to March 2015.
		Development of outreach techniques	●	green - on track	We are currently working in partnership with Inverclyde Council on Disability to plan outreach sessions for learners with visual impairments. We are also working with CLD to deliver digital skills at Branchton Community Centre as well as the Six





Achieving					
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					Book Challenge to adult literacies learners (visiting individual sessions).
13.	<p><u>Library services for young people, learners and readers</u></p> <p>Build on and extend success of Bookbug in Inverclyde</p> <p>More engagement with the 12-15 age group</p> <p>More and better school/group visits focussing on information literacy and the Curriculum for Excellence</p> <p>Build links with partners to improve the range of classes available</p> <p>Further development and promotion of the e-Library and training of staff</p>	Detailed information for this improvement action is available in the Inverclyde Libraries Service Plan 2014/15	●	green - on track	The Bookbug Borrowers' Club will launch in 2 Inverclyde libraries in early 2015 to link attendance at Bookbug sessions with an increase in library book borrowing. Libraries will host Bookbug Pirate Parties for invited early years establishments by the end of March 2015 to develop the impact of the Bookbug Pirate Pack gifting initiative. Library staff have delivered Bookbug Sessions to young parents and promoted library membership through the Six Book Challenge in partnership with IYouthzone. Fifty 12-15 year olds recently

Achieving					
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					attended two author sessions in libraries. 75 pupils from 2 Inverclyde primaries participated in 4-week information literacy courses directly linked to Curriculum for Excellence outcomes. There has been an increase in visits to schools to promote libraries and library membership.
14.	<u>Environmental 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 key performance indicators (KPIs) to be agreed by March 2014.	●	green - on track	The environmental health key performance indicators have been agreed and the first benchmarking report issued. However, there is still an issue with trading standards benchmarking.
15.	<u>Adult learning</u>  All adult learning provision is mapped  Processes are in place to ensure no learner	Map all adult learning provision, process developed and agreed with providers receiving public funding to support continued engagement	●	green - on track	Figures will be reported in June 2015.

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
	completes a programme without being encouraged to continue their learning				
16.	<u>Service accountancy</u>  Improve the budget management by budget holders whilst managing a reduction in accountancy staff by 4 full-time equivalents	Improve systems and associated management information. Improve budget holder knowledge and increase self-reliance.	●	green - on track	Work is ongoing to review the systems and develop better management information.
17.	<u>Finance-related systems</u>  Implementation of SWIFT (social work) 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	●	green - on track	Implementation is ongoing. The original timescales are now revised with continued roll-out in 2014/15.
		Upgrade systems and implement new procedures	●	blue - complete	

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
18.	<p><u>Digital Access Strategy</u></p> <p>Greater on-line and telephone contacts, speeding up service delivery and making efficiencies</p>	<p>By working with ICT and Corporate Communications to ensure effective systems and processes are in place to facilitate channel shift. Progress will be tracked through the Customer Services Action Plan.</p>	<p>●</p>	<p>amber - slight slippage</p>	<p>Customer relationship management (CRM): the new hardware platform is in place; the latest version of the CRM software testing is close to completion and the CRM data cleansing exercise is progressing.</p> <p>Web site development: the new design has been agreed and the Content Management System upgraded. A web ownership strategy has been drafted. Existing content has been reviewed and migrated to the new website.</p> <p>Channel shift: Services are engaged and requirements have been identified. Software has been procured for citizen and employee self-service. Roads maintenance has been</p>

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					<p>identified as an initial priority service for employee self-service.</p> <p>Electronic document and records management system: a new solution has been implemented in the Customer Services Centre and in Revenues and Benefits, Educational Psychology, More Choices More Chances; and Social Care finance. The electronic document and records management system has been implemented in the majority of the CHCP. We are progressing the roll-out to the rest of the CHCP and to Organisational Development and Human Resources.</p>

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
19.	<u>Customer Services Centre (CSC) development</u>  Expand the range of customer service enquiries at first point of contact	Migration of appropriate services into the CSC for front-facing and telephony contact with customers. Progress will be tracked through the Customer Services Action Plan and the Corporate Improvement Group		green - on track	Front-line Customer Services Representatives now answer enquiries in respect of the Renfrewshire Valuation Joint Board, Support for Veterans and increasingly more detailed enquiries for Education Services. Work is in progress to further expand on Education Service enquiries.
20.	<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		green - on track	Regular reports are submitted to the Policy and Resources Committee and processes are working as planned. We are awaiting confirmation as to when the Universal Credit roll-out is to commence in 2015.

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
21.	<p><u>Procurement Framework</u></p> <p>Deliver strategic Procurement Framework and achieve improved Procurement Capability Assessment (PCA) performance</p>	<p>Monitored via the Procurement Board and regular committee updates</p>	<p>●</p>	<p>blue - complete</p>	
22.	<p><u>Competitiveness</u></p> <p>Effective processes are in place to ensure challenge and improvement</p> <p>These are consistently used across Services</p>	<p>Enhancement of self-evaluation guidelines and processes regarding competitiveness and challenge</p>	<p>●</p>	<p>green - on track</p>	<p>In partnership with the Improvement Service, Inverclyde Council is leading on a pilot benchmarking initiative on the subject of looked-after children which aims to assess performance and deliver improvements across 8 councils. The first meeting of the family group was held on 20 November 2014. Additionally, we are participating in another family group on the subject of Council Tax, together with 7 other local authorities. The first meeting of this group took place on 28 October</p>

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					2014.
23.	<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 Council by December 2014	●	blue - complete	
24.	<u>Strategic Planning and 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 well-being outcomes across all planning and performance management across the Council and Inverclyde Alliance partners	Information to be readily accessible on Icon	●	blue - complete	
		Develop information packs	●	blue - complete	
		Provide further training sessions	●	blue - complete	
		Provision of drop-in sessions to support Services in the development of plans and	●	blue - complete	



Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
		strategies			
25.	<p><u>Public performance reporting (PPR)</u></p> <p>PPR is easily accessible to members of the public</p> <p>All Services play a role in making performance information accessible</p>	<p>Improve information on the Council's website from all Services</p>	●	green - on track	Key performance information with service commentaries has been uploaded to the Council's website as part of our ongoing PPR requirements.
		Provide information in varying formats	●	green - on track	No requests for alternative formats have been received. Financial implications mean that alternative formats will only be provided on request.
		Work with libraries to assess demand and to facilitate access via the web to members of the public by March 2016	●	green - on track	This is being reviewed as part of the implementation of the Council's new website.
		Utilise InView as a means of providing performance information to all households	●	amber - slight slippage	Information was submitted to Corporate Communications for inclusion in the Winter 2014 edition of InView.

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					However, the publication was heavily focused on the budget consultation process and it was therefore not possible to include the performance information.
		Provide information in different formats to ensure that it is meaningful at all levels of the organisation	●	green - on track	Content on the Council's intranet and website is being reviewed in light of the new website's development.
26.	<u>Inverclyde Performs</u>  Inverclyde Performs is used:  to record and report all performance across the Council  for both performance management and on-going self-evaluation by managers, officers and Councillors	Further training for Inverclyde Performs users	●	green - on track	This is an ongoing action dictated by the demand from Council Services. System developers have received training on how to compile performance dashboards to make information easier to interpret.
		Work with Directorate Management Teams (DMTs) and Extended Management Teams to establish training needs and develop a training plan	●	green - on track	Demonstrations of additional system functionality such as briefing books and performance dashboards

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					have been given to service managers in the Education, Communities and Organisational Development Directorate. Meetings with other DMTs are also planned.
		Work with Services to identify which plans, strategies and projects should be developed on Inverclyde Performs	●	green - on track	The Human Resources and Organisational Development Service has identified a range of performance information to be uploaded to Inverclyde Performs. Discussions have also taken place with the CHCP regarding using the system as a performance management tool. Additionally, system developers received training from North Lanarkshire Council on how to create performance dashboards to make performance information easier to

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					interpret.
26.	<p><u>HR21</u></p> <p>The maximum number of employees are able to use HR21 to manage their personal information requests for leave, employee development, etc</p>	<p>HR21 to be rolled-out to Education Services and the CHCP in 2013 and to Environmental and Commercial Services and Property Assets and Facilities Management in March 2014</p>	●	blue - complete	
	<p>Sickness absence recording and statistics drawn from Chris 21</p> <p>Pensions auto-enrolment</p> <p>Real-time information from Her Majesty's Revenue and Customs (HMRC)</p>	<p>Pilot for compiling statistics from Chris 21 in Organisational Development, Human Resources and Communications in September 2013. Extend Chris 21 pilot to other Services in parallel with self-service in April 2014.</p>	●	blue - complete	
		<p>Software installation and process review to ensure compliance; liaison with the Pensions Regulator, the Strathclyde Pension Fund Office and the Scottish Public Pensions Agency by May 2013</p>	●	amber - slight slippage	<p>Appropriate software has not been installed due to supplier failure. Manual workarounds are in place to ensure compliance.</p>



Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
		Software installation and process review to ensure compliance; liaison with the HMRC and Bankers' Automated Clearing Services software provider	●	blue - complete	
28.	<u>Recruitment portal</u>  Recruitment portal to be upgraded. On/Grasp software.	Training/e-learning/ development of new recruitment handbook for managers	●	green - on track	Operational and managers' handbooks are available in draft format. Training days will be arranged.
		Move to Talent Link	●	green - on track	The Talent Link recruitment portal is now available for use.
29.	<u>Workforce Development Plan</u>  To deliver the 4 themes as outlined in the Workforce Development Plan: <ul style="list-style-type: none"> <li>• organisational development</li> <li>• leadership, succession planning and skills development</li> <li>• employer of choice</li> <li>• grading and pay</li> </ul>	Implement the actions as identified within the 4 work streams in the Plan	●	green - on track	Implementation of the Plan is in full progress.

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
30.	<u>Corporate Communications Strategy</u>  To have an agreed Corporate Communications Strategy	Development of a Communications Strategy, working with Services and the CMT	●	green - on track	The timescales for delivery have been revised and a draft Strategy developed by Corporate Communications. The next stage will be a review by Services and examination of linkages with partners and national changes such as health and social care integration prior to CMT examination.
31.	<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	●	blue - complete	
32.	<u>Website</u>  Review and design a new Council website including on-line services	Review content of the website via a cross-departmental content review team	●	green - on track	ICT Services are leading a cross-Service content review of the Council website prior to re-launch of the new design.

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
		Draft a new design and agree with CMT	●	green - on track	The design was developed by ICT Services in partnership with the web content developer and web-labs and agreed at the Corporate Quality Improvement Group.
33.	<u>Events</u>  Carry out reviews of certain events – Fireworks, Gourrock 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	●	green - on track	Council-wide events are being delivered by Corporate Communications including the fireworks display on 1 November 2014 and the Christmas lights switch-on events in December 2014.  An Events Group has been set up under the auspices of the Local Area Tourism Partnership with representation from Council Services including Corporate Communications and Economic Development.

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					The events listing improvements are on hold pending the outcome of the new design for the Council website.
34.	<u>Press and media</u>  Conduct a review of the Media Relations Protocol	Prepare a draft media relations protocol and issue to the CMT and senior Councillors by end June 2013	●	blue - complete	
		Carry out media training for key Council staff by end December 2013	●	blue - complete	The Media and Social Media Protocol was agreed by the Policy and Resources Committee in December 2013. Original plans to develop a local partnership for media training are no longer available and plans are on hold. Media advice and guidance is available from Corporate Communications to key Council staff.
35.	<u>InView</u>  Review the design, layout and frequency of	Create reader survey to assess readership views of InView by November 2013	●	blue - complete	



Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
	publication of InView				
36.	<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 the Partnership	Hold workshops with all partners  Sub-groups set up to deal with resource development and measurement		blue - complete	The results of a questionnaire that was distributed to partners were analysed and presented to the Alliance Board on 15 December 2014. The recommendation is to focus on 2 priority locality planning areas with all partners to jointly plan and resource work.
37.	<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)		green - on track	In Quarter 2 of 2014/15, 2.2 work days were lost per full-time equivalent (FTE) employee, down from 2.7 days in Quarter 1 of 2014/15. The target is 2.25 work days per FTE per quarter.

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
		New HR interventions/pilots to assist management and reduce absence level	●	amber - slight slippage	A number of interventions have been implemented to support managers and employees to reduce absence levels including additional absence management training and targeting resources so that support is directed to those areas where it is required. The difference between absence levels in 2012/13 and 2013/14 was small i.e. an increase of 0.66 days.
		Report to the CMT and the Policy and Resources Committee on the standardisation of KPIs	●	blue - complete	The unit of measurement for the absence key performance indicator and the statutory performance indicator is now standardised to 'days per FTE employee'.
38.	<u>Self-evaluation – Environment, Regeneration and Resources Directorate</u>  Self-evaluation is embedded into the Environment, Regeneration and Resources	By conducting a Public Service Improvement Framework (PSIF) assessment for the Environment, Regeneration and Resources Directorate and devising an action	●	green - on track	This improvement action has not yet started as the timescale is April-June 2015.

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
	Directorate's everyday performance and management and planning processes	plan by June 2015  By implementing the action plan during 2015/18			
3.	<p><u>Property Estates Management</u></p> <p>Reduce the number of buildings; refurbish and improve the efficiency of those remaining</p> <p>The Asset Management Plan includes the refurbishment of Greenock Municipal Buildings, the Central Library offices and Wallace Place; and the creation of a new Port Glasgow office</p> <p>Closure of Cathcart House, the West Stewart Street office, Newark House, the Strone office and others</p>	Asset Management Plan agreed, implemented and on-going with funding in place. Projected completion by October 2014 with the exception of the District Court offices in the Greenock Municipal Buildings	●	green - on track	The Hector McNeil House and Wallace Place buildings are now operational. The District Court office design stage is being progressed.
40.	<p><u>School Estates Management Plan (SEMP)</u></p> <p>The School Estates Management Plan is complete with all schools replaced or fully-modernised</p>	Complete current projects and complete the primary school refurbishment programme	●	green - on track	The SEMP is on track. Refurbishment projects are being progressed with contractors on site at Ardgowan and St John's Primary Schools. St Patrick's and Kilmacolm Primary Schools are being progressed through

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					the design stage.
41.	<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 the next phase of investment in 2014/15  On-going site-by-site condition assessment to inform budget-setting priorities	●	green - on track	A surveyor has been appointed and the first tranche of 13 surveys are now complete.  Further site conditions are being undertaken.
42.	<u>Tourism</u>  All available tourism opportunities are maximised	Utilisation of current Tourism Action Plan	●	green - on track	14 offers of grant assistance have been made to tourism businesses. The following tourism development projects are underway: Greenock Cut access improvements; increased brown tourist signage; Galt fountainhead replacement; delivery of the Heritage Inverclyde Coastal Train

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					(publications, website and launches); more visitor publications; development of a local leaflet distribution service; increasing numbers of visitors to Inverclyde; and continuation of support to the Inverclyde Tourist Group and Discover Inverclyde.
43.	<u>Building Standards</u>  Compliance with nationally-agreed Local Authority Building Standards Scotland and the Scottish Government Building Standards Division Continuous Improvement Plan	Undertake procedural changes identified as Key Performance Outcomes (KPO), completion dates staged	●	blue - complete	
44.	<u>Development Management</u>  Compliance with targets set in the Planning Service Improvement Plan	Encourage use of the e-planning system  Work with customers to deliver faster planning decisions  Review the Planning Enforcement Charter	●	blue - complete	68% of planning applications validated in the first three quarters of 2014/15 were submitted through the ePlanning system.  In the third quarter of 2014/15, the average

Achieving					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					time to determine all local planning application categories reduced.
45.	<u>Riverside Inverclyde</u> Deliver the Operating Plan	On-going monitoring and review against Riverside Inverclyde milestones	●	green - on track	Progress on key projects was reported to the Environment, Regeneration and Resources Committee in January 2015.
46.	<u>Repopulation</u> Stabilise the population within Inverclyde	Develop and implement an action plan	●	green - on track	The Action Plan is being delivered and progress reported to every second meeting of the Policy and Resources Committee.

<b>Nurtured</b>					
	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status November 2014- February 2015</b>		<b>Commentary November 2014- February 2015</b>
1.	<p><u>Pupil support</u></p> <p>Complete a reconfiguration of support staff infrastructure, making a more efficient use of resources and teaching so that pupils' needs are more effectively met</p>	<p>This will be taken forward by the Review Reference Group and sub-groups and will include:</p> <p>a. a full audit including a survey and consultation with all stakeholders</p> <p>b. development of model options based on the proposed direction</p>	●	green - on track	A meeting with representatives from support services has taken place. Education Scotland personnel have provided input and advice on models from a national perspective.
2.	<p><u>Volunteering</u></p> <p>Opportunities for volunteering are co-ordinated and quality-assured</p> <p>Number of opportunities increased</p> <p>Numbers gaining accreditation for volunteering increased</p>	<p>Co-ordinate planning for volunteering across establishments, CLD, the Youth Employment Action Plan and voluntary sector and identify opportunities for accreditation</p>	●	green - on track	A survey has been circulated to heads of establishments and service managers. We are awaiting further responses prior to carrying out collation and analysis of the results.
3.	<p><u>Strategic guidance for community learning and development (CLD)</u></p> <p>Implementation Plan in place</p> <p>Progress made in realising outcomes of CLD strategic guidance, specifically:</p>	<p>Develop implementation plan using process agreed at Education Committee with emphasis on Single Outcome Agreement Delivery Groups</p> <p>Establish priorities and baseline for measuring progress towards</p>	●	green - on track	The CLD Strategic Implementation Group met in October 2014 and agreed a programme for delivering a 3-year plan in line with regulations.



<b>Nurtured</b>					
	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status November 2014- February 2015</b>		<b>Commentary November 2014- February 2015</b>
	<p>a. improved life chances for people of all ages, including young people in particular, through learning, personal development and active citizenship</p> <p>b. Stronger, more resilient, supportive, influential and inclusive communities</p>	achievement of outcomes			
4.	<p><u>Children and Young People (Scotland) Act 2014</u></p> <p>Fully implement GIRFEC model and use of well-being outcomes. GIRFEC champions continue to provide support for education staff regarding implementation</p> <p>Business processes across the Education, CHCP and partners to support the implementation of the Act</p> <p>A training strategy, both single and multi-agency, is in place</p> <p>Fully implement by 2016 additional extra years hours</p>	Implementation of getting it right for every child (GIRFEC)	●	green - on track	<p>A core team of social work, health and education service managers are progressing the plans for ensuring that culture systems and practice related to the implementation of the GIRFEC aspects of the Children and Young People (Scotland) Act 2012 for August 2016.</p> <p>A GIRFEC steering group has been set up with from representatives the SOA 6 Best Start in Life outcome delivery group. The first meeting will</p>



Nurtured					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					took place in January 2015. Thereafter, GIRFEC implementation sub-groups will be set up with representation across the partnership to develop the detail regarding single planning processes, named person service and learning and development.
		Training strategy delivered by April 2016	●	green - on track	A training programme to implement the Children and Young People (Scotland) Act 2012 will be devised and implemented during the 2014/15 session.
5.	<u>Early Years/Nurturing Collaborative</u>  We are delivering tangible improvements in outcomes and reducing inequalities in	Establishment of the Nurturing Collaborative	●	blue - complete	


Nurtured					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
	vulnerable children in Inverclyde	Engagement in the Early Years Collaborative (EYC) learning sessions run by the Scottish Government	●	green - on track	22 officers attended EYC learning session 4 in October 2014. At the event, officers from Inverclyde spoke at three sessions and on the main stage at the SECC, highlighting the good work that is taking place locally.
		Development of an action plan focused on early intervention and prevention in relation to the EYC 'stretch aims'	●	green - on track	23 projects have been identified, the majority of which are at the discussion stage. 7 projects have a project charter.
6.	<u>Museum accreditation</u>  Maintain McLean Museum accredited status under the Arts Council in England/Museum and Galleries in Scotland scheme	Fulfil the requirements of the ACE/MGS Scheme in the areas of organisational health; collections; users and their experiences	●	blue - complete	
7.	<u>New cultural hub for Inverclyde</u>  This requires successful Round 1 HLF bid, plus development funding for Round 2. If the bid is unsuccessful, an alternative plan must	Complete Round 1 bid and submit by March 2013. Round 2 bid submitted by September 2014.	●	green - on track	We are examining our options and will report to the Education and Communities Committee in 2015.


Nurtured					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
	be put in place.				
8.	<u>Archives</u> Improved collections management Improved access and inclusion Improved management policies and procedures Better community engagement and learning opportunities	Further cataloguing of records	●	green - on track	We have increased our cataloguing of archival records to 10,850 records.
		Increasing finding aids available on-line	●	green - on track	Findings have all been updated and now include all historic burghs and parish councils, including the Burgh of Greenock.
		Conducting at least 3 class visits within the Watt Museum	●	green - on track	10 school visits have taken place at the Watt Library.
		Creation of a disaster plan and other management policies	●	green - on track	A disaster plan, access policy and security policy have been created.
		Take part in the McLean Museum's World War 1 commemorations and involvement in Greenock Philosophical Society's bid for	●	green - on track	We contributed to the World War 1 commemorations through the creation of

<b>Nurtured</b>					
	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status November 2014- February 2015</b>		<b>Commentary November 2014- February 2015</b>
		Heritage Lottery Funding to digitise archives			World War 1 burgh databases and volunteer programmes.  The Greenock Philosophical Society Heritage Lottery Fund bid may not proceed as they are currently looking at alternative means to secure funding.
9.	<u>Community councils</u>  All community representatives are skilled and confident in meeting the challenges of their changing role	Enhanced programme of training and support for community representatives, including embedding of training in on-going activities and meetings		green - on track	A series of cluster meetings took place in November 2014 to take forward recommendations from committee report.
10.	<u>Young Scot cards</u>  Young Scot card system extended to include Kidzcards for all children aged between 4 and 11 resident or attending school in Inverclyde	Negotiate with Young Scot to introduce Kidzcards in Inverclyde		red - significant slippage	The Kidzcards are available for use. However, because the system requires to be updated, the pilot will not begin until later in 2015.




<b>Nurtured</b>					
	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status November 2014- February 2015</b>		<b>Commentary November 2014- February 2015</b>
		Establish systems and quality assurance procedures	●	green - on track	A recent external audit highlighted good practice.
		Develop Young Scot to be part of the Cashless Catering System	●	green - on track	We are continuing to use the cards as part of the Cashless Catering System in secondary schools.

Active					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
1.	<u>Community sports hubs</u>  A minimum of 3 community sports hubs will be established and fully operational in Inverclyde	First hub fully operational by August 2013	●	blue - complete	
		Second hub fully operational by April 2014	●	blue - complete	
		Third hub fully operational by April 2015	●	blue - complete	The Gourrock Community Sports Hub is fully operational. A constitution has been devised and a committee elected. A development plan has also been agreed and is being implemented. The first community sports hub coach education sessions are also complete.
2.	<u>PE provision</u>  100% of primary schools achieving two periods per week of quality PE	PE Co-ordinator recruited by May 2013	●	blue - complete	
		PE Plan implemented	●	green - on track	A strategic meeting took place in September 2014 with Education

<b>Active</b>					
	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status November 2014- February 2015</b>		<b>Commentary November 2014- February 2015</b>
					Scotland, sportscotland and the Corporate Director, Education, Communities and Organisational Development. A PE implementation plan has been completed and approved. Budget and spend is also complete and has been approved. The PE implementation plan has commenced with a completion date of June 2016. PE champions have been identified in every school. We have also identified 6 primary schools that we will initially work with to reduce the amount of schools not meeting the 2 hours of quality PE per week target.
		Number of schools providing minimum 2 hours PE to be increased by June 2014		green - on track	Five primary schools are not achieving the 2 hours of quality PE per




Active					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					week target. We have identified 2 schools to work with until February 2015 when the Scottish Healthy Living Survey is conducted. By February 2015, we plan to reduce the number of schools not meeting the target from 5 to 3. The PE implementation plan is in place to address the remainder of the primary schools.
3.	<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		amber - slight slippage	The delay was caused by uncertainty over the sportscotland strategic plan; this issue has now been resolved. We will formally launch the Framework and convene the first meeting of implementation group.



Respected and responsible					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
1.	<p><u>Teenage pregnancy</u></p> <p>Teenage pregnancy is below national average in target areas</p> <p>Supports in place to continue education if pregnant</p> <p>Effective and meaningful self-assessment which informs planning/delivery to successfully support young people</p>	<p>Health and Well-being Programme universally available</p> <p>Produce a teenage pregnancy strategy</p>		amber - slight slippage	There has been slight slippage in developing a teenage pregnancy strategy.
2.	<p><u>Housing repairs enforcement</u></p> <p>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 of disrepair</p> <p>Minimum formal enforcement role for the Council in the future</p>	<p>Review Housing Enforcement Policy</p>		blue - complete	The new Private Sector Housing - Repair and Maintenance Strategy was submitted to the Education and Communities Committee in November 2014.
		<p>Provide a range of information and signposting via various formats to householders to inform, advise and guide them in attending to matters of disrepair to their property</p>		green - on track	The proposed layout of the web-based information service has been outlined. Financial support is being sought from other partners including the Scottish

Respected and responsible					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					Government and private property agents.
3.	<p><u>Home energy efficiency (private)</u></p> <p>Better take-up of grants by private owners</p> <p>More use of new available measures for 'difficult to treat' houses</p>	<p>Promote grant availability and improved energy efficiency to owners</p>	●	green - on track	<p>The tendering process is complete and the delivery partner (The Wise Group) re-appointed. Approximately 340 homes have recently received energy efficient measures from the 2013/14 funding. The Scottish Government has awarded significant funding to Inverclyde for 2014/15 and the new insulation programme has commenced.</p>
		<p>Continue to target 'difficult to treat' houses for investment</p>	●	green - on track	<p>Phase 1 of the central Greenock Home Energy Efficiency Programme (HEEPS) for Scotland Area-Based Scheme is complete. Phase 2 has started; funding for</p>

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	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					2014/15 has been awarded by the Scottish Government. Major HEEPS projects have been agreed with registered social landlords. We are continuing with the targeted improvement of 'difficult to treat' houses based on areas with the highest SIMD scores.
4.	<u>Parking management and enforcement</u>  Parking is decriminalised and enforcement transferred to the Safer and Inclusive Communities Service	Transfer of enforcement following decriminalisation with fully-trained team in place, likely to commence in August 2014	●	blue - complete	The enforcement staff are now operational.
5.	<u>Freedom of Information publication scheme</u>  New scheme in place for implementation by 31 May 2013	Develop and populate new Scheme, liaising with Services, as required	●	blue - complete	
6.	<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	●	blue - complete	Two documents have been completed and published on the Council's website: a

Respected and responsible					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					short introductory document 'Your community council - getting involved'; and a detailed community council handbook.
7.	<u>Public Information Notices Portal</u>  Council public notices published on-line	Redevelopment of the Council website and public notices published on the Public Information Notices portal		blue - complete	
8.	<u>Policy development</u>  Remaining corporate policies to be updated and brought in to line with current legislation, case law and guidance/good practice	Identify priority policies based on legislative need, risk to the Council and information gaps		green - on track	The Council's revised Infection Control Policy was approved by the Policy and Resources Committee on 3 February 2015.
9.	<u>Gender equality</u>  The % of female employees in the top 2% of earners is increased	Monitor application of the Council's equal opportunity policies by Services		green - on track	In terms of the % of the highest paid 5% of our employees who are women (excluding teachers), our ranking increased from 20th in 2012/13 to 15th in 2013/14 (out of the 32 Scottish local authorities).

Respected and responsible					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					The % of Inverclyde Council female employees (excluding teachers) who are in the top 5% of earners improved from 47% in 2012/13 to 50% in 2013/14.
		Link with the Corporate Equalities Officer to include as part of the overall Equality Strategy for the Council	●	green - on track	Collaborative working is ongoing.
10.	<u>Carbon management</u>  Reduction in the Council's carbon emissions which are monitored from the following sectors: energy use in buildings, street lighting, fleet transport, business travel, water and waste	Implement the Council's Carbon Management Plan 2011/16	●	amber - slight slippage	This is reported annually, therefore, there is no change to the previous update which highlighted that the Council revised its reported carbon emission figures to use Department of Environment Food and Rural Affairs/Department of Energy and Climate Change carbon dioxide

<b>Respected and responsible</b>					
	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status November 2014- February 2015</b>		<b>Commentary November 2014- February 2015</b>
					equivalent conversion factors for waste and water. Overall, a reduction of 0.8% has been achieved.

Included					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
1.	<u>Corporate Equalities Group</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	●	green - on track	Organisational competence is increasing.
		Appoint an Equalities Officer to progress the Council's commitment to equalities consistently across all Services to ensure better outcomes	●	blue - complete	
		Increase representation on the Corporate Equalities Group to include a wide range of people with protected characteristics	●	green - on track	Work on developing a community planning partnership sub-group is well underway. Details will be submitted to a future meeting of Single Outcome Agreement Programme Board.
2.	<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	●	green - on track	The Scottish Qualifications Authority's <i>Personal Finance Award</i> course is being piloted with S5 and S6 pupils in St Columba's High School.

<b>Included</b>					
	<b>Where do we want to be?</b>	<b>How will we get there?</b>	<b>Status November 2014- February 2015</b>		<b>Commentary November 2014- February 2015</b>
		Liaise with Registered Social Landlords regarding the impact of Welfare Reform	●	blue - complete	
3.	<p><u>Engagement with young people</u></p> <p>Young people across Inverclyde have a range of co-ordinated opportunities to be involved in decision-making affecting their schools, services for young people and communities</p> <p>Young people's voices are heard and their issues taken into consideration in service development and delivery</p>	Incorporate Young Citizens' Panel within the Youth Participation Strategy identified in SOA 6	●	green - on track	Ongoing development is taking place via the Youth Participation Strategy Development Group. Additionally, an Inverclyde Alliance conference will be held in March 2015 which will involve young people from secondary schools who will plan, present and facilitate at the event. The conference follows on from the Health and Well-Being Survey which was conducted in secondary schools in Inverclyde and will highlight what young people in the area have developed in response to the results from the



Included					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
					Survey.
4.	<p><u>Communication-friendly schools</u></p> <p>Signage in and around the 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 will 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>●</p>	<p>blue - complete</p>	
5.	<p><u>Looked-after and accommodated children (LAAC)</u></p> <p>Reduce the number of LAAC exclusions</p> <p>Improved attainment for LAAC</p>	<p>Roll out Positive Relationships and Positive Behaviour Policy</p> <p>Proportionate visits to specific educational establishments by Head of Service and Principal Education Psychologist are</p>	<p>●</p>	<p>green - on track</p>	<p>Visits are in progress on a proportionate basis.</p> <p>Also, in partnership with the Improvement Service, the Council is</p>

Included					
	Where do we want to be?	How will we get there?	Status November 2014- February 2015		Commentary November 2014- February 2015
		planned to continue to highlight LAAC			leading on a benchmarking initiative on the subject of looked-after children which aims to assess performance and deliver improvements across 8 family councils.
6.	<u>Museum services for young people (16-24)</u>  Work in partnership with the National Museum of Scotland (NMS) on a project for this age group entitled 'Scotland Creates' with the theme 'A Sense of Place'	Liaise with the NMS Project Manager and Steering Group to create exhibitions/event programmes in Greenock by August/September 2013 and in Edinburgh by July/December 2014	●	blue - complete	
7.	<u>Outreach activities for ethnic minorities</u>  Barriers to participation in English for speakers of other languages and adult learning programmes are overcome	Enhanced programme of outreach and engagement developed and in place	●	green - on track	Figures will be reported in June 2015.

2 March 2015

### Performance Indicators

The Council's key performance indicators help demonstrate performance in terms of strategic and operational objectives. These indicators include statutory performance indicators and local performance indicators.

Full year figures for 2013/14 are shown below, together with 2012/13 comparator information and Quarter 1 and 2 details for 2014/15:

Key performance measure	Relevance	Target 2014/15	2014/15 performance	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
Creditor payments: number of invoices paid within 30 calendar days of receipt as a % of all invoices paid	Demonstrates the efficiency and effectiveness of the arrangements for paying creditors	100%	Quarter 1: 98.01%  Quarter 2: 97.06%	96.3%	96.03%	Performance improved by 0.27%
Council Tax in-year collection <sup>1</sup>	Measures the efficiency and effectiveness of Council Tax billing and collection processes	Annual target: 94.5%  Quarter 1 target: 27.7%  Quarter 2 target: 54.4%	Quarter 1: 27.6%  Quarter 2: 54.4%	94.51%	94.2%	Despite another challenging year due to the continuing difficult economic climate, the Council Tax in-year collection level increased by 0.31% which is a significant achievement

<sup>1</sup> A higher % of Council Tax is expected to be paid in the first 3 quarters of the year than in the final quarter. Most Council Tax customers pay by 10 monthly instalments from April to January each year, therefore dividing the annual target by 4 quarters would not give a true reflection of the expected income in each quarter.

## Performance Indicators

Key performance measure	Relevance	Target 2014/15	2014/15 performance	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
Speed of Benefits processing - average number of days per case to process: <ul style="list-style-type: none"> <li>new Housing Benefit/ Council Tax reduction claims</li> </ul>	Demonstrates the effectiveness of the quality assurance measures in place within the Benefits service	23 days	Quarter 1: 23 days Quarter 2: 24 days	22 days	23 days	Performance improved
<ul style="list-style-type: none"> <li>Housing Benefit/ Council Tax Benefit reduction claim changes of circumstances</li> </ul>		6 days	Quarter 1: 5 days Quarter 2: 5 days	5 days	6 days	Performance improved
Incident resolution times	Demonstrates the responsiveness of the ICT Service Desk to reported incidents, against service level agreements	80%	Quarter 1: 91.11% Quarter 2: 89.63%	95.37%	92.46%	Performance improved

## Performance Indicators

Key performance measure	Relevance	Target 2014/15	2014/15 performance	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
Service request resolution times	% of reported ICT service requests resolved within targets defined in service level agreements	80%	Quarter 1: 90.49% Quarter 2: 93.08%	94.96%	93.13%	Performance improved
Network availability	Demonstrates the availability of the network and access to ICT services required by departments in their day-to-day activities	99.5%	Quarter 1: 100% Quarter 2: 99.91%	99.97%	99.94%	Performance improved
Key applications availability	Demonstrates the availability of key applications required by Services	99.5%	Quarter 1: 100% Quarter 2: 99.74%	100%	100%	Maximum performance maintained
Corporate absence rate: the average number of working days per full-time equivalent employee lost through sickness absence for:	High levels of attendance lead to higher levels of service provision, heightened morale and, for the purposes of Best Value, the provision					

## Performance Indicators

Key performance measure	Relevance	Target 2014/15	2014/15 performance	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
<ul style="list-style-type: none"> <li>teachers</li> </ul>	of competitive and effective services	Annual target: 9 days  Quarterly target: 2.25 days	Quarter 1: 1.5 days  Quarter 2: 0.6 days	7.6 days	8.3 days	The number of days lost for teachers reduced by 0.7 days
<ul style="list-style-type: none"> <li>all other local government employees</li> </ul>		Annual target: 9 days  Quarterly target: 2.25 days	Quarter 1: 3.1 days  Quarter 2: 2.7 days	11.9 days	10.7 days	The number of days lost for all other local government employees increased by 1.2 days
<ul style="list-style-type: none"> <li>all employees</li> </ul>		Annual target: 9 days  Quarterly target: 2.25 days	Quarter 1: 2.7 days  Quarter 2: 2.2 days	10.9	10.2	The overall number of days lost to the Council increased by 0.7 days
Health and safety incident rates: <ul style="list-style-type: none"> <li>number per 1,000 employees</li> </ul>	Examples of incidents include animal exposure, building/masonry faults, contact with electricity, road traffic accidents and a slip, trip or fall	50.7	Quarter 1: 17  Quarter 2: 21.7	55.7	44.4	There was a substantial increase in the number of incidents reported in 2013/14; this was not unexpected given the roll-out of the Council's new incident reporting system which has
<ul style="list-style-type: none"> <li>average time</li> </ul>		0.5 days	Quarter 1:	2.1 days	3.3 days	

## Performance Indicators

Key performance measure	Relevance	Target 2014/15	2014/15 performance	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
lost (in days) to the Council per incident			1.8 days Quarter 2: 1.5 days			made it easier to report incidents. The amount of lost time following incidents reduced by 1.2 days.
Waste management: refuse recycling	% of household waste composted and recycled	57.4%	Quarter 1: 61% Quarter 2: 57%	55.4%	54.1%	Our recycling rate increased by 1.3%
Traffic light repairs	% completed within 48 hours	98%	Quarter 1: 88.89% Quarter 2: 75%	89.3%	95.8%	There are only a small number of traffic lights and variations are largely due to the small statistical sample size
Street lighting repairs	% completed within 7 days	83.56%	Quarter 1: 82.02% Quarter 2: 94.32%	78.6%	98.4%	The reduction is due to issues with the last lighting maintenance contractor. The new contractor is now achieving target figures.
Potholes:						Performance improved across all

## Performance Indicators

Key performance measure	Relevance	Target 2014/15	2014/15 performance	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
<ul style="list-style-type: none"> <li>category 1 – emergency/urgent</li> </ul>	Make safe/repair within 24 hours of identification	90%	Quarter 1: 92% Quarter 2: 100%	94.3%	70%	three categories of pothole repairs.
<ul style="list-style-type: none"> <li>category 2 – high risk</li> </ul>	Make safe/repair within 7 days of identification	80%	Quarter 1: 49% Quarter 2: 55%	41.9%	26%	
<ul style="list-style-type: none"> <li>category 3 – medium risk</li> </ul>	Make safe/repair within 28 days of identification	90%	Quarter 1: 68% Quarter 2: 68%	79.6%	14%	
Property enquiries	% fulfilled within 28 days	100%	100%	100%	100%	Maximum performance maintained
Planning applications: <ul style="list-style-type: none"> <li>% of all applications decided in under 2 months</li> </ul>	Processing time for planning applications	80%	Quarter 1: 90.9% Quarter 2: 97.5%	84%	81%	There is an overall trend of improved performance based on a fairly consistent number of applications year-on-year



## Performance Indicators

Key performance measure	Relevance	Target 2014/15	2014/15 performance	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
<ul style="list-style-type: none"> <li>% of householder applications decided in under 2 months</li> </ul>		90%	Quarter 1: 92.5% Quarter 2: 100%	90%	93.5%	
Building warrants: % assessed within 20 working days of registration	Processing time against target for assessment of building warrants	100%	Quarter 1: 98% Quarter 2: 100%	91%	87%	Maximum performance achieved
Community Wardens: <ul style="list-style-type: none"> <li>high priority calls - % responded to within 30 minutes</li> <li>medium priority calls - % responded to within 60 minutes</li> </ul>	Demonstrates the response times of the Community Warden service	95%	Quarter 1: 95.3% Quarter 2: 95.4%	96.45%	95.97%	Performance is consistently high
		95%	Quarter 1: 97% Quarter 2: 100%	100%	100%	Maximum performance maintained
Library visits: number of actual and virtual	Demonstrates the use of Inverclyde's	4,182	details are compiled	4,873	4,462	The number of library visits increased by

## Performance Indicators

Key performance measure	Relevance	Target 2014/15	2014/15 performance	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
visits per 1,000 population	libraries		annually			more than 9%
Library issues: number per 1,000 population	Demonstrates the number of items issued from Inverclyde's libraries	2,897	details are compiled annually	2,759	2,702	There was a slight increase in the number of library issues
Computer facilities in libraries: number of users per 1,000 population	Demonstrates the use of computer facilities in libraries	125	details are compiled annually	119	94	The number of people using computer facilities in libraries increased by 26%
Adult learners in libraries	Demonstrates the number of adult learners attending classes in libraries	2,564	details are compiled annually	2,442	1,277	Adult learners in libraries increased by 91%
McLean Museum: <ul style="list-style-type: none"> <li>number of visits in person per 1,000 population</li> <li>number of visits to/use of</li> </ul>	Measures the footfall at the McLean Museum	504	details are compiled annually	501	486	There has been an increase in both these indicators: 3% and 11% respectively
		811	details are compiled	808	721	

## Performance Indicators

Key performance measure	Relevance	Target 2014/15	2014/15 performance	2013/14 performance	2012/13 performance	Commentary on change between 2012/13 and 2013/14
Council-funded or part-funded museums per 1,000 population			annually			

11 March 2015